

SDC 4: Summary of Factors That Contributed to Successful Large-Scale Change

Facilitators and Barriers of Large-Scale Change

1. The availability of infrastructure support for the innovation including adequate financial, human and time resources for the duration of the implementation and planned for sustainability.
 - Organizations contributed resources (financial investment) to reduce workload of staff and to provide release, materials and locations for ongoing training. Additional responsibilities imposed on staff limited by time constraints and, lack of financial investment were barriers to change.
 - Organizations developed specific skills within their workforce for the transformation (e.g., champions).
 - Change initiatives relied on existing infrastructure related to technology, informatics (e.g., electronic health record system) or patient engagement within an organization.
 - Organizations provided resources for individuals to keep up to date with information and evidence-based knowledge. Lack of knowledge and skills related to the innovation hindered successful transformation. Large organizational size contributed to a scarcity of resources to be put toward the change.
 - Organizations with a *stable and available* leadership and workforce. This includes low staff turnover and lack of staff shortages. Major upheavals such as staffing crises, budget crises or other major concurrent change drawing on internal resources were barriers to successful large- scale transformations.
2. An organizational culture where values and individual/organizational behaviors are aligned and seeks out opportunities for innovation and improvement. This differed from organizations that perceived new initiatives as disruptive, burdensome and a source of stress.
 - The innovation fit with organizational values and care processes. This alignment is made explicit and available to stakeholders.
 - The organization and its members expressed a need for the specific change. Change innovations are integrated into existing projects. Organizations that lacked integration and prioritization of the change initiative experienced a fragmented implementation approach.
 - The organization faces complexity with reflection, flexibility and adaptability.
 - The organization is experienced in quality improvement and values a team-based approach to managing change.
3. Leadership at all levels (senior and mid-level) characterized as strong, active, and collaborative and engaged in supporting and sustaining the innovation.
 - Organization designated leadership to innovation implementation. In addition, top-down leadership drives, and supports the transformation.
 - Senior leaders are involved early on in the design phase of the transformation.
 - Multidisciplinary leaders implicated in the transformation.
 - Leadership to support LSC was fostered to throughout the process of change.
 - Lack of interest or commitment on the part of leaders severely challenged the change process.

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4. A participatory approach to change management. This includes a process that engages stakeholders at all levels of the organization and the community (including patients and families.)
 - Organizations with successful large-scale transformations approached change with imagination and were adaptive and responsive to local circumstances. For example, organizations changed policies and developed specific initiatives to meet implementation goals. This differs from a formulaic, non-negotiable approach to change.
 - Technology supported but did not drive change initiatives.
 - Solutions to problems are participatory, negotiated and owned by all stakeholders. Imposed solutions by one party and imposed on others challenged the transformation process.
 - Relevant stakeholders (including patients and families) are ongoing participants in the change process. Organizations that use patient and family participation as tokens were less successful in their transformation initiatives. Resistance from professional organizations hindered the change process.
5. Roles and responsibilities for staff that are clearly delineated for change management.
 - Roles developed specifically to support the transformation initiatives proposed. Includes champions.
6. A network within and across organizations of the larger system characterized by trust and mutual history.
 - Networks with established and effective communication channels and collaborative leadership.
 - Success realized with realistic expectations among members with sensitivity to issues across the network.
 - Relationships characterized by a history of competition, mutual suspicion or mismatch of values challenged the large-scale transformation.
7. Established measurement and feedback loops are present that include data management systems and informational support systems.
 - Leadership committed to reporting measures throughout the organization. Sharing and demonstrating benefits helped foster beliefs in the importance of change.