Accelerating Change with the NHS Change Model

Rachel Hinde
Programme Manager, NHS Institute
@rachelhinde
#nhschange
Why the NHS needs a change model

• Massive change in the NHS past 10 years – much more to come
• Massive change now required to deliver wholesale improvement and quality of services – scale and pace
• Financial constraints for the foreseeable future
• Using the best of what’s gone before
• Building on our knowledge of large scale change
• Amplifying and reinforcing our ability to drive change
• Fit for new system work – across boundaries and sectors
• The call to action
The overall aim

Supporting the NHS system to adopt a shared approach to leading change and transformation in order to:

– maximise the potential to deliver unprecedented improvement across the whole system
– enable the NHS to deliver QIIPP at scale and pace
– create a common language of change across the NHS
– provide a useful tool for people to structure local work around
– allow better integration of change efforts
– build a coherent approach to training and development
– build on the best evidence and support rapid spread of replicable innovation
How we developed the NHS Change Model

• Looking at best practice from across the world
• Learning from what’s gone before to create a common approach
• Consulting with people in the service – using their ideas, experiences and words – c500 people
• Building on all we’ve learned about large scale change
• Sharing progress – descriptors and design
• Making sense at every level
• Determining the look and feel
The NHS Change Model

Our shared purpose

Leadership for change
Do all our leaders have the skills to create transformational change?

Spread of innovation
Are we designing for the active spread of innovation from the start?

Engagement to mobilise
Are we engaging and mobilising all the right people?

System drivers
Are our processes, incentives and systems aligned to enable change?

Improvement methodology
Are we using an evidence-based improvement methodology?

Rigorous delivery
Do we have an effective approach for delivery of change and monitoring of progress towards our planned objectives?

Transparent measurement
Are we measuring the outcome of the change continuously and transparently?
Drivers of extrinsic motivation

- regulation
- payment & incentive systems
- performance management
- measurement for accountability

create focus & momentum for delivery

Intrinsic motivators

- connecting to shared purpose
- engaging, mobilising and calling to action
- motivational leadership

build energy and creativity
Internal motivators
• connecting to shared purpose
• engaging, mobilising and calling to action
• motivational leadership
build energy and creativity

Drivers of extrinsic motivation
• System drivers & incentives
• Performance management
• Measurement for accountability

create & focus momentum for delivery
The NHS Change Model aligns intrinsic and extrinsic aspects
“You can’t impose anything on anyone and expect them to be committed to it”

Edgar Schein, Professor Emeritus MIT Sloan School
The NHS Change Model

Which component would you say we are best at? and which are we worst at?
Five key principles in using the NHS Change Model

1. Start with ‘shared purpose’ but after that there is no prescribed linear or logical order
2. It’s important to use the model to check if all eight components are present but it’s more important to focus on whether they are aligned
3. Use the model to build on what you are doing already
4. Don’t 'sell' the change model; 'sell' the outcomes you are seeking
5. Build commitment to, not compliance with, the NHS Change Model
Questions
Join us for our next Twitter Club: #NHSChange
24 October 4 to 5pm

Webinar: 19 October 8.30am
Leadership framework and the Change Model
www.changemodel.nhs.uk

Follow me on Twitter: @rachelhinde
Email: rachel.hinde@institute.nhs.uk