

# UHL Way Update

Author: [Bina Kotecha, Linsey Milnes and Alexis Assimacopoulos] Sponsors: [John Adler, Chief Executive and Louise Tibbert, Director of Workforce and OD] Date: [Thursday 4 August 2016]

## Executive Summary

Trust Board paper M

### Context

As reported to the Trust Board in April 2016, the UHL Way is the way we manage change in a consistent and sustainable way, but also in a way that engages and empowers the staff involved in, and affected by that change. The UHL Way also offers a comprehensive framework for patient and public involvement in the improvement of care.

The UHL Way is about embedding a culture of continuous improvement across the Trust which will in turn improve the quality of care we provide to patients, reduce harm, increase efficiency and effectiveness and support cost reduction.

The three components to the UHL Way as set out in the attached presentation are:

1. **Better Engagement:** Continuing Listening into Action – moving into Year 4
2. **Better Teams:** Targeted improvement and development
3. **Better Change:** Adopting the best in change and improvement methodology

### These components are supported by the UHL Academy

We have finalised the oversight and reporting arrangements for the components of the UHL Way, noting the need to dovetail with rather than duplicate existing structures.

### Questions

What progress has been made with delivery of the UHL Way Implementation Plan (2016/17) as approved by the Trust Board during April 2016?

### Conclusions

**Better Engagement:** We have commenced with Wave 7 LiA Pioneering Teams and our Autonomous Teams Programmes is underway. The Pulse Check has been completed over two quarters (February and May 2016) with sustained and improved performance against a number of indicators. More work needs to be done in improving the Pulse Check Response Rate and a promotional campaign has been agreed by the LiA and Better Teams Sponsor Group.

**Better Teams:** Our first cohort has commenced the Better Teams programme. Over 2016/17 we will support 2 intakes (approximately 20 teams) and will put on further bespoke programmes, on a targeted basis, to support major change programmes.

**Better Change:** We are progressing on an incrementally basis supporting our “Exemplar Projects” from each of our main areas of improvement/change activity. These exemplars are substantial projects with sufficient complexity and focusing on adopting the Better Change methodology. Working closely with Strategy and Transformation colleagues we have also

identified local quality improvement projects in ensuring that the Better Change methodology is tested against a range of large and small scale projects.

**UHL Academy:** Work is underway in developing a web portal and an approach to ensure that a cadre of people have a set of key skills (at different levels) in order to adopt the UHL Way effectively. UHL Way tools / techniques awareness raising sessions will take place over coming months (initially targeting members of the UHL Leadership Community).

## Input Sought

The Trust Board is asked to:-

- Note progress with and continue to support the implementation of the components of the UHL Way;
- Sponsor teams / improvement programmes and assist individuals / teams with successful programme implementation and unblocking the way;
- Encourage and support staff to complete the UHL Pulse Check noting that the next survey will be live in August 2016;
- Book onto and attend future UHL Way Awareness Raising sessions; and
- Promote UHL Way within areas of responsibility.

## For Reference

1. The following **objectives** were considered when preparing this report:

Safe, high quality, patient centred healthcare	[Yes]
Effective, integrated emergency care	[Yes]
Consistently meeting national access standards	[Yes]
Integrated care in partnership with others	[Yes]
Enhanced delivery in research, innovation & ed'	[Yes]
A caring, professional, engaged workforce	[Yes]
Clinically sustainable services with excellent facilities	[Yes]
Financially sustainable NHS organisation	[Yes]
Enabled by excellent IM&T	[Yes]

2. This matter relates to the following **governance** initiatives:

Organisational Risk Register	[YES]
Board Assurance Framework	[YES]

3. Related **Patient and Public Involvement** actions taken, or to be taken: Patient partners involved in progressing this work

