

Ref no: 154170717
From: Research
Date: 17/07/17
Subject: Change Management

REQUEST

I would like to submit a freedom of information request to aid in my Msc research project into the effect change management has on transformation projects.

Would it be possible for you to complete the attached questionnaire relating to change management within your organisation? I would be interested to hear from you to understand your views on how change management models have helped within your organisation. The survey findings will be analysed and your feedback will form part of my final year university dissertation.

RESPONSE

In light of recent Sustainability and Transformation Partnership (STP) proposals I am currently researching the effect change management models have on transformational projects. I would be interested to hear from you and understand your views on how these models have helped your organisation. In order to do this I am asking you to complete the following questionnaire relating to change management activity within your Trust. The survey findings will be analysed and your feedback will form part of my final year university dissertation.

Organisation Name	St Helens & Knowsley Teaching Hospitals NHS Trust
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Transformational Change Within Your Trust

Does your Trust current have a Change Management Strategy?	Yes	<input checked="" type="checkbox"/>
	No	<input type="checkbox"/>
Has a project team been established by your Trust to	Yes	<input type="checkbox"/>

manage transformational change to support any agreed Sustainability and Transformation Plans (STPs)	No	<input checked="" 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 Change Model	<input type="checkbox"/>
	Other (Please Specify)	
How many transformational projects have been delivered within your Trust in the last 5 years?	These are too varied and complex to be quantified in this way	
How many of these projects were delivered using a recognised change management theory?	All projects involving people change followed the Trusts organisational change policy. All Organisational Review projects follow the McKinsey 7-S Model which is the model for our OD framework	
How many of these projects were completed without delay?	All projects follow agreed organisational timescales which will vary depending upon complexity and scale	
How many of these projects could be perceived as failing to deliver transformational change?	This has not been quantified. OD projects have met Trust objectives and milestone plans	
<p>What lessons have been learned from previous transformational projects? Early involvement of HR and OD expertise at the planning stage to ensure robust stage engagement and a through understanding of the McKinsey 7-S Model is key as is appropriate OD resources during project implementation.</p>		
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>The Trust has developed and management guide toolkit to support the use of the McKinsey 7-S Model, this has been very helpful in ensuring robust application of the</p>		

process and consistency across the Trust.		
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 type="checkbox"/>
	Other (Please Specify) <input checked="" type="checkbox"/> Lead Director & Trust Executive Committee	
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) Trade Union Colleagues	
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	<input checked="" type="checkbox"/> <input type="checkbox"/>
	Face-to-face meetings	<input checked="" type="checkbox"/>
	Email	<input checked="" type="checkbox"/> <input type="checkbox"/>
	Project team meetings	<input checked="" type="checkbox"/> <input type="checkbox"/>
	Trust newsletters	<input checked="" type="checkbox"/> <input type="checkbox"/>
	Workshops	

		<input checked="" type="checkbox"/>
	Presentations	<input checked="" type="checkbox"/> <input type="checkbox"/>
	Other (Please Specify) Individual letters to staff, global emails, and business cases	

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Has transformational change had an impact on staff morale within your Trust	Yes	<input type="checkbox"/>
	No	<input checked="" type="checkbox"/>

If yes, please give an example:

N/A

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How would you describe the change culture within your Trust	Receptive	<input checked="" type="checkbox"/>
	Vibrant	<input type="checkbox"/>
	Transparent	<input type="checkbox"/>
	Concerned	<input type="checkbox"/>
	Negative	<input type="checkbox"/>
	Obstructive	<input type="checkbox"/>
	Other (Please Specify)	

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

Please complete the following section by placing a CROSS <input checked="" type="checkbox"/> 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	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Change management should be a controlled process	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resistance to change is an expected reaction from individuals during a transformational project	<input type="checkbox"/>	<input checked="" 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	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managing expectations is key to the successful implementation of transformational projects	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effective people management is critical to any change management process	<input checked="" type="checkbox"/>	<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	<input checked="" type="checkbox"/>	<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 can lead to change fatigue	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>