

Information Governance

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31st July 2017

Dear

INFORMATION REQUEST UNDER THE FREEDOM OF INFORMATION ACT 2000

We are now pleased to respond to your request for information under the FOI Act.

Organisation Name	Wrightington Wigan and Leigh NHS Foundation Trust
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Transformational Change Within Your Trust

Does your Trust current have a Change Management Strategy?	Yes	<input type="checkbox"/>
	No	<input checked="" type="checkbox"/>
Has a project team been established by your Trust to manage transformational change to support any agreed Sustainability and Transformation Plans (STPs)	Yes	<input checked="" type="checkbox"/>
	No	<input type="checkbox"/>
What (if any) change management models have been adopted by the Trust when delivering projects relating to transformational change? (Please specify all that apply)	None	<input type="checkbox"/>
	Lewin's Change Management Model	<input type="checkbox"/>
	McKinsey 7-S Model	<input checked="" type="checkbox"/>
	Kotter's 8 Step	<input checked="" type="checkbox"/>

	<p>Change Model</p> <p>Other (Please Specify)</p> <ul style="list-style-type: none"> • Deming PDSA cycle • Lean • Burke–Litwin Model • Theory of Change <p>+ various delivery models inc:</p> <ul style="list-style-type: none"> • Prince 2 • Agile • Managing Successful Programmes • Improvement Science • Lean methodologies <p>+ various behaviour change models</p>
How many transformational projects have been delivered within your Trust in the last 5 years?	45
How many of these projects were delivered using a recognised change management theory?	Projects are delivered using a combination of theories
How many of these projects were completed without delay?	32
How many of these projects could be perceived as failing to deliver transformational change?	3
<p>What lessons have been learned from previous transformational projects?</p> <ul style="list-style-type: none"> • Setting up new teams to deliver transformation takes a significant amount of time and resources. Where possible using existing teams and prioritising work differently gives better results (e.g. STP delivery) • Clear metrics, agreed at the beginning of a project are essential • If something is failing and you have tried to implement mitigations but they are not working, then it is better to stop the work and use it as a learning exercise rather than not deliver anything and risk disengagement. • Always involve the people doing the job in all aspects of the change. Transformation led by the staff involved is more likely to succeed • A good stakeholder analysis and communication plan is invaluable • Clinical leadership is essential in creating change in a clinical environment. It is not enough for the clinician to give their name to the project, they have to actively lead it. • Don't rely on a single change model, be flexible in your approach as individuals and teams are different. 	

Where a recognised change management theory has been adopted do you feel this added to the successful delivery of the transformational change?	Yes	<input checked="" type="checkbox"/>
	No	<input type="checkbox"/>
<p>If yes, please give an example:</p> <p>Use of Lean methodologies gave focus and rationale to staff who wanted to know why they were changing not just that they were. Having the rationale aided sustainment.</p> <p>Use of Deming PDSA cycles is a comfortable tool based on his change theory. It fits with the already preferred clinical model of diagnose, plan treatment, try treatment, review and adjust.</p>		
Is a vision created at the outset of a transformational project to guide the direction of the change?	Yes	<input checked="" type="checkbox"/>
	No	<input type="checkbox"/>
Who is responsible within your Trust for overseeing transformational change?	Divisional Manager	<input type="checkbox"/>
	Service Manager	<input type="checkbox"/>
	Project Manager	<input type="checkbox"/>
	Change Manager	<input checked="" type="checkbox"/>
	Other (Please Specify)	
Which (if any) other members of staff are empowered to work on transformational change projects (Select all that apply)?	None	<input type="checkbox"/>
	Clinicians	<input checked="" type="checkbox"/>
	Directors	<input checked="" type="checkbox"/>
	Senior Management	<input checked="" type="checkbox"/>
	Nursing Staff	<input checked="" type="checkbox"/>
	Admin Staff Grades	<input checked="" type="checkbox"/>
	3 rd Party Stakeholders	<input checked="" type="checkbox"/>
	Other (Please Specify)	
Do project team members work exclusively on projects or do they also maintain existing roles?	Exclusive to project	<input type="checkbox"/>
	Maintain existing role	<input checked="" type="checkbox"/>

