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# Exploring and understanding Change Management

Accelerated Reform Fund (ARF)  
Online learning workshop - July 2024

Before we start...

## Introductory video to the ARF

### Accelerating Reform Fund programme - SCIE

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### Accelerating Reform Fund

The Department for Health and Social Care (DHSC) has launched a £42.6 million Accelerating Reform Fund (ARF) to boost the quality and accessibility of adult social care by supporting innovation and scaling, and kickstarting a change in services to support unpaid carers.

Last updated: 24 April 2024

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#### About the fund

The Accelerating Reform Fund (ARF) focuses on embedding and scaling approaches to transform care and support including for unpaid carers, who play such a vital, selfless role in our society. This will accelerate progress towards the government's social care vision where people have choice, control and support to live independent lives, and where care and support is of outstanding quality and is provided in a fair, accessible way.

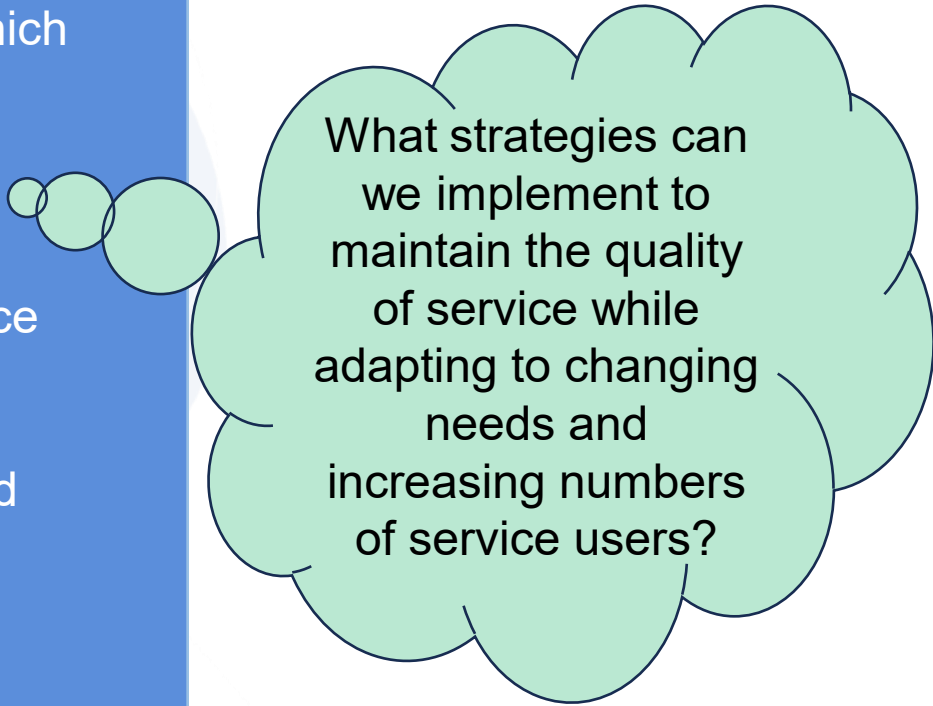
Local authorities have registered their interest with the DHSC, in partnership with others, in their integrated care systems, to fund local innovation projects. They are expected to work collaboratively with others such as the NHS, care providers, voluntary and community sector groups, including unpaid carers. The ARF is supporting at least two projects per region, one of which will focus on unpaid carers, and consider co-production with both care recipients and unpaid carers, ensuring they are inclusive of local diverse needs.



An ARF project reviews and enhances the Carers' Emergency Response Service, which supports unpaid carers who are suddenly unable to support their dependent. The objectives are:

1. Advance the existing emergency service provision
2. Develop recommendations for future sustainable service delivery as demand rises.

The project focuses on co-production and incorporating lived experiences to create a person-centred approach.



What strategies can we implement to maintain the quality of service while adapting to changing needs and increasing numbers of service users?

# Key things to consider: Planning to sustain change

## **Define the change:**

Clearly articulate the need for change and the specific goals.

Use the vision and strategy to create an implementation plan.

Create a step-by-step plan to implement the change and establish a realistic timeline with key milestones.

