



University of Wales  
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# Strategic Change Initiatives and Their Success factors

(A perspective of Healthcare managers and Administrators in NHS)

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# Introduction

Despite empirical research on success factors that are related to the implementation of change initiatives in are quite evident in the healthcare management Literature, multiple strategic initiatives and their success factors in healthcare organisations are rarely emphasised.

Hospitals and Primary healthcare setup in most developed and developing countries, focus on strategic change capabilities so as to consistently improve and position themselves in the market. Yet the empirical studies focusing on the success factors for effective healthcare organisational change are seldom.

# Study Context and Literature

This qualitative pilot study draws upon healthcare management literature and case studies that showcase the effective implementation of strategic change initiatives in healthcare organisations, thus helping to assess the success factors for the effective strategic change initiatives.

## Conceptual Framework

Models of emergent change are used that depicts the change isn't linear or sequential but rather an open ended process that needs adaptation and initiatives.

Rune (2005) has compared and contrasted three emergent change models from, Kotter's (1996), Luecke's (2003) and Stein (1992), that will be used as the analytical framework for this pilot study.

# Research Aim and Rationale

Main purpose of this pilot (qualitative) study is to identify the key success factors that determine the successful implementation of strategic change management strategic change initiatives in healthcare organisations.

## Rationale

This study contributes to the close down the gap of empirical research on emergent change management literature especially in the healthcare sector.

# Research Questions

- What organisational culture and values related to implementing change within healthcare systems, facilitates effective strategic change initiative?
- What roles do the healthcare managers and administrators at different levels play, in recognising various change initiatives and their dependency on one another?

# Research Philosophy

## Epistemology

This study follows a **interpretive (interpretivism) approach**, as it adapts methodological way of understanding the key success factors related to the strategic change initiative in healthcare sector.

## Ontology

**Constructivism approach**, where the models and frameworks from emergent change asserts that the change in an healthcare organisation needs to be open-ended and should be accompanied by the social actors (adaptation and initiatives to change).

## Research Approach

**Inductive in nature**, where the study contrasts the frameworks of emergent change in management literature and the secondary research findings obtained through interviews from the healthcare managers and administrators.

# Methods and Findings

- In person **Semi-structured interviews** were conducted with healthcare managers and administrators at two large regional hospitals in Essex (UK), to assess the various strategic change initiatives as described by the study participants.
- The participants responses also gathered information related to the type and number of strategic change initiatives.

## Findings

The qualitative data derived from the interviews about the key success factors associated with the change initiative were identified in the results. Inductive qualitative analysis resulted in the emerging codes for the key success factors, which were grouped under different themes (**Culture and Values, Business Processes, People and engagement, leadership, communication etc.,**)

# Discussion, Ethics and Limitation

This qualitative pilot study offers insights about factors that are deemed critical for the successful implementation of strategic change. The study demonstrates the importance of people and engagement, culture values, business processes, communication and customer satisfaction as the top key success factors for the strategic change initiatives.

## Ethical Consideration

Despite this qualitative research being a pilot study, the study participants were well informed and were provided documentation explaining them the rationale of the study.

## Limitation

The sample size and scope of the study was limited as it was pilot study, and the findings from the research are not meant to be generalised across all the healthcare organisations in the UK.

# Bibliography

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THANK YOU