

In light of recent Sustainability and Transformation Partnership (STP) proposals I am currently researching the effect change management models have on transformational projects. I would be interested to hear from you and understand your views on how these models have helped your organisation. In order to do this I am asking you to complete the following questionnaire relating to change management activity within your Trust. The survey findings will be analysed and your feedback will form part of my final year university dissertation.

<b>Organisation Name</b>	University Hospitals Bristol NHS Foundation Trust
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### ***Transformational Change Within Your Trust***

Does your Trust current have a Change Management Strategy?	Yes	<input checked="" type="checkbox"/>
	No	<input type="checkbox"/>
Has a project team been established by your Trust to manage transformational change to support any agreed Sustainability and Transformation Plans (STPs)	Yes	<input checked="" type="checkbox"/>
	No	<input type="checkbox"/>
What (if any) change management models have been adopted by the Trust when delivering projects relating to transformational change? (Please specify all that apply)	None	<input type="checkbox"/>
	Lewin's Change Management Model	<input type="checkbox"/>
	McKinsey 7-S Model	<input type="checkbox"/>
	Kotter's 8 Step Change Model	<input type="checkbox"/>
	Other (Please Specify) A structured approach which emphasises engagement throughout	
How many transformational projects have been delivered within your Trust in the last 5 years?	Many	
How many of these projects were delivered using a recognised change management theory?	Use our structured approach	
How many of these projects were completed without delay?	Less than 50%	
How many of these projects could be perceived as failing to deliver transformational change?	Few	
What lessons have been learned from previous transformational projects?		
Staff engagement is key to success		

Where a recognised change management theory has been adopted do you feel this added to the successful delivery of the transformational change?	Yes	<input type="checkbox"/>
	No	<input type="checkbox"/>
<p>If yes, please give an example:</p> <p>A structured approach to planning work and engaging stakeholders is essential. However we avoid expressly describing a theoretical model to staff</p>		
Is a vision created at the outset of a transformational project to guide the direction of the change?	Yes	<input checked="" type="checkbox"/>
	No	<input type="checkbox"/>
Who is responsible within your Trust for overseeing transformational change?	Divisional Manager	<input type="checkbox"/>
	Service Manager	<input type="checkbox"/>
	Project Manager	<input type="checkbox"/>
	Change Manager	<input type="checkbox"/>
	Other (Please Specify) Executive Director for Strategy and Transformation, plus full time Director of Transformation	
Which (if any) other members of staff are empowered to work on transformational change projects (Select all that apply)?	None	<input type="checkbox"/>
	Clinicians	<input checked="" type="checkbox"/>
	Directors	<input checked="" type="checkbox"/>
	Senior Management	<input checked="" type="checkbox"/>
	Nursing Staff	<input checked="" type="checkbox"/>
	Admin Staff Grades	<input checked="" type="checkbox"/>
	3 <sup>rd</sup> Party Stakeholders	<input checked="" type="checkbox"/>
	Other (Please Specify) All of the above	

Do project team members work exclusively on projects or do they also maintain existing roles?	Exclusive to project	<input type="checkbox"/>
	Maintain existing role	X

How is change communicated within your Trust? (select all that apply)	Informal discussions with staff groups	X
	Face-to-face meetings	X
	Email	X
	Project team meetings	X
	Trust newsletters	X
	Workshops	X
	Presentations	X
	Other (Please Specify)	

Has transformational change had an impact on staff morale within your Trust	Yes	X
	No	<input type="checkbox"/>

If yes, please give an example:

It is an opportunity to engage staff to discuss their issues. We have seen measured staff engagement improve over recent years during the period where as a Trust we have explicitly linked staff engagement to transformation and other key Trust communications

How would you describe the change culture within your Trust	Receptive	X
	Vibrant	<input type="checkbox"/>
	Transparent	x
	Concerned	<input type="checkbox"/>
	Negative	<input type="checkbox"/>
	Obstructive	<input type="checkbox"/>
	Other (Please Specify)	

What are the main obstacles to transformational change within your Trust?	Finance	<input type="checkbox"/>
	Staff	X
	Resource	<input type="checkbox"/>
	Technology	<input type="checkbox"/>
	3 <sup>rd</sup> Party Stakeholders	<input type="checkbox"/>
	Other (Please Specify)	

	The key challenge is staff capacity to engage with change projects
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Please complete the following section by placing a CROSS ☒ in the appropriate box	strongly agree	agree	uncertain/ not applicable	disagree	strongly disagree
	1	2	3	4	5
Change is seen as a continuous process which allows transformation from one state to another	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Change management should be a controlled process	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>
Resistance to change is an expected reaction from individuals during a transformational project	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of resistance to change is dependent on the existing culture within the organisation	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managing expectations is key to the successful implementation of transformational projects	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effective people management is critical to any change management process	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inclusion of employees in the transformational process is essential to the success of any change management activity	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A state of continual change is detrimental to an organisation, it takes its toll on employees and can lead to change fatigue	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>