Tool 18: A Change Management Plan

This document is part of the Home Care Outcomes-based Commissioning Toolkit developed by the National Commissioning Board for Wales to assist home care commissioners and providers to move the home care service towards a more outcomes-based approach. This is an outline document that will be developed further as the project moves forward

1 Core Material: Overarching principles of this toolkit

The provision of social services in Wales is governed by the Social Services and Well-Being (Wales) Act 2014. The Act is accompanied by a Code of Practice and guidance on the exercise of social services functions and partnership arrangements. The Code of practice stipulates that:

"In order to seek to promote the well-being of people who need care and support and carers who need support, local authorities need to understand what matters to people and the personal outcomes they wish to achieve".

The provision of health services in Wales is the remit of NHS Wales under the direction of the Welsh Government. Local Health Boards have responsibility for all commissioning and provision of health services in their area. The Welsh Government have produced an Outcomes Framework for the NHS in Wales that it describes on its website as follows:

"The NHS outcomes framework includes only outcomes and outcome indicators that have been determined to measure health related well-being. A delivery framework is in place to support the delivery of health and well-being by health boards and health trusts. "

Generally, this toolkit identifies that there are three models of outcome-based commissioning:

- **Model 1: Outcome Based Care Planning**: (Using outcomes as the basis for planning and reviewing a care package).
- **Model 2: Reward for Achieving Outcomes and customer satisfaction**: Again, Individual focused but concentrating on the financial aspects of meeting outcomes.
- **Model 3: Population based accountability for Outcomes**: Responsibility for the provider(s) for meeting the outcomes of a group of people across a defined geographic area.

1.1 Purpose of this tool

This tool is intended to support both local commissioners and home care providers in developing their knowledge and skills in the process of change management project planning.

Please note that this tool has been designed to consider adopting a range of change management methodologies, principles and procedures across all three of the outcomes – based commissioning models.

Social Care Wales have been working with a range of organisations, including the National Commissioning Board, to develop a strategy entitled 'Care and Support at Home in Wales' [1] that can help bring about improvements to both the commissioning and delivery models of home care services across Wales.

The strategy focuses on those areas that have been identified as needing the most urgent attention, to help people stay independent and well in their own homes for as long as possible.

This calls for a collaborative approach between commissioner and service provider to the development of a deliverable outcome based service for the user - this could examine ways to clarify the respective roles and responsibilities between the new partnership, provide some flexibility to meet possible changes in individual circumstances, the approach will also require a change in culture for everyone involved to develop new forms of commissioning services and provision.

A systematic change is required. All sources of community-based support should be aligned to maximise their impact and avoid duplication.

To achieve the outcomes and objectives of this strategy a significant range of change management processes/projects will be needed that support the required change in culture and practice.

2 Introduction

Change management is an important part of a successful project. A change management process defines the steps used to identify and make changes to a project including its scope.

The elements included in a change management process describe the purpose and rationale of the change, a change readiness assessment, key stakeholder analysis, procedures, roles and responsibilities, and the actions required/by whom. The process should also include a change management plan, a governance framework and a monitoring/evaluation plan.

[1] National Commissioning Board Wales: Care and Support at Home in Wales, Five-year strategic plan 2017 – 2022. April 2017

The change management plan should contain:

- Objectives of the change.
- What is the change about?
- List of Stakeholders.
- Change Management Team.
- Communication Plan & Change Implementation Plan.
- Track Change Management.

The above are the basic points to creating an effective change management plan. There will need to be a focus on describing outcomes as the key to personalising care and focusing on an individual's wellbeing, reflecting the value delivered by health and social care rather than describing and evaluating, only the activity undertaken.

Commissioning based on outcomes does have the potential to facilitate the transformation of care and is one way of overcoming the barrier of current payment mechanisms that do not support integrated care. The new model of commissioning services should be produced in collaboration with customers, current and future providers and key stakeholders is vital.

Adopting this change management approach in working collaboratively with local providers of home care and community health services could lead to the development of new models that are enabled by outcomes-based commissioning Careful thought is needed about how outcomes- based commissioning can be developed and applied locally where it can add most value. Support to evaluate, share learning and manage risks will be crucial.

