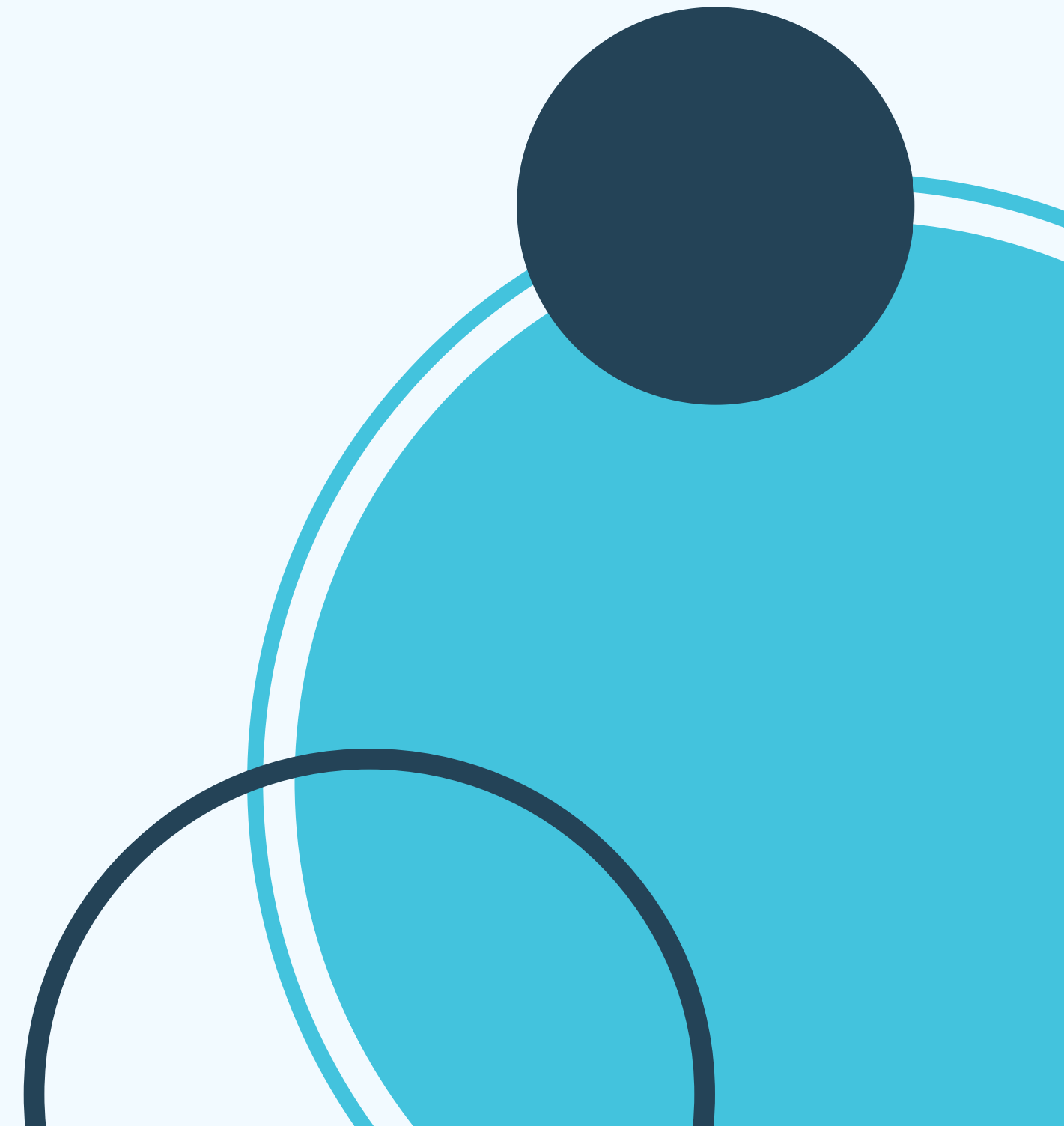


BMSW6103

A critical review of a programme of 'change' implemented within NHS Wales

Marjana Khatun (1704984) and Shafna Begum (1706147)