4. Results of any **Equality Impact Assessment**, relating to this matter: [Insert here]

5. Scheduled date for the **next paper** on this topic: [Next quarter]

6. Executive Summaries should not exceed **1 page**. [My paper does comply]

7. Papers should not exceed **7 pages**. [Presentation pack attached]



# Trust Board

## Progress Update

One team shared values

4 August 2016



The way we approach change

# Listening into Action



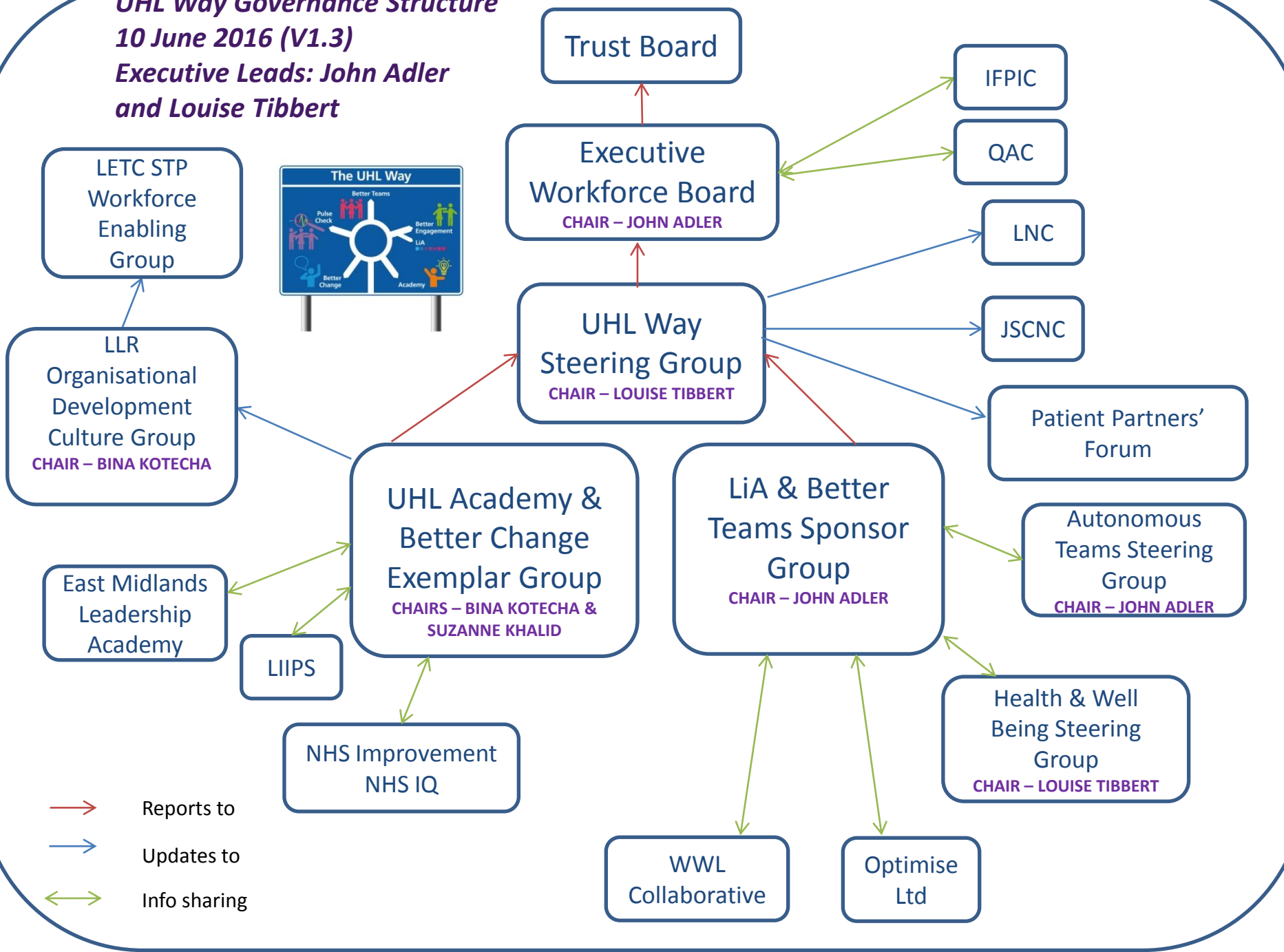
- The UHL Way, developed out of the Listening into Action programme, will be our way of delivering improvements across the Trust



# UHL Way Governance Structure

10 June 2016 (V1.3)

Executive Leads: John Adler  
and Louise Tibbert



Trust Board

Executive Workforce Board  
CHAIR – JOHN ADLER

UHL Way Steering Group  
CHAIR – LOUISE TIBBERT

UHL Academy & Better Change Exemplar Group  
CHAIRS – BINA KOTECHEA & SUZANNE KHALID

LiA & Better Teams Sponsor Group  
CHAIR – JOHN ADLER

IFPIC

QAC

LNC

JSCNC

Patient Partners' Forum

Autonomous Teams Steering Group  
CHAIR – JOHN ADLER

Health & Well Being Steering Group  
CHAIR – LOUISE TIBBERT

WWL Collaborative

Optimise Ltd

LETC STP Workforce Enabling Group

LLR Organisational Development Culture Group  
CHAIR – BINA KOTECHEA

East Midlands Leadership Academy

LIIPS

NHS Improvement NHS IQ

- Reports to
- Updates to
- ↔ Info sharing

# Wave 7 Route Map Tracker



Team/ Lead	Strapline	Mission Statement	Exec Sponsor
<b>CHAPS in Nuclear Medicine</b>	Nuclear medicine:- lets glow together'	Work as one team to provide excellent patient care	<b>Matt Archer</b>
<b>End of Life Care in ED</b>	'From crisis to comfort'	Getting the care of the dying patient in ED right the first time, every time	<b>Carole Ribbins</b>
<b>Stroke Medicine</b>	'SSNAP out of it!'	To ensure the quality of care for each stroke patient reaches the highest standards-reflected by an improving SSNAP score	<b>Will Monaghan</b>
<b>Tissue Viability</b>	'TV or not TV-that is the question?'	Revise the current referral pathway.	<b>Eleanor Meldrum</b>
<b>ED Recruitment &amp; Retention</b>	Happy staff happy patient's happy days!	By improving staff experiences in the ED it will overall improve patient care and experience	<b>Louise Tibbert</b>
<b>Gynaecology Assessment</b>	'We're GAU, come on through'	Improve patient experience by improving the referral process	<b>Ian Scudamore</b>
<b>Ward 15N LGH</b>	Educate is better than medicate	Educating and giving a better understanding of renal diet for patients, carers and staff	<b>Sue Mason</b>
<b>Cardiac Investigations</b>	Reducing the Pressure, Improving the flow!	To create a physiologist led single visit follow up service for patient with stable heart valve disease	<b>Suzanne Khalid</b>
<b>Fracture Clinic</b>	'Less fractious patients in clinic'	To improve the patients post-operative (ORIF) pathway in Fracture clinic	<b>Catherine Chadwick</b>
<b>Colorectal Cancer Patient</b>	'Getting your bowels in order!'	To develop a holistic, streamlined and patient centred "preparation for surgery" pathway for bowel cancer	<b>Matt Metcalfe</b>