Recent legislative and policy changes within the sector include:

- The Social Services and Well-being (Wales) Act.
- The National Outcomes framework.
- Principles of Prudent Healthcare.
- Regulation and Inspection of Social Care (Wales) Act.
- Well-being of Future Generations Act.

In embedding the legislative and policy changes into practice that will improve the well-being of people in Wales the NCBW's strategic plan identifies several key actions required across the sector, namely:

- Focussing on what's important to people.
- Recognising the importance of carers and supporting them better.
- Stepping in early to support people at home and in their communities.
- Working together to deliver efficient and effective support.
- Keeping vulnerable people safe by focussing on complex needs first.

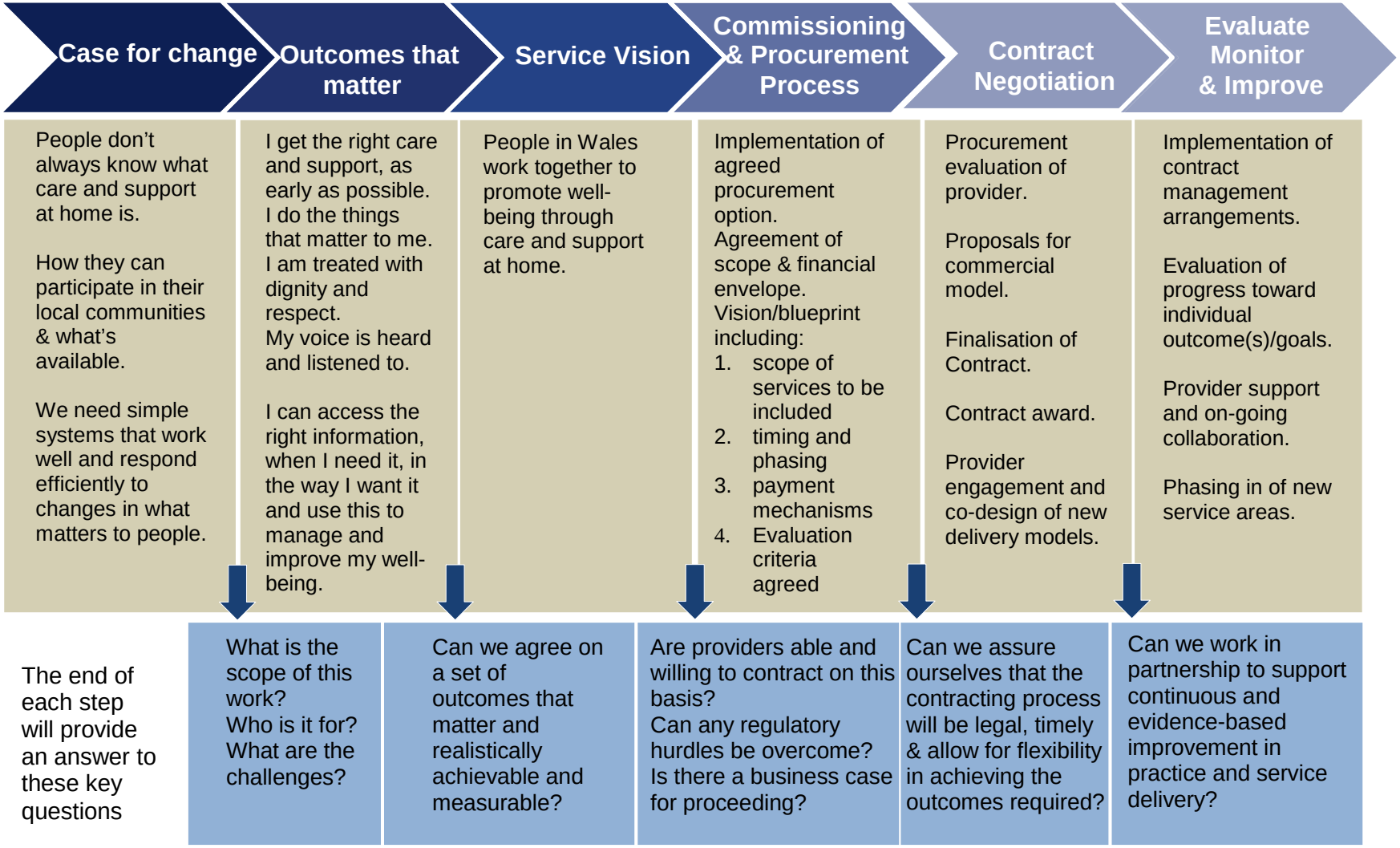
All the above actions will require varying degrees of both simple and complex change management processes that are underpinned by the principal of adopting an outcomes based approach to the commissioning and delivery of home care services, whereby the outcomes must be based on the individuals own expression, in everyday language with which he/she are comfortable with.

(Please refer to the following tools elsewhere in this toolkit for more information on outcomes based commissioning: '*Commissioning for outcomes in Social Care'& 'A Guide to Outcome Based Home Care Commissioning').*

The diagram on the next page provides an overview on the change management 'steps' required to develop an outcomes based home care commissioning contract for services.

This tool includes a sample preliminary Change Management Plan which could support the development of each step across the change management process, but it should be used as a guide only.

The diagram below provides an overview on the change management steps required & how this progresses to develop an outcomes based home care commissioning contract for services.



Change Management Plan Template

Introduction

Provide background, link to strategic goals and other changes

Project Sponsor

This person leads the change project and is accountable for ensuring the project and change plan are implemented

Project Objectives

Detail what the project will achieve.

Change Objectives and Principles

Provide details of:

- What the change process will achieve [e.g. a consistent approach to care and support at home. It must be built around individuals, families, carers and communities];
- Principles that underpin the change plan [e.g. People in Wales work together to promote well-being through care and support at home]; and
- Ethical issues that need to be considered and how will the change plan will address them.

Change Plan Elements

What are the main elements in the change plan? [e.g. people/culture, systems/technology, documentation,

Make sure people who need care and support, and carers, are equal partners who can use their skills and experiences to help make decisions, Care and support at home needs to be built around communities,

Care and support at home needs to support personal outcomes and meet different needs. Invest in a range of good-quality options that help people maintain their independence and well-being.

Make sure the workforce has the knowledge, skills and values to deliver care and support at home. Base care and support at home on the best evidence from academic and practice-based research.

Each of these elements may require a particular focus in the change plan.

Rationale for the Change

List the drivers and constraints for change. What are the risks for the change process? e.g. need a change in culture and systems to put people's needs at the centre of care and support at home. It will also take political, strategic and operational commitment across Wales. Sometimes there's a lack of choice in the care and support available. Services can be slow to respond to changing circumstances. This puts pressure on families and carers. As demand increases, this situation can't be sustained.

Make sure that elected members and other important decision makers understand and support the rationale for change.

Key Stakeholder Analysis

Identify the key stakeholders [consider staff, other colleagues in the University, management, unions, students and other clients] and:

- Analyse their response to the change [e.g. what will be their main concerns/fear, where is there likely to be support for the change];
- Identify their needs in terms of change management and consider the style of communication required [language style & level]; and Identify the preferred media for communicating or consulting with them about the change [e.g. sessions involving dialogue about the changes, newsletters, briefings from project team members, frequently asked questions].

Assessment of Readiness to Change

Comment on the status of the change so far [e.g. is there a high level strategy in place that stakeholders are already aware of and committed to that provides a framework for the change].

What elements might support the change [e.g. dissatisfaction with current processes; a workplace culture that supports change and innovation]?

Is there strong senior support for the change?

Key Change Messages

Identify about 6 key messages to convey about the change process, being upfront about gains and losses. Consider:

- What will be gained/lost for the key stakeholder groups in the change process;
- The messages from the stakeholder perspective;
- What will be their main concerns; and
- Presenting changes in a positive light even whilst acknowledging loss.

Identify Change Elements

Structures/Processes/Responsiblities/Resources/Timeframes/Performance Measures

Consider the need for particular change support structures [e.g. a change team, super users/specialists who are trained first and can support people in the workplace, involvement of users/key stakeholders at various stages, change champions in the workplace].

Consider if there is a need for transitional arrangements to support and whether the introduction of the change process needs to be staged.

What will be the impact on workloads and how will these be managed?

Develop Change Plan

Develop a change plan including performance measures [how will you know the change plan is effective?]. Ensure the plan is adequately resourced.

Include a communications plan

Actions	Who	When	Performance Measures

Consolidation

Ensure policies, procedures and performance measures reinforce the changes. Remove organisational barriers to the change.

Reinforce how changes have provided benefits.

Evaluation

How will the change be evaluated in relation to the achievement of the planned objectives? How will the change management processes be evaluated – consider summative as well as final evaluations, how can you assess your change management strategies as you implement them? How will the evaluation outcomes be circulated and promoted to stakeholders?

How will evaluation outcomes be used in other organisational processes?

3 Other materials

Social Care Wales 'Practice Guidance for Social Care Managers' has been developed for managers registered with Social Care Wales and it is aligned to the National Occupational Standards (NOS) for Leadership and Management of Care Services.

This is a dynamic document which will be reviewed and updated periodically. Social care managers are expected to use their professional judgement, applying the general principles and the Code of Professional Practice for Social Care. Social care managers must adhere to requirements on them set out in statutory regulations and guidance. The resource describes what is expected of social care managers and provides a practical tool, aiding social care managers in their practice on the delivery of high quality, citizen centred services
The social care manager Practice guidance for social care managers registered with Social Care Wales

NHS Wales developed a change management toolkit in 2012 that is designed to assist both manager and practitioners in managing the process of change. This toolkit provides information and guidance on both the theory and models which you can use to support the managing change process effectively.

It also gives you some information on how to overcome barriers and resistance to change which you may face when implementing change and tips on what not to do. The Change Curve is described which will help you understand the differing needs which staff will have, depending on where they are on the Curve and you will see a very useful section on how you can change people's habits.
NHS Wales: Change Management Toolkit

Good Practice Wales is a single access online portal to Welsh Public Services good practice and knowledge. Improving services is the goal of every public-sector organisation as a result the collating, sharing and learning of good practice has become a priority for many organisations. While organisations share good practice internally often it is difficult to access examples of good practice from other organisations. The Good Practice Wales Portal aims to be the single point of access to a wide range of examples of good practice available across Welsh public services.
Good Practice Wales

Academi Wales provide a range of resources and tools section which includes videos, presentations, articles and a range of other helpful links. There is a dedicated section on managing change and continuous improvement targeted at both managers and practitioners.
Tools and techniques for managing change

The Social Care Institute for Excellence (SCIE) and in partnership with the Universities of Birmingham and Middlesex, have designed a range of change management resources which are aimed at supporting managers in care services, local authorities and integrated health and social care services in developing and building knowledge, skills and confidence in this challenging area. SCIE and the

Universities spoke widely to managers and people who use services and they created four case study scenarios of managers in different social care contexts together with a compilation of change approaches. There is an accompanying film, embedded in the site. The resource features change management tools to help support change. The new interactive digital format means that people will be able to quickly use and apply to tool to real-life issues.
Study Resource: Organisational change in Social Care

Skills for Care advocate that having a positive workplace culture is key to ensuring that your organisation is providing high quality care and support. To support this important area of managing change they have created a toolkit to help managers develop a positive workplace culture in the organisation.
The toolkit explains why culture is so important, shows the business benefits and provides activity sheets and scenarios to help both managers and organisations get it right.
Positive workplace culture

The Well-being of Future Generations Act requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change.
The Act is unique to Wales attracting interest from countries across the world as it offers a huge opportunity to make a long-lasting, positive change to current and future generations. To make sure all public bodies are working towards the same vision, the Act puts in place seven well-being goals. For more information on these seven well-being goals, how they relate to managing change within social care and to get involved please click on the link below.
Well-being of Future Generations (Wales) Act 2015