

# NATIONAL CO-ORDINATING CENTRE FOR NHS SERVICE DELIVERY AND ORGANISATION R&D

## **Brief for the review of existing research evidence on change management and quality improvement**

### **Background**

In the White Paper on quality improvement *A First Class Service*, the NHS Service Delivery and Organisation R&D Programme was charged with providing a review of existing research findings 'of relevance to change management and quality improvement in the NHS'. Given the agenda on action for quality set out in the White Paper, the aim of this review is to provide organisations within the NHS with evidence of what works and what does not in terms of change management.

### **The review should address the following objectives:**

1. To map out the main theories of change management which have been set out within both the private and public sectors, and provide a user-friendly summary of these.

The theories and models should be drawn from the international literature and would include the following: re-engineering; the business excellence model; Total Quality Management; Continuous Quality Improvement; the learning organisation (e.g. Peter Senge's *The Fifth Discipline*); the McKinsey 7S model; the Theory of Constraints; as well as theories set out by management writers such as Peters and Waterman<sup>1</sup> and Kanter<sup>2</sup>.

2. To provide a comprehensive review of empirical evidence of change management in health care at the macro, meso and micro levels.

This section would draw on reviews already conducted on macro change (e.g. Ferlie<sup>3</sup>) as well as evidence of the implementation of models outlined above (e.g. Watson et al<sup>4</sup>) and systematic reviews of implementation methods (e.g. CRD<sup>5</sup>)

3. To draw out which evidence, if any supports the theories and models outlined in 1.

4. To outline the gaps in our knowledge and what further work might be usefully carried out in these area.

## References

1. Peters T.J and Waterman R. *In Search of Excellence: Lessons from America's Best Run Companies*. New York: Harper and Row.
2. Kanter R.M. *The Change Masters*. Simon and Schuster, 1983.
3. Ferlie E. Large scale organisational and managerial change in health care: a review of the literature. *J Health Servs Res Policy* 1997; 2(3): 180-188.
4. Watson S.L., Burns L.R., Kmberley J.R. Does re-engineering really work? An examination of the context and outcomes of hospital re-engineering initiatives *Health Services Research* (forthcoming)
5. CRD Getting evidence into practice *Effective Health Care* 1999; 5(1).

**Addendum**

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