PRESENTATION OUTLINE

TOPICS TO BE COVERED

Task 1 and 2 - Company Overview (Shafna Begum)

Task 3 - The implemented 'change' and causes of change
- SWOT and PESTLE (Marjana Khatun)

Task 4 - Models/theories/concepts of change (Shafna Begum)

Task 5 - Identification of the success and failures of change
process (Marjana Khatun)

Task 6 - Aim and objectives for follow up report (Marjana
Khatun)



WAITING TIMES

TASK 1

- Waiting times in Wales have been missing targets.
- This issue is a challenge for local health boards.
- Focus on Swansea Bay University Health Board; Referral to treatment times and A&E waiting times.



COMPANY OVERVIEW

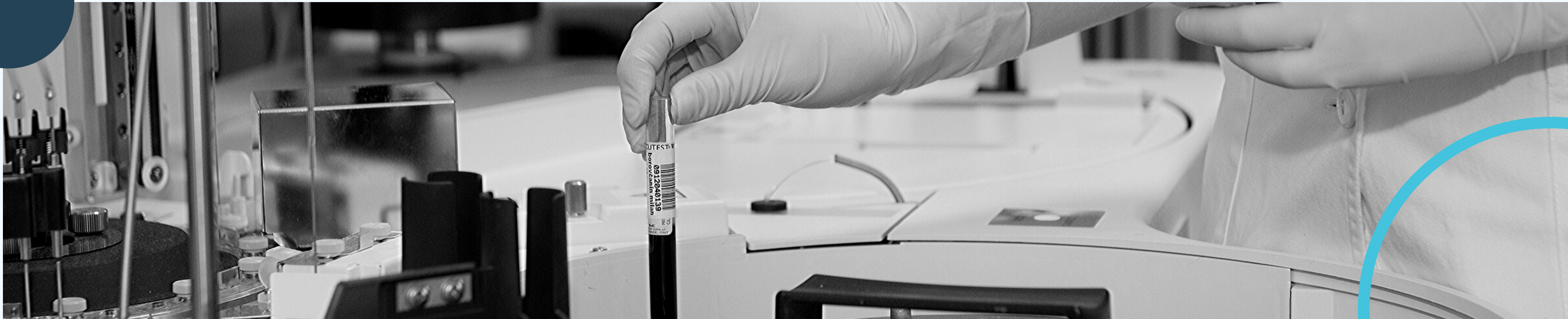
TASK 2

Swansea Bay University Health Board (formerly ABMU) was created on 1st October 2009.

Swansea Bay UHB covers a population of around 390,000 in the Neath Port Talbot and Swansea areas and has a budget of around £1.3 billion.

