Change is NOT Easy

The Case of Scurvy
Change is NOT Easy

- High % of change efforts fail
- High % of scale-up efforts fall short
- Small % of these efforts meet expectations
Change is NOT Easy

Change **DOES NOT** happen because....

- Researchers say it is beneficial
- “Evidence” shows a practice can work
- New guidelines are promulgated
Change is CRITICAL

Millions of deaths from preventable & treatable causes

- 529,000 women die each year during pregnancy, childbirth and in the postpartum period
- 4,000,000 babies die each year in their 1st 28 days of life
And What can we do about it?

- The work of all of us in this room is fundamentally about **Successful Change**
- All improvement requires successful change
- Scale up requires change at many levels
- Sustainability requires lasting changes
An effective process for change helps to avoid the chronic mistake of underestimating what it takes to make change stick.
Change is not Rocket Science: Critical Success Factors

An effective process for change is a critical success factor for:

- Adapting
- Implementing
- Scaling up
- Sustaining

best practices
Characteristics of Adopter

Innovators 2.5%
Early Adopters 13.5%
Early Majority 34%
Late Majority 34%
Laggards 16%
The Guide to Fostering Change

- **What is it?** A tool to link RH best practices with proven practices for successful change.

- **Who developed it?** The international, interagency IBP/MAQ Fostering Change Task Group supported by USAID and WHO.

- **For whom?** People in a position to foster and support change at the district, regional and country level (e.g., MOH, Reproductive Health Task Group, NGOs, etc).

- **Based on what?** Best practices for managing and leading change and collective experience and lessons learned.

- **How is it being used?** Countries use the structure to improve priority issues, countries using guide with partners, virtual programme.
A Practical Approach—principles

1. Change must matter to those making the change

2. Credible committed internal Change Agent is critical

3. Support for Change Agent is key

4. Support at all levels is fundamental
5. Clarity on purpose, benefits, and results of change is essential
6. Motivation throughout the process
7. Clear roles and responsibilities
8. Start where you can and start now.
Phases: Guide to Fostering Change

- **Preliminary Phase**: Forming the Change Coordination Team
- **Phase I**: Defining the Need for Change
  - ID the problem
  - ID why you want to make the change, how will we benefit?
- **Phase II**: Planning for Demonstration and Scale up
  - Select a change agent (if you don’t already have one)
  - With change agent, identify and analyse relevant effective practices
  - Choose and adapt appropriate practices for needed change
  - Make a plan to implement and monitor change
  - Build on plan. Make preliminary choices for scale-up
Phases (cont’d)

**Phase III:** Supporting the Demonstration
- Create and maintain an environment to encourage change
- Use the plan to continually assess, monitor and modify

**Phase IV:** Going to Scale
- Evaluate, consolidate and disseminate lessons learned and decide whether or not to scale up
- If decision to scale up…select a strategy
- Engage commitment of stakeholders
- Implement Strategy
- Measure and communicate results
Structure of the Guide

Each **PHASE** of the Change process has **Steps**

Each **STEP** is comprised of the following sections…

• Purpose
• Assumptions, needs, prerequisites
• Challenges, underlying causes
• Strategies for meeting the challenges
• Tools
The Missing Link….

Proven Practices – clinical and technical work
The Missing Link…..

Proven Practices – clinical and technical work

With

Proven Practices -
The Missing Link…..

Proven Practices – clinical and technical work

With

Proven Practices - effective change & scale up