# Autonomous Teams

**‘We treat people how we would like to be treated’**

- Established a ‘Trauma, Orthopaedics and Theatres Leadership Board’ made up of representatives of the services and staff groups within scope
- Vipul Kaushik (Consultant in Anaesthesia and Intensive Care) has been appointed as Chair of the Leadership Board and will be supported by Mittannjalee Patel (Trainee Project Manager to Chief Executive)
- **Kick-off meeting was held on 28 June**
- **Work under way in agreeing areas of autonomy, clear measurable outcomes, partnerships and reporting structures**
  - **Innovative in the way they will approach staff engagement, recognition and reward**
- **Working as a cohesive team the ‘UHL way’ and trialling new ways of working across boundaries**



**PLEASE CAN ALL AREAS GET BEHIND THIS PIONEERING PROGRAMME**

One team shared values



# UHL Pulse Check- Results

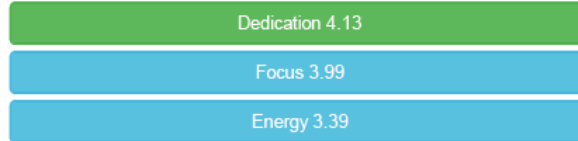


*Caring at its best*

## Enablers of Staff Engagement



## Engagement Feelings

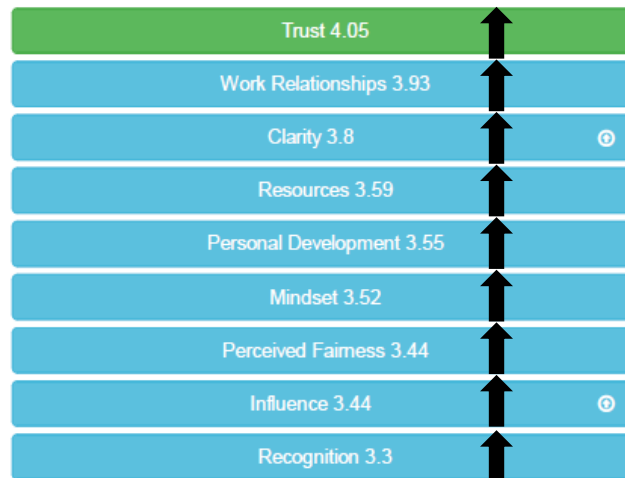


## Engagement Behaviours



← Q1 Results (Feb 2016)

## Enablers of Staff Engagement



## Engagement Feelings



## Engagement Behaviours



→ Q2 Results (May 2016)

Green	Scores on average positively
Blue	Scores on average moderately
Red	Scores on average negatively



The average score has increased/decreased since the previous quarter



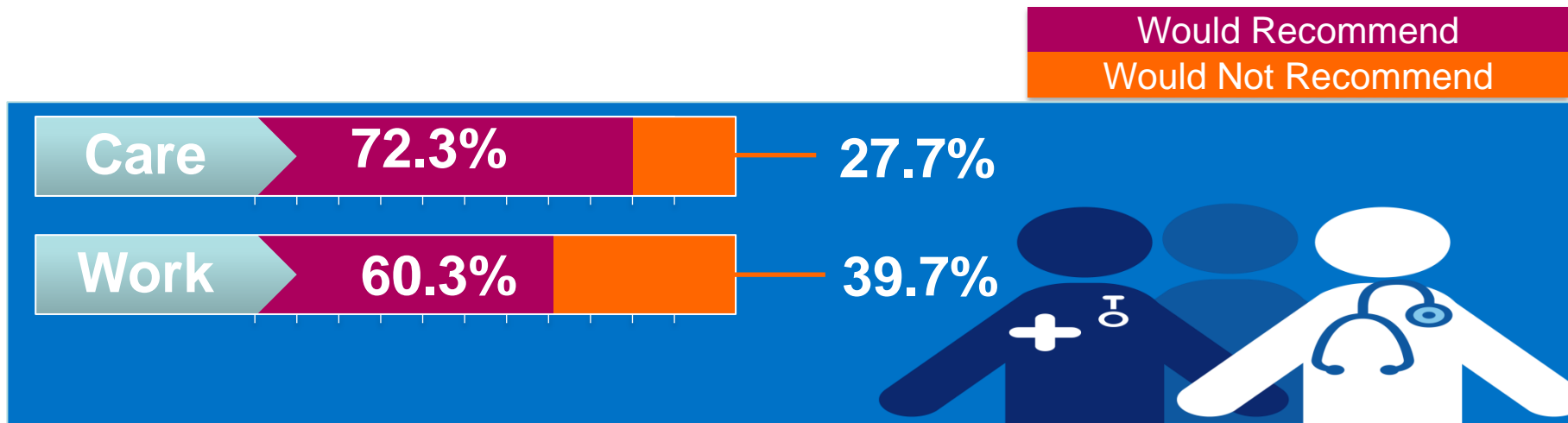
The average score has **significantly** increased/decreased since the previous quarter





# Staff, Friends and Family Test (Q1 2016-2017)

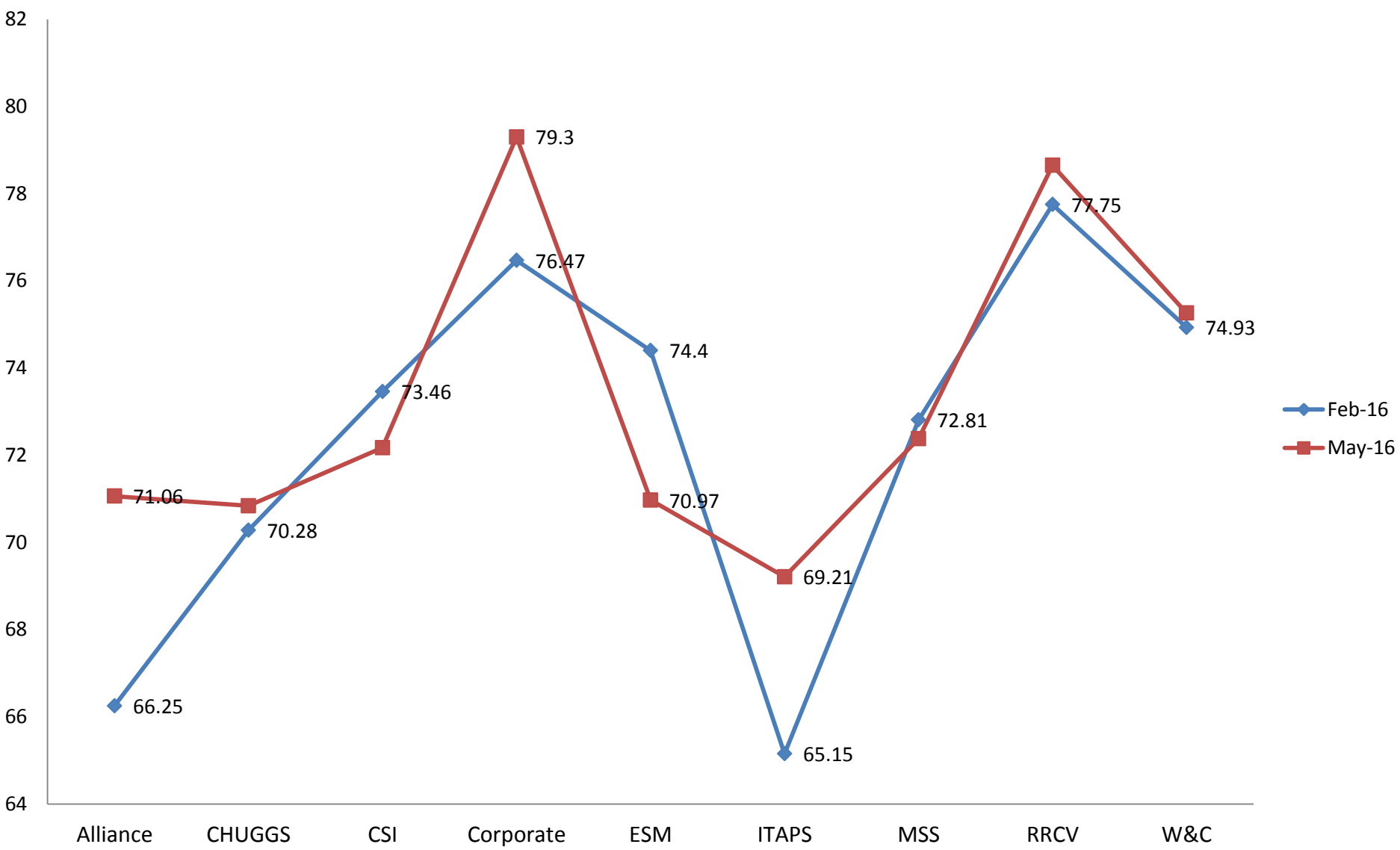
This quarter (April-June 2016) there were **588** responses to the Staff Friends and Family Test. The following numbers show the proportion of staff responses that **would recommend** or **not recommend** their organisation to a friend or family member for care/treatment or as a place to work



One team shared values



# CMG Staff Engagement Scores (%)



# UHL Pulse Check- Highlights & Next Steps



## Highlights

- The **response rate declined by 4%** (to 16%) as only 588 staff completed the survey.
- **Results are moderate to positive** showing a slight upward trajectory.
- **'Trust' remains the highest scorer and is likely to be the key driver for engagement.** Trust refers to the extent of staff feeling responsible and free to determine their work and methods, without being micromanaged.
- However, Recognition remained the lowest scorer, indicating that **staff only feel value to some extent.**
- Clarity & Influence increased, indicating that **staff feel more clear in their roles, more aligned to the UHL Way, and more involved in wider decisions.** This means they feel more comfortable sharing their ideas and thoughts, and confident they will be heard.
- Energy is also very low, signifying there may be **a high risk of burnout.** Without adequate breaks or life-work balance, well being and productivity quickly deteriorates.
- Data continues to suggest that **staffing levels, high workload and frequent changes could be influencing Mindset, which is a strong predictor of energy.**
- There were also a number of comments made regarding **parking and sickness policy and incidents of bullying,** which may also be **impacting feelings of positivity** in the work environment.

## Next Steps

- Informal recognition scheme in development
- Health and Well Being Strategy
- Response Rate Corporate Campaign
- Next survey opens in August 2016



# Better Teams- Cohort 1 Tracker



Team	CMG	Lead	Sponsor
Endoscopy	Alliance	Martha Tickell, Di Underwood, Steph Albon	Nikki Crust
Urology Admin & Clerical	CHUGGS	Linda Dales, Trudi Harvey & Marie Cotton	Bina Kotecha
Diabetes	ESM	Laura Willcocks, Lisa Heggs & Rosie Horne	Andrew Johnson
Hearing Services	MSS	Jagdeesh Jagpal, Elizabeth Morgan-Jones	Mark Wightman
ENT Clinic	MSS	Maria Pereira & Aro Fernando	John Adler
Heart Failure Specialist Service	RRVC	Louise Clayton	Suzanne Khalid
Children's Team	W&C	Hilliary Killer, Trish Rees & Lisa Cowen	Louise Tibbert
Paediatric Cystic Fibrosis Team	W&C	Alison Claydon & Naomi Dayman	Andrew Furlong

One team shared values



# Better Teams- Tools



University Hospitals of Leicester **NHS**

NHS Trust

*Caring at its best*

**“It’s not what you do, it’s the way that you do it!”**

What You Do

The Way That You Do It

Core Tools

- Listening to Staff
- Exposure Techniques
- Team Charters & Team Building
- Communication Cells & Visual Management

Supplementary Tools

- Coaching
- Building Resilience/Well-Being
- Personal Development Techniques
- Celebrating Successes

One team shared values



# Better Change- Update



The Toolkit is available online on [iNsite](#), and in the near future will be accessible through the new UHL Way Portal.

## Core Toolkit

14 Tools, 12 Templates and 24 steps have been identified and collated for the Better Change Approach.

The easy-to-follow Core Toolkit will allow teams to access all information they need inside one document (simplifying project management, centralising documentation, applying best practice).

## Creating a Movement

To help keep progress and transparency clear and effective, an online forum has been set up to obtain feedback, updates, etc.

## Exemplar Teams

To help test the tools, templates and approach, five projects across the Trust have been selected as Exemplars.

For more information contact [Alexis](#)

## One team shared values





# Better Change- Exemplar Teams



Project Title	Activity	Executive Lead	Project Lead	Project Charter	UHL Way Steering Group Comments
Emergency Floor Transformation Agenda	Workforce	Louise Tibbert	Louise Gallagher Sharon Smeeton & Bina Kotecha	✓ Plus presentation	Suitable project and progressing well
Next Steps for Cancer patients	Performance	Richard Mitchell	Charlie Carr and Matt Metcalfe	✓ Plus presentation	Suitable project and progressing well
ICS expansion	Strategy (1)	Richard Mitchell	Sam Tancock	Presentation only	Project at Implementation Stage - Gateway Review to be undertaken by ST in testing prior stages of the Better Change Methodology
	Strategy (2)	Paul Traynor / Mark Wightman			PT/MW will respond following further discussions with newly assigned teams
Reducing delays in the inpatient process (aka "3W")	Productivity	Richard Mitchell	Sam Leak	✓ Plus presentation	Suitable project and progressing well
7 Day Services (note the connection with 3W)	Quality	Andrew Furlong/ Julie Smith	John Jameson	✓	This is a Vanguard Project and supported by LIIPS. Suitable project as this enables us to test how the Better Change Methodology aligns with the Vanguard and LIIPS Framework. Progressing well



# Better Change- Core Toolkit

Stage		Core Tool	Core Template	Core Tool Cross-reference/s					Supplementary Tools
Initiate	1.1	<a href="#">Project Charter</a> Overview of the Project. Completed by Project Lead.	 Project Charter		1.2	1.3	1.4	1.5	<a href="#">Project Management Guide</a> ; <a href="#">Balanced Scorecard</a> ; <a href="#">5 Whys</a> ; <a href="#">Driver Diagrams</a>
				1.6	2.1	2.2	2.3	2.4	
				2.5	3.1	3.2	3.3	3.4	
				4.1	4.2	5.1	5.2	5.3	
Initiate	1.2	<a href="#">SMART Objectives</a> Document clarifying the objectives of the project. Completed by Project Lead.	 SMART	1.1		1.3	1.4	1.5	<a href="#">Identifying Problems</a> ; <a href="#">Performance Measures Sheet</a> ; <a href="#">Force Field Analysis</a> ; <a href="#">Glenday Sieve</a> ; <a href="#">Cause and Effect Diagram</a>
				1.6	2.1	2.2	2.3	2.4	
				2.5	3.1	3.2	3.3	3.4	
				4.1	4.2	5.1	5.2	5.3	
Initiate	1.3	<a href="#">Benefits Realisation Plan</a> Benefits/metrics included in the project. Completed by Project Team.	 Benefits Realisation Plan	1.1	1.2		1.4	1.5	<a href="#">Methodology for Measuring Benefits</a> ; <a href="#">Commitment, Enrolment and Compliance</a> ; <a href="#">Clinical Engagement</a> ; <a href="#">Return On Investment (ROI) Calculator</a> ; <a href="#">Pareto</a>
				1.6	2.1	2.2	2.3	2.4	
				2.5	3.1	3.2	3.3	3.4	
				4.1	4.2	5.1	5.2	5.3	

Numbers are used to help cross-reference the Tools

Name of the NHS Improvement Core Tool, what does it do and who should completing the corresponding template. The link supports with providing all the required development to do this well

Which Stage of the Better Change approach does this Tool belong to?

We have **highlighted** (coloured boxes) other tools that you should refer to in accurately completing the UHL Core Better Change Template.

Double Click the icon to access the UHL Template corresponding to the Core Tool.

Which other supplementary tools support this stage of Better Change (developed by NHS Improvement)?

The use of these will vary and will depend on the project being undertaken.

# Better Change- Core Toolkit



Stage		Core Tool	Core Template	Core Tool Cross-reference/s					Supplementary Tools
Initiate	1.1	<a href="#">Project Charter</a> Overview of the Project. Completed by Project Lead.	Project Charter		1.2	1.3	1.4	1.5	<a href="#">Project Management Guide</a> ; <a href="#">Balanced Scorecard</a> ; <a href="#">5 Whys</a> ; <a href="#">Driver Diagrams</a>
				1.6	1.7	2.1	2.2	2.3	
				2.4	2.5	2.6	3.1	3.2	
				3.3	3.4	3.5	4.1	4.2	
				4.3	5.1	5.2	5.3	5.4	
Initiate	1.2	<a href="#">SMART Objectives</a> Document clarifying the objectives of the project. Completed by Project Lead.	SMART	1.1		1.3	1.4	1.5	<a href="#">Identifying Problems</a> ; <a href="#">Performance Measures Sheet</a> ; <a href="#">Force Field Analysis</a> ; <a href="#">Glenday Sieve</a> ; <a href="#">Cause and Effect Diagram</a>
				1.6	1.7	2.1	2.2	2.3	
				2.4	2.5	2.6	3.1	3.2	
				3.3	3.4	3.5	4.1	4.2	
				4.3	5.1	5.2	5.3	5.4	
Initiate	1.3	<a href="#">Benefits Realisation Plan</a> Benefits/metrics included in the project. Completed by Project Team.	Benefits Realisation Plan	1.1	1.2		1.4	1.5	<a href="#">Methodology for Measuring Benefits</a> ; <a href="#">Commitment, Enrolment and Compliance</a> ; <a href="#">Return On Investment (ROI) Calculator</a> ; <a href="#">Pareto</a>
				1.6	1.7	2.1	2.2	2.3	
				2.4	2.5	2.6	3.1	3.2	
				3.3	3.4	3.5	4.1	4.2	
				4.3	5.1	5.2	5.3	5.4	
Initiate	1.4	<a href="#">Stakeholder Analysis</a> Identifying groups or people who are critical to ensure the success of the project. Completed by Project Team.	Stakeholder Analysis	1.1	1.2	1.3		1.5	<a href="#">Needs &amp; Gets Matrix</a> ; <a href="#">Managing Conflict</a> ; <a href="#">Managing Stress</a> ; <a href="#">Staff Perception</a>
				1.6	1.7	2.1	2.2	2.3	
				2.4	2.5	2.6	3.1	3.2	
				3.3	3.4	3.5	4.1	4.2	
				4.3	5.1	5.2	5.3	5.4	
Initiate	1.5	<a href="#">Patient and Public Involvement (PPI)</a> Getting the Public and Patients Involved in the project. Completed by Project Team.	PPI Toolkit	1.1	1.2	1.3	1.4		<a href="#">Patient Perspectives</a> ; <a href="#">Clinical Engagement</a> ; <a href="#">Whole Patient Journey</a>
				1.6	1.7	2.1	2.2	2.3	
				2.4	2.5	2.6	3.1	3.2	
				3.3	3.4	3.5	4.1	4.2	
				4.3	5.1	5.2	5.3	5.4	
Initiate	1.6	<a href="#">Sustainability Model</a> Measuring sustainability of the project. Completed by Project Team.	Sustainability	1.1	1.2	1.3	1.4	1.5	<a href="#">Sustaining Momentum</a>
					1.7	2.1	2.2	2.3	
				2.4	2.5	2.6	3.1	3.2	
				3.3	3.4	3.5	4.1	4.2	
				4.3	5.1	5.2	5.3	5.4	