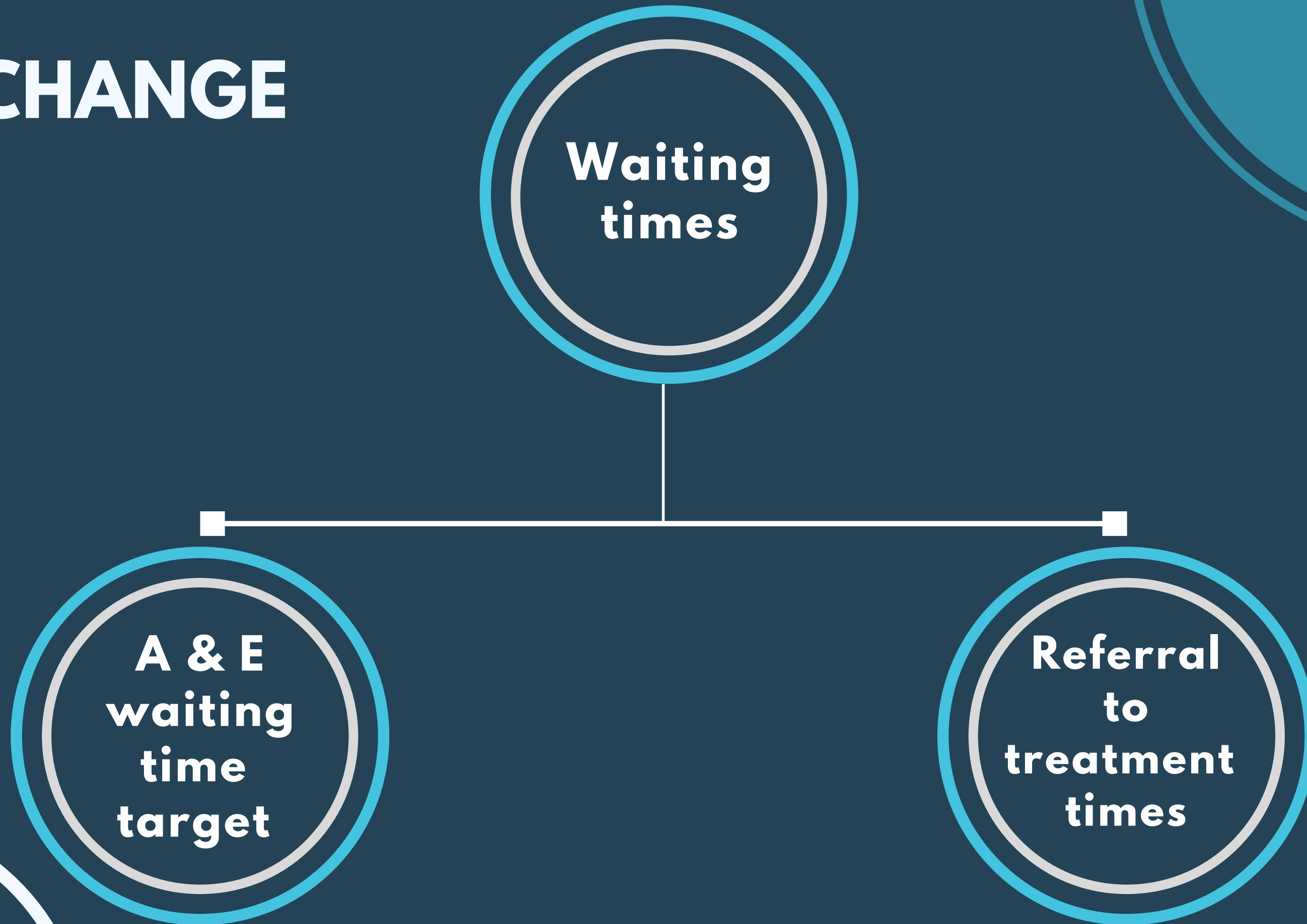
The Health Board employs approximately 16,000 members of staff.

(Abertawe Bro Morgannwg University Health Board, 2019)



THE CHANGE

TASK 3



THE CHANGE

TASK 3



UNSCHEDULED CARE

A&E WAITING TIMES

Welsh Assembly Government introduced the NHS Wales Delivery Framework for 2013-14

Target: 95% of patients attending a hospital accident and emergency department should be seen, treated and discharged within 4 hours of arrival.

(NHS Wales informatics service, 2017 and Welsh Government, 2013).

Wales 111 (24 hour service) - September 2016

Am amalgamation of NHS Direct Wales and the GP out-of-hours services.

(Welsh ambulance services NHS trust, 2020; Clarke, 2018; Smith, 2018).

My A&E Live

Indicate the typical time spent in the A&E departments or Major injury unit. Allows patients to choose the right place wherein treatment is delivered in a timely manner.

(Dewis Cymru, 2019).

