



# Using Change Management to Improve Engagement!

- **HFMA Costing Institute - Conference**

Jo Stanford  
CEO  
HPCA

17 April 2024



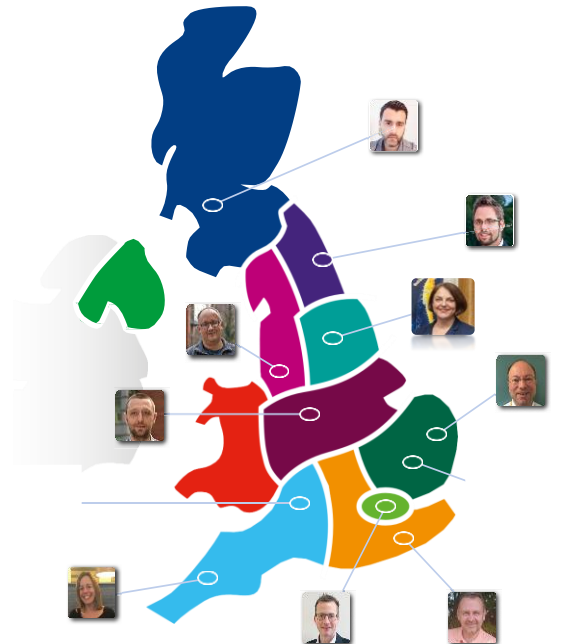
Healthcare Project + Change Association



# Healthcare Project and Change Association

We help health and care deliver projects and change to improve services for all

 <p>Education &amp; Training For All Staff</p>	 <p>Frameworks, Tool-kits &amp; Guidance</p>	 <p>Workforce Development &amp; Talent Management</p>	 <p>Community Networks &amp; SIG's</p>
 <p>Exclusive Webinars, Events &amp; Masterclasses</p>	 <p>Project Types &amp; Methodologies</p>	 <p>Organisational Accreditation Awards</p>	 <p>Priority Programmes</p>
 <p>Leadership Roles Specific Guidance</p>	 <p>Government &amp; Public Sector IPA &amp; Treasury</p>	 <p>Corporate Partner Memberships &amp; Benefits</p>	 <p>Implementation Guidance &amp; Benefits Reports</p>



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[Chris Warner K2 copyright](#)

[K2 - Against all odds \(cranfield.ac.uk\)](#)



# Public Sector Change Lessons

[Lessons learned: Delivering value from government investment in major projects \(nao.org.uk\)](https://nao.org.uk)

## The failure of the FiReControl project

The project to replace the 46 Fire and Rescue Services' local control rooms across England with nine purpose-built regional control centres linked by a new IT system has been a comprehensive failure, according to the National Audit Office.

The Department for Communities and Local Government acted to cut its losses by terminating the contract in December 2010, seven years after it had begun, but **at least £469 million will have been wasted, with no IT system delivered and eight of the nine new regional control centres remaining empty and costly to maintain.**



[The failure of the FiReControl project - National Audit Office \(NAO\) report](#)

## Progress with the merger of the FCO and DFID

In June 2020, government announced the merger of the Foreign & Commonwealth Office (FCO) and the Department for International Development (DFID) to form the Foreign, Commonwealth & Development Office (FCDO). The aim of the merger was to unite development and diplomacy in one new department and enable the Foreign Secretary to make decisions on aid spending in line with the UK's priorities overseas. The new department was created in September 2020.

It will take time for wider cultural change and new ways of working to settle and become fully embedded.

**The estimated direct costs of the merger are small compared to the overall expenditure of the department, but the indirect costs in terms of disruption, diverted effort and the impact on staff morale should not be under-estimated.**

[Progress with the merger of the FCO and DFID - NAO report](#)



# Health and Care Financial Deficit Challenge

How do you engage people in Costing Information to plan improvements?

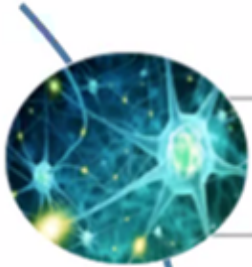
How do you take everyone on the journey to the improved destination – the new way of working?

# Why Change Management? People are Complex!

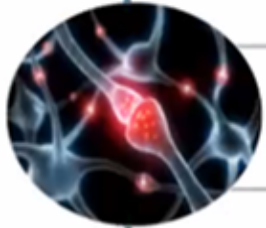




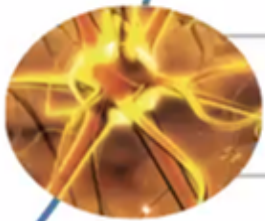
# Creating a collaborative mindset with neuroscience



NEUROPLASTICITY – Structure, Pathways, Connection



CHEMISTRY – (Level & Flow) Hormones, Neurotransmitter.



