NHS SERVICE DELIVERY AND ORGANISATION R&D PROGRAMME

CHANGE MANAGEMENT PROGRAMME

Development Specification

1. Title:

A Change Management Skills Development Resource for Health Professionals and Managers

2. Background:

The *Managing Change* Review, although widely welcomed, does not provide support for readers to put into practice the approaches described. There is a need for managers, professionals and others leading change to see for themselves how change management techniques and methodologies can be put into practice. For these groups material which gets to grip with substantive issues and problems would be particularly helpful. Currently, there are few such resources available.

3. Purpose of Development:

To produce a self-learning resource that demonstrates:

a) the use of these approaches in practice, in a user-friendly way

b) the strengths and limitations of the different approaches

c) the need for a critical and reflective approach when implementing models and approaches

d) that different results arise when they are used by people with different world views

e) the need to draw on knowledge and evidence from other fields which were excluded from the remit of the original Review.

f) the issues associated with generating evidence, by encouraging readers to think about how they would evaluate the change process.

4. Description of Resource:

The resource shall take the form of a small number of realistically complex case studies. These will be made up of real incidents, woven into a realistic but fictional whole.

The case studies will allow the application of many different approaches to change management, in combination and in sequence. It is likely that at least four case studies will be required. These will also illustrate the application of the approaches at a number of different levels in an organisation. The case studies will focus on service level, on an individual in a multi-disciplinary team, and on the organisational level.

They will involve change management as it impacts both health and social care, including the voluntary sector as well as statutory services. Issues of change management both within and across service sectors will be addressed.

5. Format:

02 April 2003

The resource will be produced in both printed and electronic formats (PDFs) to be viewed and/or downloaded via the NCCSDO website.

The printed format will consist of A4 sheets in 2-colour. The number of pages will not exceed 100.

6. Pilot studies:

On completion of the text the resource will be piloted, to test the accuracy and appropriateness of the case studies. This will be carried out by a small group of leaders, managers and practitioners drawn from the intended target audiences, willing to read the designed copy critically and constructively.

In addition, critical readers will comment on the accessibility and usefulness of the resource. The resource will be edited and revised in the light of the findings of the pilot studies and the comments of the critical readers.

7. Advisory Group:

Development of the resource will be supported by an Advisory Group, which will include members of the contractor's team, development professionals and NCCSDO staff. A minimum of three meetings will be necessary.

8. Proposed Programme:

Field research and writing of manuscript to be completed by **30th September 2003.**

Pilot studies, revision of drafts, and circulation of drafts to critical and pilot readers to be completed by **31st December 2003.**

Submission of Final Resource Pack, together with report on pilot studies, by **31st January 2004.**

Receipt of Peer Reviewers reports by SDO by **28th February 2004.**

Receipt by SDO of revised Resource Pack from contractor by **31st March 2004.**

Official launch of Resource pack at 2004 SDO Conference, **Wednesday 28th April 2004.**

9. Costings:

Total cost of Research, Writing, Editing, Project liaison and administration, including all travel not to exceed **£45,000.**

Design and production costings are not included in this sum, and will be met by the SDO Programme.

02 April 2003

Addendum

This document was published by the National Coordinating Centre for the Service Delivery and Organisation (NCCSDO) research programme, managed by the London School of Hygiene & Tropical Medicine.

The management of the Service Delivery and Organisation (SDO) programme has now transferred to the National Institute for Health Research Evaluations, Trials and Studies Coordinating Centre (NETSCC) based at the University of Southampton. Prior to April 2009, NETSCC had no involvement in the commissioning or production of this document and therefore we may not be able to comment on the background or technical detail of this document. Should you have any queries please contact sdo@southampton.ac.uk.