Morriston Hospital (A&E) 	Typical time in department ¹ : Up to 3 hrs 30 mins	Currently in department ² :  86 patients <i>(Busier than usual)</i>
Open 24 hours		
Neath Port Talbot Hospital (MIU) 	Typical time in department ¹ : Up to 3 hrs 30 mins	Currently in department ² :  12 patients
Open 7 Days a week 07:30 - 23:00		

(NHS Wales: My A&E live: 11/02/2020 12:20 pm)

THE CHANGE

TASK 3



SCHEDULED CARE

REFERRAL TO TREATMENT TIMES

Welsh Assembly Government introduced RTT measurement and plan in 2005 for 2009.

The time waited from referral to hospital for treatment and includes time spent waiting for any hospital appointments, tests, scans or other procedures that may be needed before being treated.

The main target for treatment waiting times for the NHS in Wales is covered by the referral to treatment time. The targets are:

- **95 % of patients should be seen within 26 weeks.**
 - **100% patients seen in 36 weeks for treatment if 26 weeks has not been met.**
- (Teape, 2018; James, 2016; Welsh Assembly Government, 2007).*

MICRO - ORGANISATION ISSUES

SWOT ANALYSIS

STRENGTHS

- Investments and changes in facilities and staff recruitment. (*NHS Wales, 2018*).
- "£50 million to reduce waiting time in Wales. To fulfil the needs of the public". (*BBC, 2017*).
- Vaughan Gething welcomed the success of 111 pilot. (*Swansea Bay community health Council 2017*).

WEAKNESSES

- Funding pressures.
- Staff and resource shortage.
- Difference of healthcare standards across Wales.
- Appointments being cancelled.
- Waiting in A&E over 5 hours.
- Patient need and demands.

OPPORTUNITIES

- Utilise new budget to resolve issues in South East Wales. .
- Vital to strengthen the risk management processes to safeguard patients while they await treatment.
- Additional, technological services.

THREATS

- RTT approach failing, e.g; Hospitals postponing operations, Waiting more than four hours.
- Staff and resource shortage.
- Patients care delayed due to "rework".
- No consideration or action given towards the Delivery Unit's recommendations to Swansea Bay University Health Board.
- "Scrapping" of 4 hour a&e waiting times.

MACRO-EXTERNAL ISSUES

PESTL ANALYSIS

Political

Welsh Assembly Government - maximum waiting time policies.

- ▶ 1998, a framework provided at national and organisational level for ensuring improvement and high standards of care, "This important milestone set the foundations on which all subsequent initiatives have been built".

(Welsh Government, 2019).

- ▶ Publish monthly reports that summarise data activity and performance in the Welsh NHS that includes the latest available monthly information and a summary of long term trends.

(James and Kings, 2019).

Economical

Welsh Assembly Government

- ▶ 'Block grants for all areas WAG is responsible for after devolution.

(NHS Wales, 2020).

- ▶ £50 million to resolve waiting times; Swansea Bay UHB - £6.5m

(Welsh Government, 2019).

- ▶ Health Minister Vaughan Gething has awarded an extra £10m to help tackle the pressures of A&E.

(Swansea sound, 2020).



MACRO-EXTERNAL ISSUES

PESTL ANALYSIS

Social

- ▶ Growing expectation of quality and experience of care.
- ▶ Establishing litigation culture.
- ▶ A more health conscious public driving both demands and concerns about healthcare.
- ▶ Ageing population and consequent demands upon healthcare providers.
- ▶ Significantly changing local demographic notably in context of ethnicity profile.
- ▶ Diverse deprivation profile and resulting impacts on health of local population.

(Edwards, 2015).

Technological

- ▶ NHS direct and GP out of hours were separate.
- ▶ The Health board identified risks in the sustainability and performance management of GP-out of hours service. *(Wales Audit Office, 2017).*
- ▶ SBUHB identified problems with patients phoning to book appointments.
- ▶ Morriston Hospital Appointment Booking Centre telephone lines were identified as an area in need of improvement due to lack of flexibility and increased patient complaints.

MACRO-EXTERNAL ISSUES

PESTL ANALYSIS

Legal

- ▶ **Patients Rights in Wales -**

The right to receive detailed information on local health services. Including information on quality standards and maximum waiting times. (*Citizens advice, 2020*).

- ▶ **The National Assembly pass laws relating to health and the health service in Wales**
(*Law Wales, 2016*).

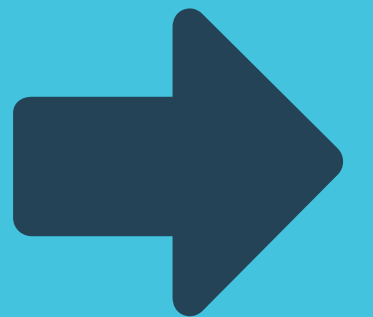
KURT LEWIN'S THREE STEP CHANGE PROCESS

TASK 4

STEP ONE

- Kurt Lewin proposed three steps for organisational change.
- The first step is to 'unfreeze' the organisation.
- This is important because an organisation needs to prepare for change and motivate the employees to be on board for a successful transition.
- It is also important to put a deadline in place.

(Connelly, 2016)



KURT LEWIN'S THREE STEP CHANGE PROCESS

TASK 4

STEP TWO

- The second step is to make the desired changes.
- Change is not an event but a process.
- It takes time.
- People might need support and training.
- Keep good communication and explain the vision and the benefits of changes needed.

KURT LEWIN'S THREE STEP CHANGE PROCESS

TASK 4

STEP THREE

- The final step is to re-freeze the organisation once the desired changes have been made.
- This step is about establishing stability once the changes have been made.
- There is criticism of this stage because in the modern era constant change seems inevitable.
- What Kurt Lewin meant by 'freezing' was to keep the benefits of the changes made rather than to prevent further change.

JOHN KOTTER'S EIGHT STEP CHANGE PROCESS

TASK 4

- 1. Establish a sense of urgency.**
- 2. Form a coalition to lead the change.**
- 3. Create a new vision.**
- 4. Communicate the vision.**
- 5. Empower others to act.**
- 6. Plan for and create short term wins.**
- 7. Evaluate change and make adjustment as appropriate.**
- 8. Reinforce the new changes - consolidate the new behaviours etc.**

KOTTER - PLANNING FOR CHANGE

TASK 4

- Kotter's model is similar to Lewin's but breaks down into more stages which is an improvement and makes it easier to understand.
- Establishing a sense of urgency, forming a coalition for change and communicating the vision form the initial phase of the change.
- It is important to give employees a clear vision of the changes that need to be made and give an incentive to co-operate. One of the pitfalls of it is creating an over complicated vision.

KOTTER - MAKING CHANGES

TASK 4

- Communicating the vision, empowering others to act, planning for and creating short term wins and evaluating change and making adjustment as appropriate form the process of the actual changes.
- Action is needed at this stage to communicate the new vision and strategies for achieving it.
- Management need to teach new behaviours.
- New incentives are needed to motivate employees.
- Reward employees who contribute to changes.

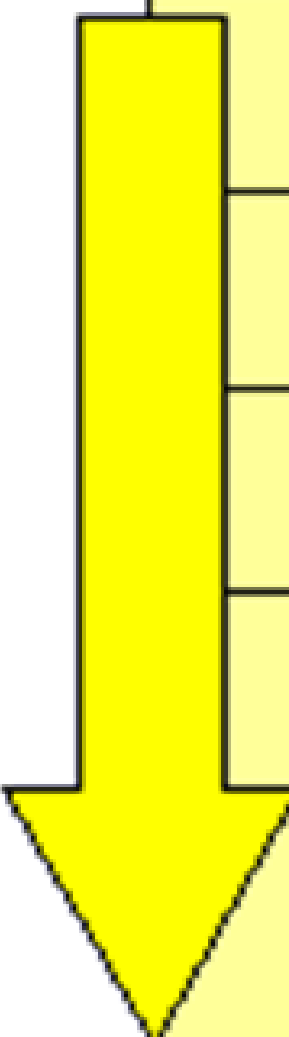
KOTTER - CONSOLIDATING CHANGE

TASK 4

- Measuring success against short term targets ensures steady progress.
- Evaluating progress and adjusting actions needed in this stage.
- Management have to hire promote and develop dedicated employees and show how the new approaches behaviour and attitudes have helped improve performance.
- Pitfalls can be management is not creating new social norms and shared values consistent with changes.

JEFF HIATT - ADKAR

TASK 4



A	Awareness of the need for change
D	Desire to support and participate in the change
K	Knowledge of how to change
A	Ability to implement the change
R	Reinforcement to sustain the change

www.change-management-coach.com

JEFF HIATT - ADKAR

TASK 4

- ↓ Model developed by Jeff Hiatt in 2003.
- ↓ Emphasis on the transition needed by individual employees.
- ↓ Successful individual change leads to successful company change.
- ↓ Relates to individual motivations and drives and the impact on the company.
- ↓ The steps are sequential – steps must be completed in order.

(Connelly, 2020)

CASE STUDIES - ADAPTING TO CHANGE

TASK 4



New concoction called
'New- Cola.'



'Just in time'

COCA COLA – NEW COLA VS COCA COLA CLASSIC

TASK 4

- In the 1980's Coca Cola invented a new sweeter product called 'New Coke', to compete with Pepsi.
- It failed because consumers didn't like it.
- The management knew they had to adjust to consumer demand so they quickly adjusted back to the original formula and re-branded it Coca-Cola Classic.
- This relates to Kotter's model; nothing is set in stone – companies need to be flexible and versatile to be successful.
- Coca cola responded quickly evaluating change and making appropriate adjustments.

TOYOTA – ‘JUST IN TIME’ APPROACH

TASK 4

- The Japanese motor industry was struggling after WWII.
- In order to compete with the USA Toyota adopted the ‘Just in Time’ approach.
- Materials were only ordered just in time for manufacture.
- This saved space and costs and kept the cash flow flexible making the company more competitive.
- This approach needed a complete change in culture.
- In order to do this it was necessary to unfreeze the existing norm, make changes and then re-freeze to consolidate the change.

SUCCESS OR FAILURE?

TASK 5

BBC NEWS (2020)

“A&E: Welsh waiting times hit worst ever level.”

YOULE, (2019)
WALES ONLINE

“Patients are waiting two years or more for urgent knee, hip and shoulder operations in Swansea Bay.”

GRIFFITHS, (2019),
NHS WALES DELIVERY
UNIT REPORT

“Significant numbers of patients have experienced waits of 52 weeks or more at Abertawe Bro Morgannwg University Health Board.”

PEART, (2020),
BBC SOUTH EAST
WALES NEWS

“Swansea health board delays staff recruitment to cut costs.”

SUCCESS OR FAILURE?