WAVES - Frequency, Neurofeedback, Thoughts, Self-Awareness



Tibisay Vera



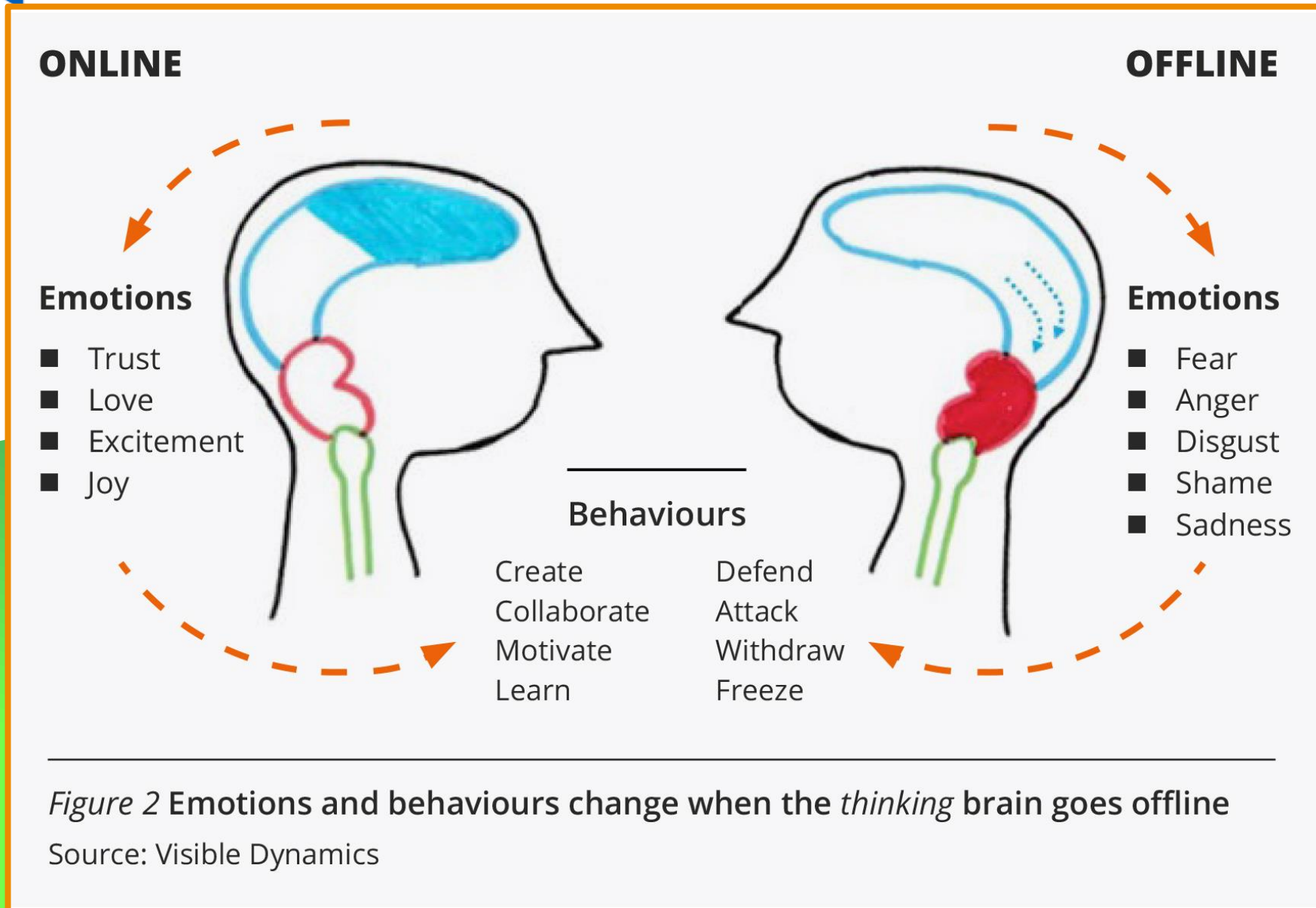


# Creating a Positive Mindset - Brain Chemistry Experiment

1. Close your eyes and take a deep breath in, and slowly let it out through your mouth
2. Keeping your eyes closed think of the happiest moments of your life
3. Imagine what it looks like, what sounds can you hear, the scents, and touching what is there
4. How do you feel now? Take note of your body, breathing, sense of well being

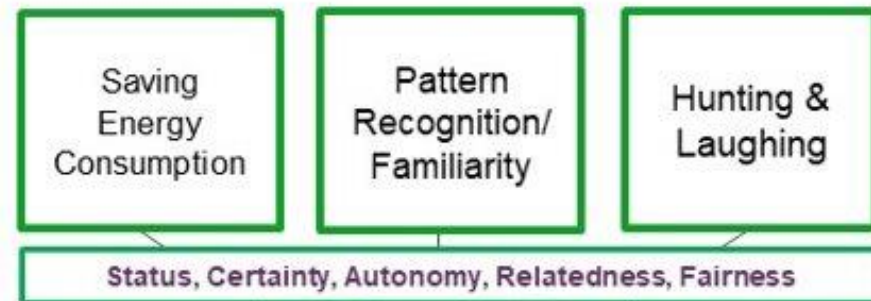
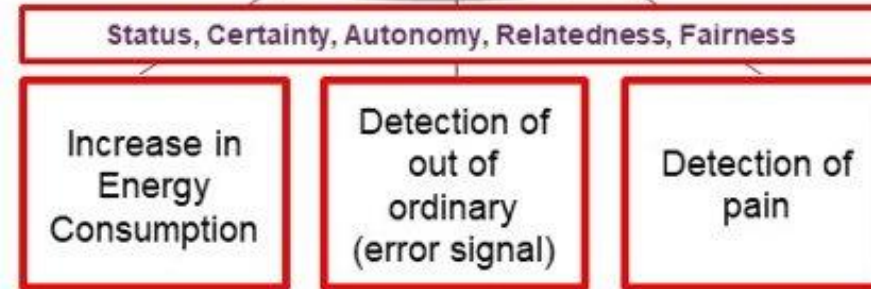
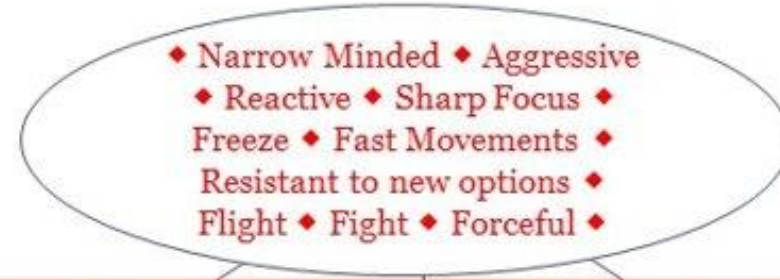
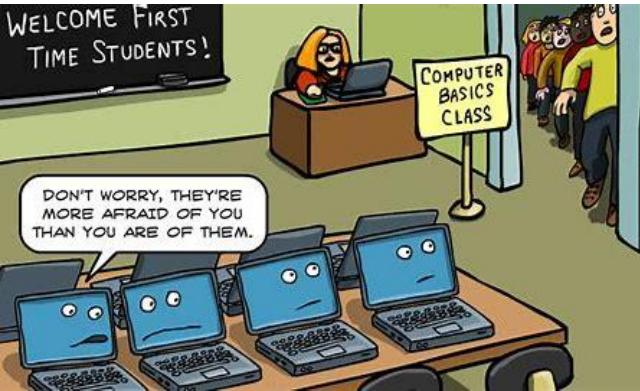