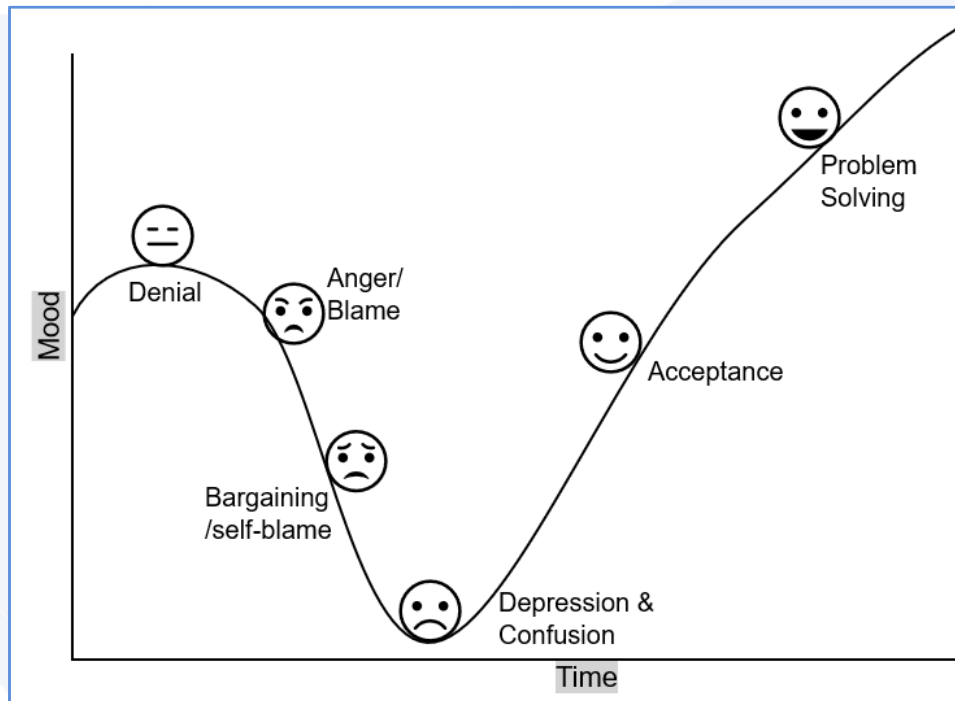
## **Align with business strategy:**

Ensure the change aligns with the overall strategic objectives of the organisation.

As change is complex and continuous. It is important to stay agile - continue to refer to this plan and adjust as the change project goes on.

# Key things to consider: The human response to change

## The Change Curve



*“When we do change to people, they experience it as **violence**. But when people do change to themselves, they experience it as **liberation**”.*

Rosabeth Moss Kanter –  
Harvard Business School

# Key things to consider: Stakeholder engagement & Communication strategy

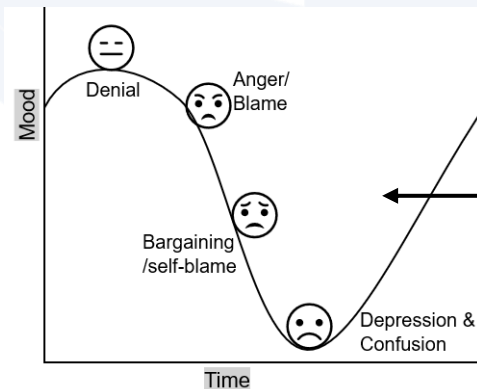
## Stakeholder Engagement:

### Identify stakeholders:

Determine who will be affected by the change.

### Engagement plan:

Develop a plan to involve and communicate with stakeholders throughout the process.



*Stakeholders will be here on the change curve at this stage of the transition.*

## Communication Strategy:

### Clear messaging:

Communicate the change, its benefits, and impacts clearly and consistently.

### Two-way communication:

Develop a plan to involve and communicate with stakeholders throughout the process and gather their feedback.

For more information visit [SCIE](#) website for previous workshop slide decks:

[Effective Project Planning & Stakeholder Engagement Workshop](#)

## **Identify resistance:**

Recognise potential resistance to change

## **Address concerns:**

Develop strategies to address and manage resistance.



# Breakout Room: Resistance Management



Create a list of 5 resistances for this project and their reasons.

What strategies can we employ to minimise resistance and foster a positive attitude towards this change?



30 Mins

The ARF has a project to improve night-time care services by creating a new 'responsive' night service using digital assistive technology. This will allow people to have more independence, choice, and control during the night without needing a carer to be constantly present.



# Key things to consider: Sustainability, reinforcement and celebrating successes

## Sustainability & Reinforcement

### **Embed changes:**

Ensure changes are integrated into the organisational culture and practices.

### **Reinforce the benefits:**

Continue to communicate the benefits and success of the change.

### **Track progress:**

Monitor the implementation and track against the plan, remember to stay agile and be prepared to make adjustment based on feedback.

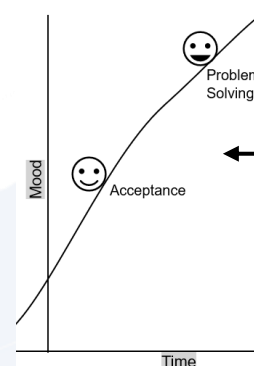
## Celebrating successes

### **Acknowledge efforts:**

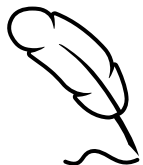
Recognise and celebrate achievements and milestones.

### **Reward contributions:**

Provide incentives and rewards for those who contribute to the success of the change.



*Stakeholders will be here on the change curve at this stage of the transition.*



This NHS guidance is called [“The Change Model Guide”](#).

The guidance outlines:

- Implementing change within healthcare.
- 8 key components of the change model
- Drivers for change



Skills for care created a toolkit called [“Positive Culture Toolkit for Adult Social Care”](#).

Key components of the toolkit include:

- Understanding workplace culture
- Staff wellbeing and support
- Recognition and reward
- Continuous improvement

## Summary: Key factors for embedding change

Leadership Commitment

Training and development

Clear vision and objectives

Change champions

Stakeholder Engagement

Monitoring and evaluation

Communication Strategy

Continuous improvement



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**SCIE** – We will send a survey to understand what has gone well and what we can do better

[arfevaluation@ipsosresearch.com](mailto:arfevaluation@ipsosresearch.com)

**Ipsos** - Ipsos will be conducting surveys and interviews with relevant stakeholders to evaluate the programme's processes and emerging impacts.

**The slides, key message and identified tools will be uploaded to SCIE's website**



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Thank you

For more information please visit

[www.scie.org.uk](http://www.scie.org.uk) (ARF) or email

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