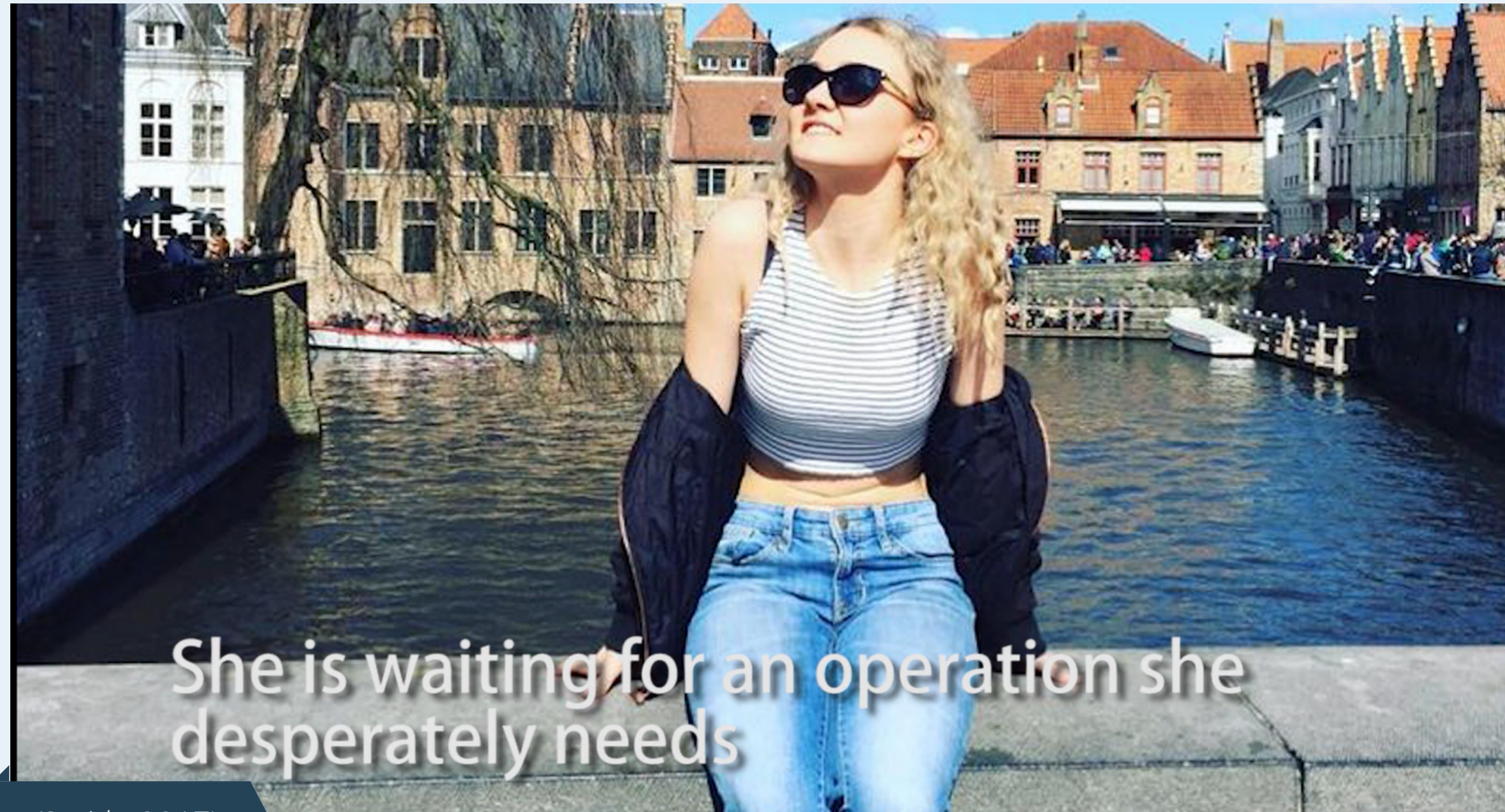
TASK 5

ABM UNIVERSITY HEALTH BOARD, (2017).

“As at the end of January 2017, which is the latest published data available, ABMU was above the all-Wales position for the percentage of patients waiting less than 26 weeks for referral to treatment (RTT) (86.9% compared with 85.7%) however, was the **third worst Health Board in Wales** for the number of patients waiting over 36 weeks.”

SUCCESS OR FAILURE?

TASK 5



She is waiting for an operation she desperately needs

(Smith, 2017).

<https://www.walesonline.co.uk/news/health/students-heart-rending-account-waiting-13009069>

TASK 6

AIM

To further investigate the success, failures and the impact of proposed strategies of change for waiting times in NHS Wales; Swansea Bay University Health Board, and to construct a critical review on synthesised findings.

OBJECTIVE

- To critically analyse the relationship between environmental change and organisational capability.
- To critically analyse the waiting times of the Swansea Bay University Health Board by using theoretical models relating to leadership of change management.
- To explore contemporary issues and their impact on change management.
- To analyse and evaluate the relationship between organisational culture and change.
- Data to be extracted from primary research (2020) in the form of questionnaires (e.g survey monkey) as well as secondary research (2015 –2020) such as journals, articles, reports, blogs, interviews and reviews.

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