# Online or Offline Thinking Brain





# Change and the Brain



**ACTIVATE THREAT RESPONSE**  
Cortisol/Adrenaline

↓  
**BEHAVIOURS?**

↑  
**ACTIVATE REWARD RESPONSE**  
Dopamine/Endorphin/Oxytocin



# What is Change Management?



CHANGE MANAGEMENT FOCUSES ON THE OPTIMAL ADOPTION OF NEW PRACTICES BY THOSE IMPACTED BY PROJECTS OR PROGRAMS OF WORK



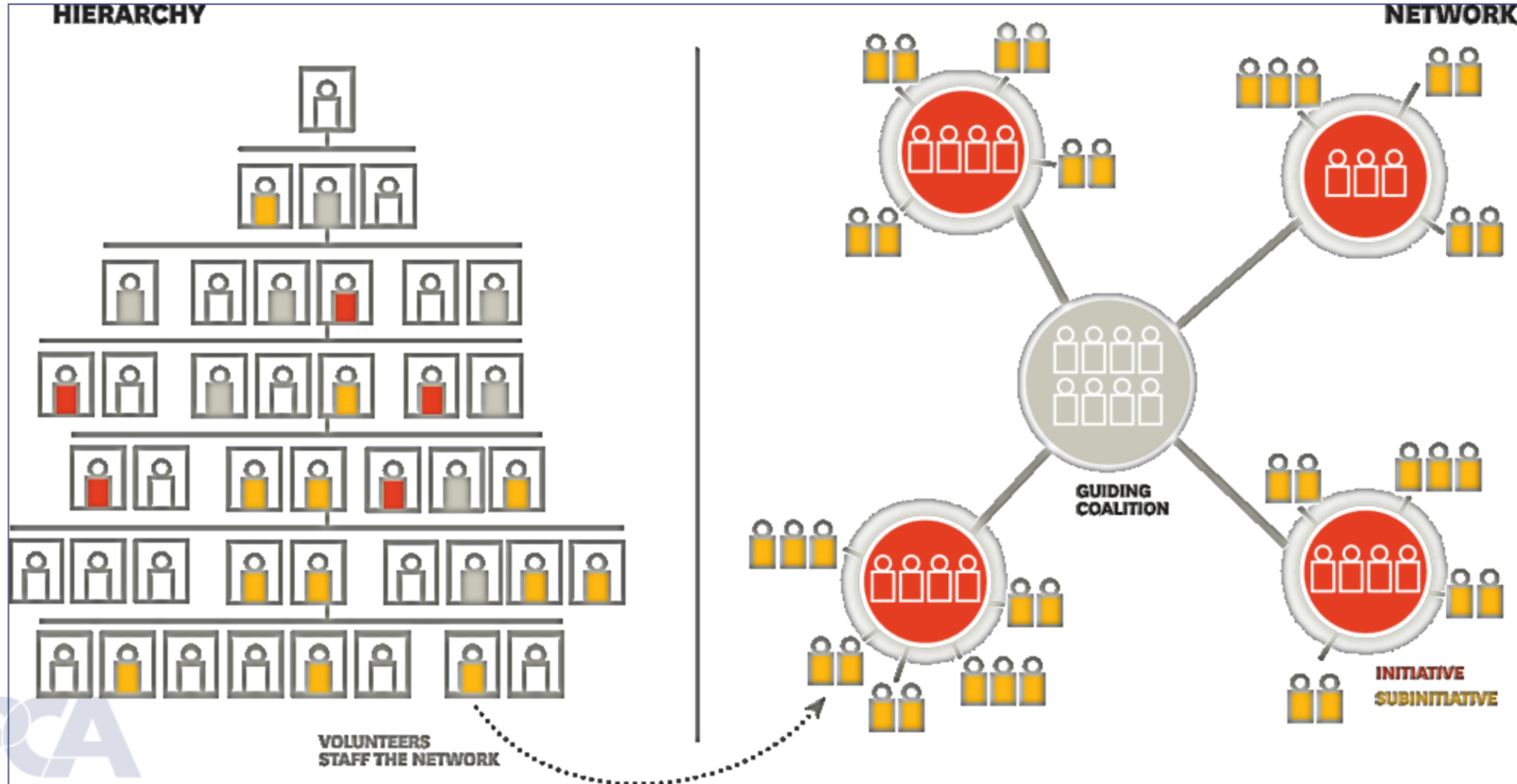
IN A PROJECT ENVIRONMENT, CHANGE MANAGERS TYPICALLY:

- USE THEIR DEEP UNDERSTANDING OF THE PSYCHOLOGY OF CHANGE, SPECIALIST TOOLS AND FRAMEWORKS TO DESIGN THE HUMAN CHANGE PROCESS
- INTEGRATE PROJECT OUTCOMES INTO THE ORGANISATION