How is change communicated within your Trust? (select all that apply)	Informal discussions with staff groups	X
	Face-to-face meetings	X
	Email	X
	Project team meetings	X
	Trust newsletters	X
	Workshops	X
	Presentations	X
	Other (Please Specify)	
Has transformational change had an impact on staff morale within your Trust	Yes	X
	No	<input type="checkbox"/>
<p>If yes, please give an example:</p> <p>The impact on morale varies dependent on how well the change has been communicated, or why the change is being implemented, amongst other things.</p> <p>Poorly communicated transformational change is often met with suspicion or hostility e.g. changes to an outpatient pathway, designed by the clinical team, patients and CCG, was viewed with suspicion when external communications began to focus on the savings made by the change, and sustainment and engagement became challenging. Alternatively a further pathway, designed by the clinicians, with staff, patient and CCG representation those communication focused on patient benefits was positively and actively promoted, implemented and sustained. This did not inhibit financial savings, just ensured the tone of conversation was appropriate for the audience</p> <p>Changes implemented because of perceived, issues rather than understanding the root cause of the problem, or considering the whole value stream, can lead to frustration e.g. an improvement programme implemented by a senior manager a number of years ago in theatres focused on just the theatre suite. It became obvious that the pathway issues were greatly exacerbated by access to beds, but this was not part of the scope, and as external consults were used, could not be renegotiated within the price. This left excited staff frustrated.</p> <p>Other programmes that have engaged staff, patients and other stakeholders in transforming services, pathways and processes, have increased staff morale, engendered an openness and honesty to issues and actively helped to change the organisational culture to one receptive of change, whilst acknowledging people's concerns.</p>		
How would you describe the change culture	Receptive	X

within your Trust	Vibrant	<input type="checkbox"/>
	Transparent	X
	Concerned	X
	Negative	<input type="checkbox"/>
	Obstructive	<input type="checkbox"/>
	Other (Please Specify)	
What are the main obstacles to transformational change within your Trust?	Finance	X
	Staff	<input type="checkbox"/>
	Resource	X
	Technology	<input type="checkbox"/>
	3 rd Party Stakeholders	<input type="checkbox"/>
	Other (Please Specify)	

Please complete the following section by placing a CROSS ☒ in the appropriate box	strongly agree	agree	uncertain/ not applicable	disagree	strongly disagree
	1	2	3	4	5
Change is seen as a continuous process which allows transformation from one state to another	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Change management should be a controlled process	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resistance to change is an expected reaction from individuals during a transformational project	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of resistance to change is dependent on the existing culture within the organisation	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managing expectations is key to the successful implementation of transformational projects	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effective people management is critical to any change management process	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inclusion of employees in the transformational process is essential to the success of any change management activity	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A state of continual change is detrimental to an organisation, it takes its toll on employees and	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

can lead to change fatigue

I trust that this information is helpful to you, however if you are not entirely satisfied with this response please do not hesitate to contact the Information Governance Department on 01257 488271. If we do not hear from you within 28 days we will assume that we have been able to accommodate your request under the Freedom of Information Act 2000.

Yours sincerely,



Andrew Foster
Chief Executive

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If you are unhappy with the service you have received in relation to your request and wish to make a complaint or request a review of our decision, you should write to: Information Governance Department, Wrightington, Wigan and Leigh NHS Foundation Trust, Wrightington Hospital, Hall Lane, Appley Bridge, Wigan, WN6 9EP

If you are not content with the outcome of your complaint, you may apply directly to the Information Commissioner for a decision. Generally the ICO cannot make a decision unless you have exhausted the complaints procedure at: The Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF