



PLAN - planning for success

DELIVER



DEVELOP A PLAN TO TEST THE CHANGE, INVOLVE PEOPLE AFFECTED

We can now plan to test the agreed change. Piloting changes in a small way can help us understand if our chosen solution will work, it's more manageable and makes further tweaks easier to do.

A helpful way of breaking down a plan is to think of the 5Ws and H: who, what, where, why, when and how. Tools like a Project Plan Template or Kanban Board can also help.

Don't forget the comms! As part of your planning, you need to agree the 5Ws and H around your communications to make sure everyone impacted by your changes is aware of what is happening and why.

Helpful tips to think about:

- Think about the key points/markers in your improvement/change, these should signal when something significant has happened or been developed – i.e. recruitment completed, assessment tool launched - these are also called milestones.



ASSESS CHANGE READINESS AND ANTICIPATE RISKS AND ISSUES

IDENTIFY RISKS AND ISSUES

Risks and issues may affect the successful delivery of your improvement/change, so it is important to be aware of them, monitor them and mitigate or act on them when required. Further information on risks and issues and a helpful log can be found here in our project management pages.

ASSESS CHANGE READINESS

It's important to consider whether the timing and resources are right to carry out the change. Think about what other changes the team are going through and find out what else might be over the horizon that could impact on your plans.

Helpful tips to think about:

- There are two aspects to any change. The process itself and the people that are involved. Sustainable change requires people to be invested and supportive. Sharing the 'why' something is changing is just as important as sharing what is changing.



TOP TIPS!

- ✓ Planning shouldn't be a solo effort, enlist the group to help with this.
- ✓ Planning is a dynamic activity – you should be able to list the key activities at the beginning but refinement will continue during the life of the improvement/change.



KEY TOOLS AND TEMPLATES

There are lots of tools on our pages that can help planning to test your change – these range from, project plan/tracker templates, change assessment checklists, among others.



DO - planning for success

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CARRY OUT THE PLANNED CHANGE

You're now ready to test out your changes!

Remember, to keep communicating with stakeholders – they may want to know different things or different levels of detail. You hopefully should have identified this at the start. Key aspect isn't that you have a plan but that it is successful so keep checking back with stakeholders to ensure they have the level of engagement they want and need.



MONITOR THE PROGRESS, MANAGING RISKS AND ISSUES

During a change it's important to continue to track the progress, using a plan/tracker and also just checking in with the group on how we think things are going.

Any risks and issues identified at the beginning should be closely monitored. Also, look out for any new risks or issues that might appear.

If things are going badly, don't be afraid to call a meeting to understand whether this is at the level that we should stop the pilot/change.

Helpful tips to think about:

- Don't forget to collect the data identified in the previous phases.



TOP TIPS!

- ✓ Testing changes safely with a small scale pilot may lengthen the timeline, but helps provide learning with minimal disruption.



KEY TOOLS AND TEMPLATES

There are lots of tools on our pages that can help, check out our intranet pages. Alternatively, if you need help contact the Improvement and Transformation team – ccs.improvementteam@nhs.net.



LOOK AT THE IMPACT OF YOUR CHANGE AGAINST YOUR SUCCESS MEASURES





Does the data and information you collected support those measures of success that you outlined in the Design Phase? Has the change made the improvement you expected?

If not, don't panic or give up... you are one step closer to make a change which will make an improvement and you will have some valuable learning.

You can go back to the Design Phase to see what you could change or tweak. Moving through these phases is called an improvement cycle or PDSA (plan, do, study, act).

If your change did make an improvement – congratulations! See the next Phase Evolve to see what you need to consider next.

MEASURING THE SUCCESS OF A CHANGE

DIMENSIONS		SUPPORTING INFORMATION	
	COMPLETION	Was the project/improvement change completed?	Completed plan
	ACHIEVEMENT	Was the goal achieved?	Impact measures
	ACCEPTABILITY	Are the stakeholders satisfied with the results?	Stakeholder feedback
	LEARNING	Has learning been captured and used to inform next steps?	Lessons learnt



TOP TIPS!

- ✓ It's easy to get distracted and move on to the next thing but capturing and sharing lessons learnt is critical to continuous QI.



KEY TOOLS AND TEMPLATES

There is a lot of information on our pages that can help us understand the impact of changes. Contact the [Improvement and Transformation](#) team if you need any further help or support.