One team shared values



# Better Change- Core Toolkit



Initiate	1.7	<a href="#">Milestone Checklist</a> Also known as Action Planning-outline all the milestones required for this project. Completed by Project Team.	Milestone Checklist	1.1	1.2	1.3	1.4	1.5	<a href="#">Demand Management</a> ; <a href="#">Identifying Problems</a> ; <a href="#">Plan Ahead</a>
				1.6		2.1	2.2	2.3	
				2.4	2.5	2.6	3.1	3.2	
				3.3	3.4	3.5	4.1	4.2	
				4.3	5.1	5.2	5.3	5.4	
Diagnose	2.1	<a href="#">Listening into Action Event</a> Helping come up with good solutions for the project. Completed by Project Team.		1.1	1.2	1.3	1.4	1.5	<a href="#">Bullet Proofing</a> ; <a href="#">Six Thinking Hats</a> ; <a href="#">Affinity Diagram</a> ; <a href="#">Fresh Eyes</a> ; <a href="#">Brainstorming</a>
				1.6	1.7		2.2	2.3	
				2.4	2.5	2.6	3.1	3.2	
				3.3	3.4	3.5	4.1	4.2	
				4.3	5.1	5.2	5.3	5.4	
Diagnose	2.2	<a href="#">Process Mapping</a> Helping map all required processes. Completed by Project Team.		1.1	1.2	1.3	1.4	1.5	<a href="#">Alternative Process Mapping Methods</a> ; <a href="#">Process Mapping Conventional Method</a> ; <a href="#">Process Templates</a>
				1.6	1.7	2.1		2.3	
				2.4	2.5	2.6	3.1	3.2	
				3.3	3.4	3.5	4.1	4.2	
				4.3	5.1	5.2	5.3	5.4	
Diagnose	2.3	<a href="#">Risk &amp; Issues Log</a> Measuring and mitigating risks of the project. Completed by Project Team.		1.1	1.2	1.3	1.4	1.5	<a href="#">Discomfort Zone</a> ; <a href="#">7 Wastes</a>
				1.6	1.7	2.1	2.2		
				2.4	2.5	2.6	3.1	3.2	
				3.3	3.4	3.5	4.1	4.2	
				4.3	5.1	5.2	5.3	5.4	
Diagnose	2.4	<a href="#">PPI Review</a> Ensuring the Public and Patients remain engaged and involved in the project. Completed by Project Team.		1.1	1.2	1.3	1.4	1.5	<a href="#">Patient Perspectives</a> ; <a href="#">Clinical Engagement</a> ; <a href="#">Whole Patient Journey</a>
				1.6	1.7	2.1	2.2	2.3	
					2.5	2.6	3.1	3.2	
				3.3	3.4	3.5	4.1	4.2	
				4.3	5.1	5.2	5.3	5.4	
Diagnose	2.5	<a href="#">Communications Plan</a> Planning of the communication for the project. Completed by Project Team.	Communications Plan	1.1	1.2	1.3	1.4	1.5	<a href="#">Communication Matrix</a> ; <a href="#">Four Columns</a>
				1.6	1.7	2.1	2.2	2.3	
				2.4		2.6	3.1	3.2	
				3.3	3.4	3.5	4.1	4.2	
				4.3	5.1	5.2	5.3	5.4	

One team shared values



# Better Change- Core Toolkit



Diagnose				1.1	1.2	1.3	1.4	1.5	
Trial	2.6	First Stage Review Reviewing overall progress thus far. Completed by Project Lead.	1st Stage Review	1.6	1.7	2.1	2.2	2.3	
				2.4	2.5		3.1	3.2	
				3.3	3.4	3.5	4.1	4.2	
				4.3	5.1	5.2	5.3	5.4	
				1.1	1.2	1.3	1.4	1.5	
Trial	3.1	<a href="#">Plan, Do, Study, Act (PDSA)</a> To test an idea by trialling a change and assessing its impact. Completed by Project Team.	PDSA	1.6	1.7	2.1	2.2	2.3	<a href="#">Statistical Process Control (SPC)</a> ; <a href="#">Lean</a>
				2.4	2.5	2.6		3.2	
				3.3	3.4	3.5	4.1	4.2	
				4.3	5.1	5.2	5.3	5.4	
				1.1	1.2	1.3	1.4	1.5	
Trial	3.2	<a href="#">Milestone Check Review</a> Reviewing milestone progress thus far. Completed by Project Lead.		1.6	1.7	2.1	2.2	2.3	<a href="#">Demand Management</a> ; <a href="#">Identifying Problems</a> ; <a href="#">Plan Ahead</a>
				2.4	2.5	2.6	3.1		
				3.3	3.4	3.5	4.1	4.2	
				4.3	5.1	5.2	5.3	5.4	
				1.1	1.2	1.3	1.4	1.5	
Trial	3.3	<a href="#">PPI Review</a> Ensuring the Public and Patients remain engaged and involved in the project. Completed by Project Team.		1.6	1.7	2.1	2.2	2.3	<a href="#">Patient Perspectives</a> ; <a href="#">Clinical Engagement</a> ; <a href="#">Whole Patient Journey</a>
				2.4	2.5	2.6	3.1	3.2	
					3.4	3.5	4.1	4.2	
				4.3	5.1	5.2	5.3	5.4	
				1.1	1.2	1.3	1.4	1.5	
Trial	3.4	<a href="#">Sustainability Review</a> Reviewing the Sustainability Model ratings. Completed by Project Lead.		1.6	1.7	2.1	2.2	2.3	<a href="#">Sustaining Momentum</a>
				2.4	2.5	2.6	3.1	3.2	
				3.3		3.5	4.1	4.2	
				4.3	5.1	5.2	5.3	5.4	
				1.1	1.2	1.3	1.4	1.5	
Trial	3.5	Second Stage Review Reviewing overall progress thus far. Completed by Project Lead.	2nd Stage Review	1.6	1.7	2.1	2.2	2.3	
				2.4	2.5	2.6	3.1	3.2	
				3.3	3.4		4.1	4.2	
				4.3	5.1	5.2	5.3	5.4	
				1.1	1.2	1.3	1.4	1.5	
Implement									

One team shared values



# Better Change- Core Toolkit



Implement	4.1	<a href="#">Implementation Plan</a> Illustrates in detail the critical steps in developing the project. Completed by Project Team.		1.1	1.2	1.3	1.4	1.5	<a href="#">Responsibility Charting</a> ; <a href="#">Action Planning</a>
				1.6	1.7	2.1	2.2	2.3	
				2.4	2.5	2.6	3.1	3.2	
				3.3	3.4	3.5		4.2	
				4.3	5.1	5.2	5.3	5.4	
Implement	4.2	<a href="#">PPI Review</a> Ensuring the Public and Patients remain engaged and involved in the project. Completed by Project Team.		1.1	1.2	1.3	1.4	1.5	<a href="#">Patient Perspectives</a> ; <a href="#">Clinical Engagement</a> ; <a href="#">Whole Patient Journey</a>
				1.6	1.7	2.1	2.2	2.3	
				2.4	2.5	2.6	3.1	3.2	
				3.3	3.4	3.5	4.1		
				4.3	5.1	5.2	5.3	5.4	
Implement	4.3	<a href="#">Milestone Check Review</a> Reviewing milestone progress thus far. Completed by Project Lead.		1.1	1.2	1.3	1.4	1.5	<a href="#">Demand Management</a> ; <a href="#">Identifying Problems</a> ; <a href="#">Plan Ahead</a>
				1.6	1.7	2.1	2.2	2.3	
				2.4	2.5	2.6	3.1	3.2	
				3.3	3.4	3.5	4.1	4.2	
					5.1	5.2	5.3	5.4	
Sustain	5.1	<a href="#">Barriers To Change</a> Helping to prepare responses to the issues that might arise after the change. Completed by Project Team.		1.1	1.2	1.3	1.4	1.5	<a href="#">Building Trust</a> ; <a href="#">Resistance- Addressing Uncertainty</a> ; <a href="#">Resistance- Understanding It</a> ; <a href="#">Resistance- Working With It</a> ; <a href="#">Listening</a>
				1.6	1.7	2.1	2.2	2.3	
				2.4	2.5	2.6	3.1	3.2	
				3.3	3.4	3.5	4.1	4.2	
				4.3		5.2	5.3	5.4	
Sustain	5.2	<a href="#">Sustainability Review</a> Reviewing the Sustainability Model ratings. Completed by Project Lead.		1.1	1.2	1.3	1.4	1.5	<a href="#">Sustaining Momentum</a>
				1.6	1.7	2.1	2.2	2.3	
				2.4	2.5	2.6	3.1	3.2	
				3.3	3.4	3.5	4.1	4.2	
				4.3	5.1		5.3	5.4	
Sustain	5.3	<a href="#">PPI Review</a> Ensuring the Public and Patients remain engaged and involved in the project. Completed by Project Team.		1.1	1.2	1.3	1.4	1.5	<a href="#">Patient Perspectives</a> ; <a href="#">Clinical Engagement</a> ; <a href="#">Whole Patient Journey</a>
				1.6	1.7	2.1	2.2	2.3	
				2.4	2.5	2.6	3.1	3.2	
				3.3	3.4	3.5	4.1	4.2	
				4.3	5.1	5.2		5.4	
Sustain	5.4	Lessons Learned Outlining the outcomes and feedback from the project. Completed by Project Lead.	 Lessons Learned	1.1	1.2	1.3	1.4	1.5	<a href="#">Learning From Change</a>
				1.6	1.7	2.1	2.2	2.3	
				2.4	2.5	2.6	3.1	3.2	
				3.3	3.4	3.5	4.1	4.2	
				4.3	5.1	5.2	5.3		