# Recruiting advocates, allies and ambassadors to engage in the change

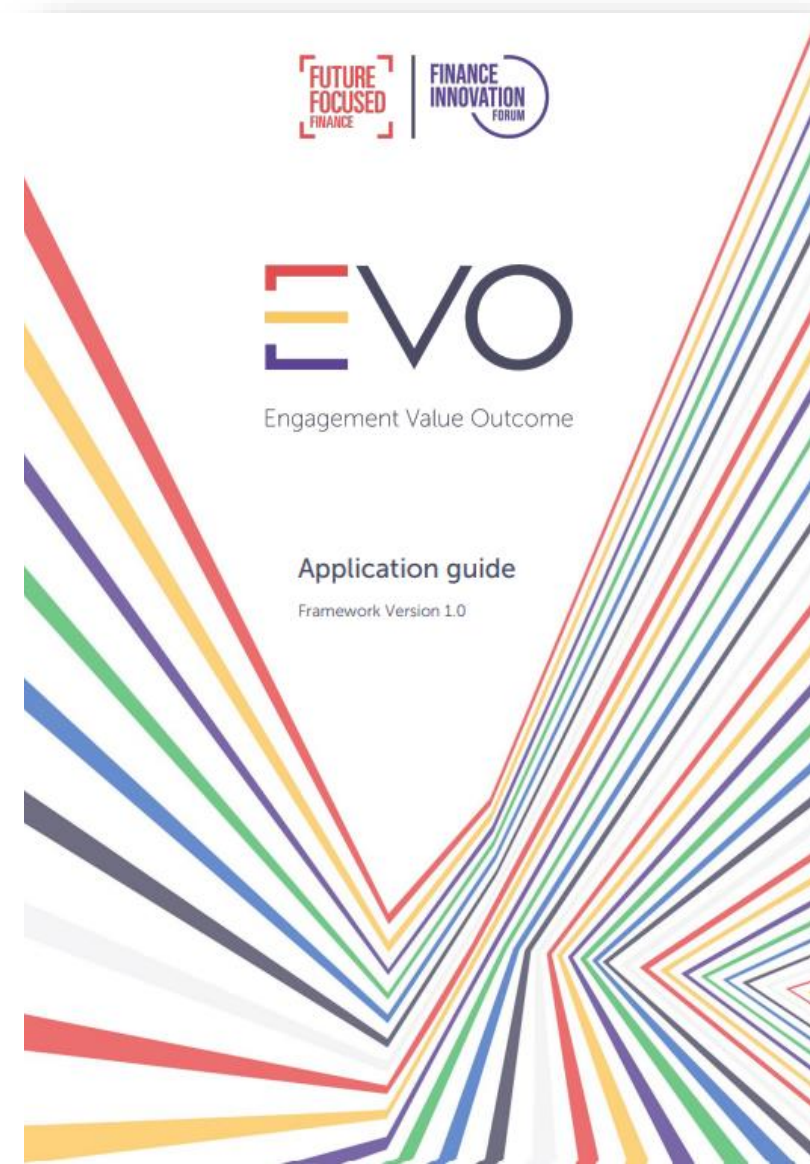
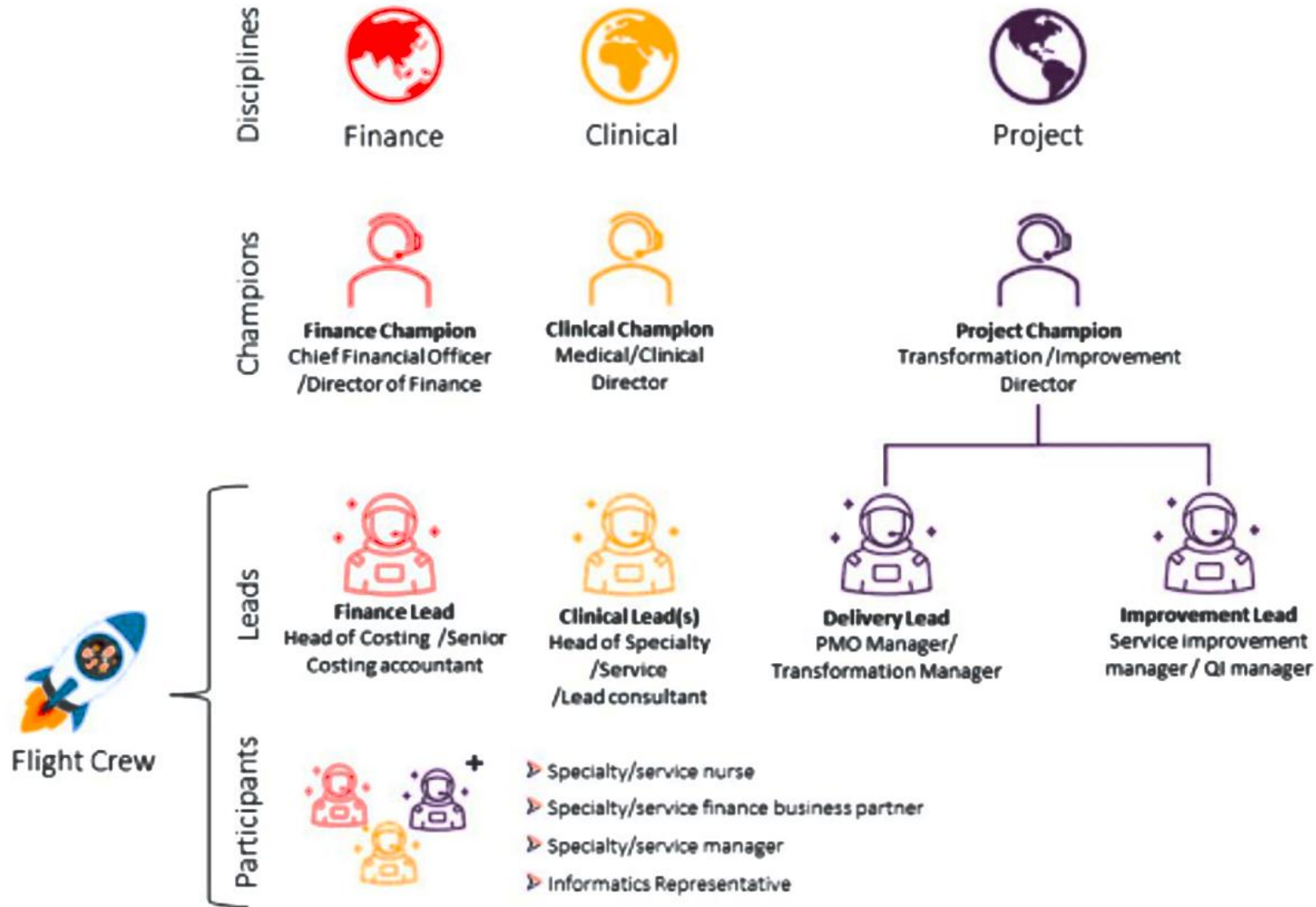


John Kotter 'Dual Operating Model' Accelerate





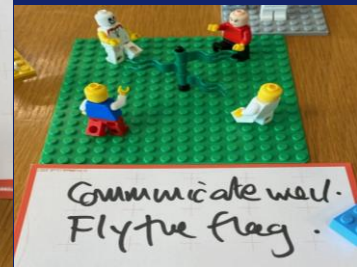
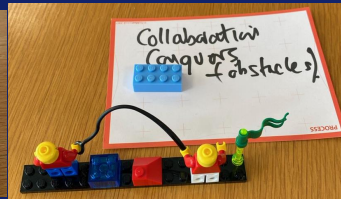
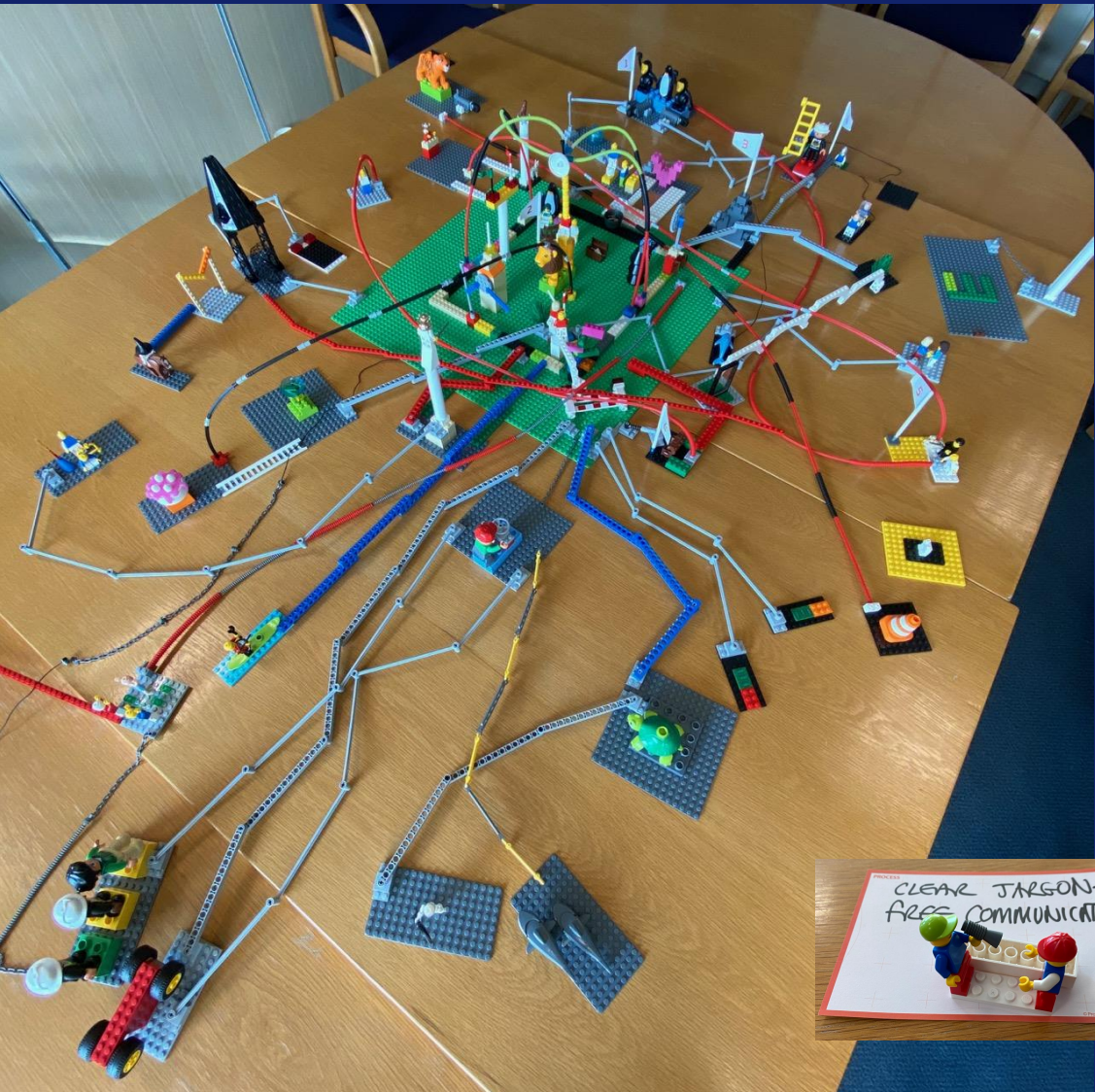
# Financial Improvement - EVO Programme



NHS Project Profession Vision



Tell the story of the  
change not the  
process!

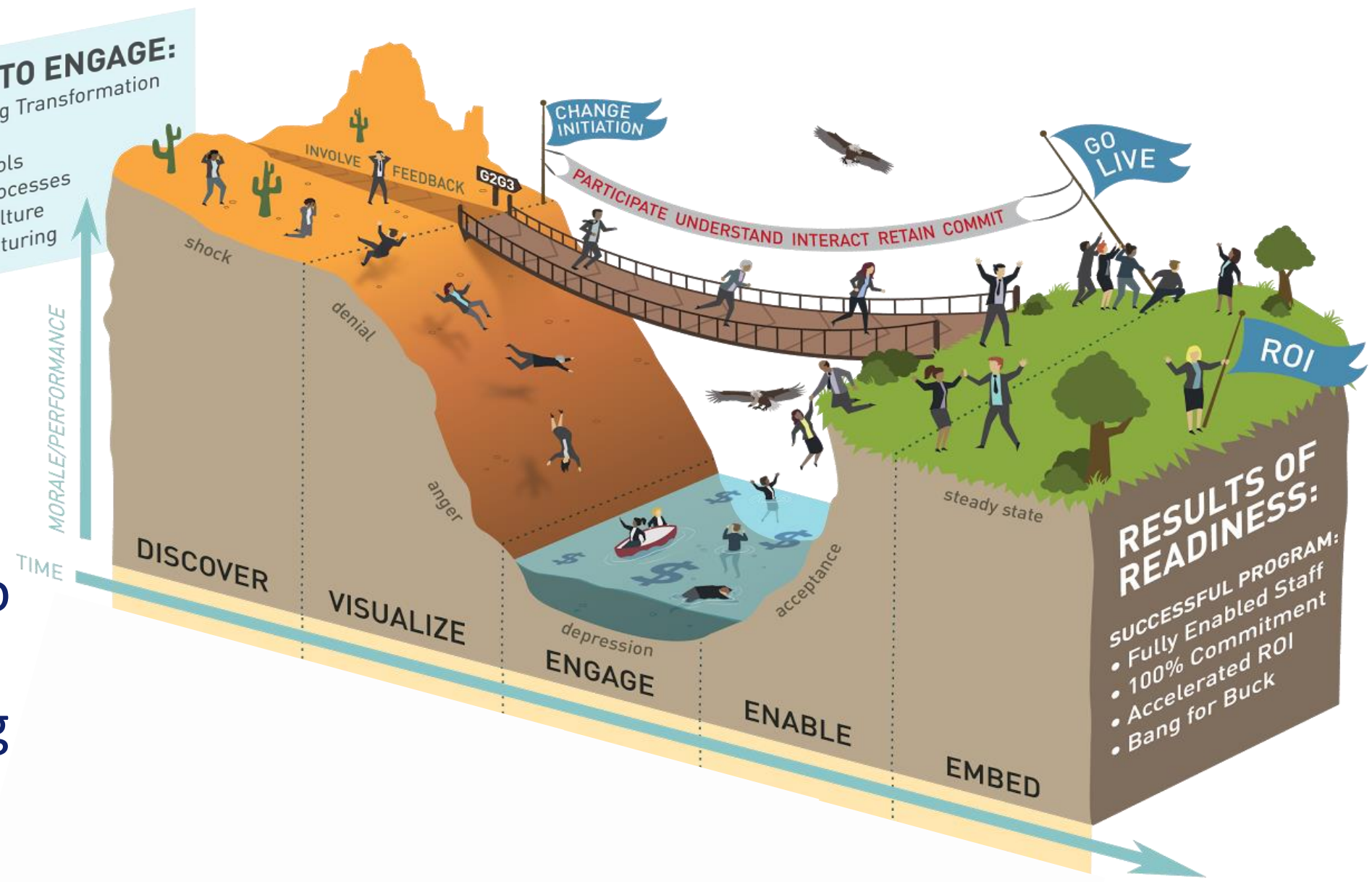




### WHEN TO ENGAGE:

- Impending Transformation around:
- New Tools
  - New Processes
  - New Culture
  - Restructuring

Change Management – leading people to new ways of thinking, working and behaving



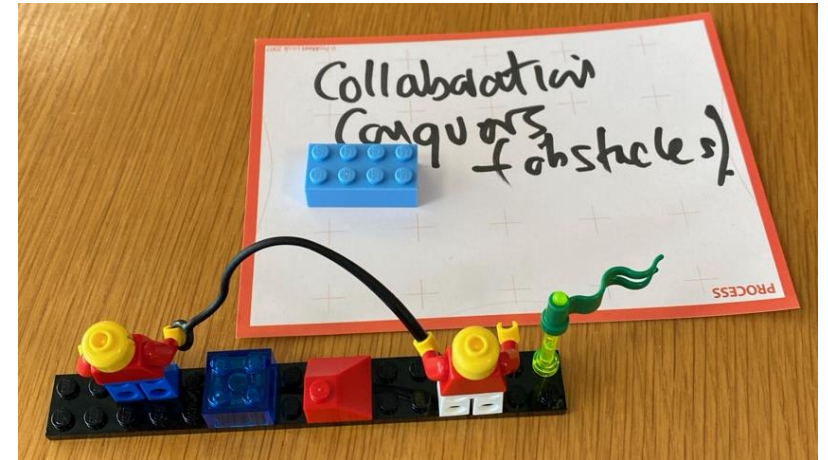





# Successful Finance Improvement Requires Change!



- Start with the outcome in mind! (not just the target!)
- Build trusting relationships with clinical, operations and project leads
- Frame the change in a positive way and create space for staff to have the energy to engage
- Tell the story of the change not the process!
- Have a clear plan for getting to your people change destination and the time and resources to achieve it!





What are you going to do to ensure you lead your change to a safe destination?

- Action
- Reflection
- Learning



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# Resources and Further Learning



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# Membership

## HPCA Organisational Membership

We can help you build the capacity and capability you need to deliver effective change through access to education and training for all at all levels, best practice resources designed by professionals, and networks and community events for sharing and learning!

 <p>Education &amp; Training For All Staff</p>	 <p>Frameworks, Tool-kits &amp; Guidance</p>	 <p>Workforce Development &amp; Talent Management</p>	 <p>Community Networks &amp; SIG's</p>
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Scan to learn more





# HPCA Training Courses

## Mastering Programme Initiation



Skills Level: 2 Practiced

Tailored to provide you with the knowledge, tools, and strategies you need to excel in the initiation of a healthcare program.

Our goal is simple: to equip you with the skills and confidence to lead successful healthcare programs within the NHS and beyond.

Understand why program initiation is the linchpin of your programme's triumph

[training@hpcu.uk](mailto:training@hpcu.uk)

## BECOMING A CHANGE NINJA TRAINING COURSE

With Dr. Tammy Watchorn

*Are you trying to lead and implement change?*

When you become a change ninja you will find that you can get others to discover for themselves the value in the change you are leading

Irrespective of the size and type of change, from strategic priorities to digital transformation to process improvement!

### SESSIONS

- Module 1: Fearless Change
- Module 2: Change Mindsets
- Module 3: One Size Does Not Fit All
- Module 4: Stakeholder Perspectives & Tools for Persuasion

BOOK YOUR PLACE

[www.hpcu.uk/events/training-courses](http://www.hpcu.uk/events/training-courses)



## SRO ESSENTIALS PROGRAMME



Skills Level: 2 Practiced

Gain a deeper understanding of the Senior Responsible Owner's (SRO) role & challenges, along with practical skills to drive successful project outcomes, enhance patient care, and align healthcare initiatives with organisational & system goals!



Pre-course webinar plus 4-hour online SRO Essentials workshop



Indefinite access to online resources



Key content on developing the SRO role, team leadership, stakeholder engagement, governance, risk and benefits

[training@hpcu.uk](mailto:training@hpcu.uk)

## CHANGE MANAGEMENT WORKSHOP

Change is coming or change may already be happening: join our in person workshop, comprising of 2 sessions;

- Session 1: What is Change Management
- Session 2: My Role in Enabling Change

DATES AVAILABLE FOR:  
MARCH - LEEDS  
JUNE - LONDON

REGISTER NOW

[www.hpcu.uk/events/training-courses](http://www.hpcu.uk/events/training-courses)



With Jooli Atkins  
NHS England



## Neuroscience for Change

Bespoke In Person Workshop - 1 Day

Skills Level: 2 Practiced

Delivered By: Jo Stanford, HPCA



Understanding neuroscience for leading change, LSP problem solving & solution planning



Practical problem solving of current projects to improve outcomes  
CPD Certificate



Pre-course webinar plus 1-day Neuroscience for Change Workshop in person for up to 50 people



[hpcu.uk/events/training-courses](http://hpcu.uk/events/training-courses)

## Mastering Programme Initiation

This 2-part course will be delivered virtually (as 1.5-hour sessions across 2 days).

**MAY**

## Becoming a Change Ninja

These four modules will be delivered virtually (as 1.5-hour sessions, 1 day a week across 4 weeks).

**MAY, SEP, NOV**

## SRO Essentials Programme

The course will be delivered as a half day workshop virtually.

**JUNE, JULY, SEP, OCT**

## Change Management Workshop

The course will be delivered as a workshop in person for one full day.

**MAY, JUNE**

## Neuroscience For Change

This 1-day, bespoke session will be delivered in person.

**ON REQUEST**

[More information: hpcu.uk/events/training-courses](http://hpcu.uk/events/training-courses)

# SRO

## SRO Essentials Workshop

Interactive Workshop Training - June, July, September & October 2024

We are running this virtual course throughout the year as per the above months. The course will be delivered as a half day workshop virtually. The course will provide a mix of theory and interactive learning activities - level 2 practiced.

[More information: hpcu.uk/events-training-courses/sro-essentials](https://hpcu.uk/events-training-courses/sro-essentials)

## STAGES OF DEVELOPMENT



## SRO ESSENTIALS PROGRAMME



Skills Level: 2 Practiced

Gain a deeper understanding of the Senior Responsible Owner's (SRO) role & challenges, along with practical skills to drive successful project outcomes, enhance patient care, and align healthcare initiatives with organisational & system goals!



Pre-course webinar plus 4-hour online SRO Essentials workshop



Indefinite access to online resources



Key content on developing the SRO role, team leadership, stakeholder engagement, governance, risk and benefits



[training@hpcu.uk](mailto:training@hpcu.uk)



# HPCA Community Webinars

## FREE Webinars

1st May, 11:00 – HPCA Storytelling Community – The Power of Stories to Create Engagement & Change, Dr Susanne Evans

Secure your places, register via the website: [hpcanetwork.org.uk/community-webinars](https://hpcanetwork.org.uk/community-webinars)





**Dr Tammy Watchorn**  
[www.tammywatchorn.com](http://www.tammywatchorn.com)  
 @tamwatchorn  
 tammy.watchorn@gmail.com



### Neuroscience for Change Management

Based on the latest brain research to facilitate change this hands on programme leads to personal insights that will shift participants' mindsets and provide tools to help others move from the 'fear' state to a 'toward' state for improved delivery of outcomes.



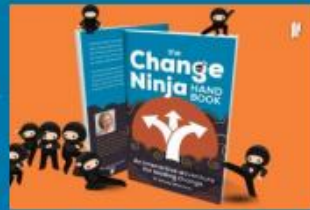
### Ninja Dojo on QUBE

A membership programme for individuals, teams and organisations. Delivered on QUBE the Virtual Business School this drop in class is fun, fast paced, and focuses on real time learning for real problems. Attend 8 session to get your Ninja Blackbelt.



### The Change Ninja Masterclass

A series of 'pick and mix' training modules based on 'The Change Ninja Handbook' to provide you with practical hands on tools you can apply immediately in the workplace.



### LEGO Serious Play

An innovative process that enables collaborative and creative thinking for strategy and team development, whole systems thinking, innovation, well being and much more.





# Carole Osterweil



## Resources to introduce you to the fascinating worlds of social dynamics and neuroscience

How do you react when facing uncertainty? And how about your stakeholders and team members? What happens when you feel there are just too many unknowns on your project? What's really going on when you are stuck and frustrated and can't put a finger on the core issue?

Use our resources to find new ways to navigate uncertainty and to spot what's going on under the surface in your organisation.

Articles

Books

Podcasts

### Articles and Book Reviews

4 minutes

#### Using Insights from Brain Science to Manage Projects and Influence Change

Here we give you high-level understanding of how the human brain works and how invisible dynamics arise. Visualise the brain... read article

2 minutes

#### Understanding the Stress Cycle

Understanding the Stress Cycle Fred is frazzled. Things are not going his way and it's causing stress. What happens when... read article

4 minutes

#### Self-protection is natural and psychological safety is king!

We are used to acknowledging that the human fight/ flight/ freeze response is driven by the need for physical survival... read article

1 minute read

#### How accepting unorder can unlock project leadership

The objectives are rewritten. The goalposts shift. The context changes. It's all too easy for projects to be thrown off... read article

3 minutes

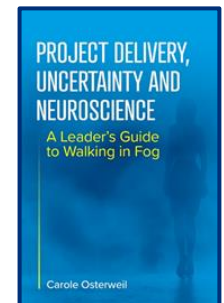
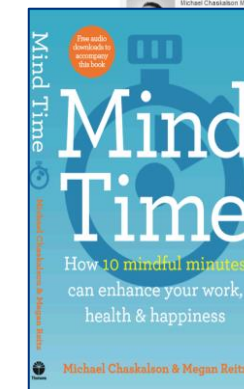
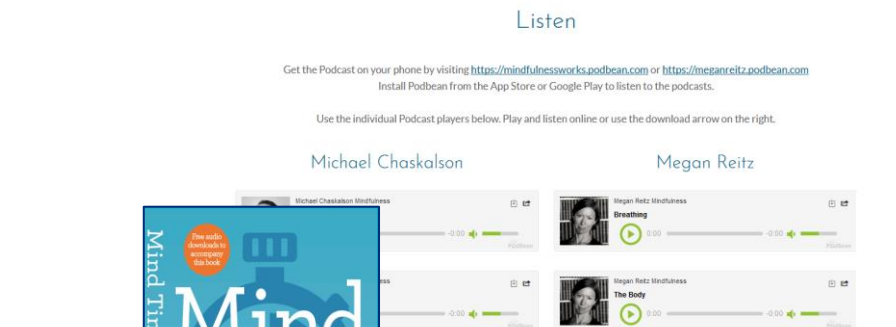
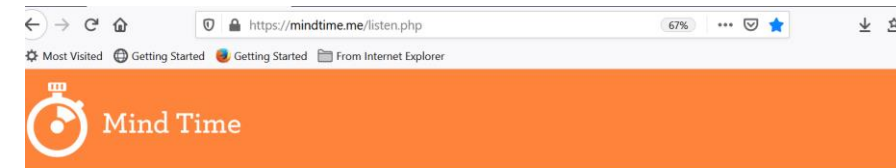
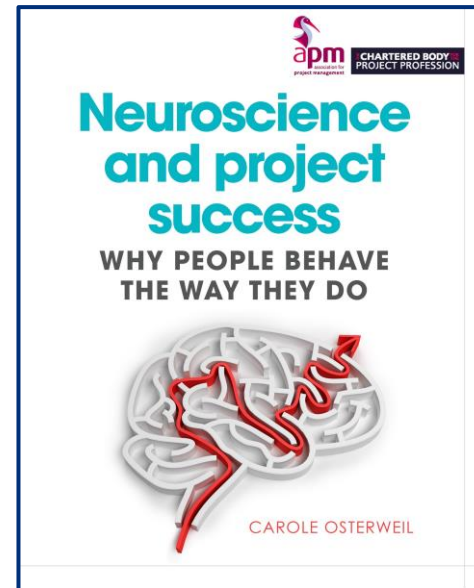
#### What is Cognitive Readiness and why is it important?

These were some my questions when I was asked to review the book Cognitive Readiness in Project Teams. What is Cognitive... read article

1 minute

#### Neuroscience for Better Projects – advice for IT professionals

Take time to understand how the human brain works and you can enjoy higher productivity, better outcomes and less stress. read article



[www.visibledynamics.co.uk](http://www.visibledynamics.co.uk)



# Further Reading & Links

## Session References

Tam Watchorn – Change Ninja Handbook, Lego Serious Play, Neuroscience for Change <https://tammywatchorn.com/>

Sam Allende - Be More Pirate [Be More Pirate](#)

Carole Osterweil – ‘Neuroscience for Project Success’ [Higher Productivity, Better Outcomes, Less Stress - Visible Dynamics](#)

Tibisay Vera- Applied Neuroscience [Neuroscience Based Consultancy Solutions | Sparkling Performance | England | Tibisay Vera \(sparklingperformance.com\)](#)

John Kotter – ‘Accelerate’ <https://www.kotterinc.com/>

Amy Edmondson – Harvard Business School – ‘The Fearless Organisation’, ‘Teaming’, <https://www.hbs.edu/faculty/Pages/profile.aspx?facId=6451>

TED Talk – How to turn a group of strangers into a team [https://www.ted.com/talks/amy\\_edmondson\\_how\\_to\\_turn\\_a\\_group\\_of\\_strangers\\_into\\_a\\_team](https://www.ted.com/talks/amy_edmondson_how_to_turn_a_group_of_strangers_into_a_team)

Prosci – ADKAR Model and 3 Phase Process Methodology [Prosci 3-Phase Process](#)

Healthcare Project and Change Association - [Home - HPCA](#)

Healthcare Project and Change Association – [YouTube Channel](#)

Cranfield – Against All Odds - [K2 - Against all odds \(cranfield.ac.uk\)](#)

National Audit Office – [Lessons learned: Delivering value from government investment in major projects \(nao.org.uk\)](#)

Chris Warner – K2 Leadership - <https://chrisbwarner.com/mountaineer-speaker-leadership-expert-chris-warner/>

