



## Template 6.4.1: Factors to Monitor During Implementation

### Purpose

This template identifies key areas that require focus during implementation to maintain momentum and to sustain changes.

### How to use it?

Leaders can use the prompts below as a 'checklist' to monitor how well key enablers of change are being attended to and to identify areas where targeted interventions may be required.

No.	Key considerations	Actions needed
1	<b>Values:</b> How well have the values of <b>care, compassion, trust</b> and <b>learning</b> translated into leadership behaviours and decision-making? Are values evident to citizens and service users as well as to staff?	
2	Are behaviours that do not reflect values challenged and addressed?	
3	<b>Vision:</b> Does the vision need to be re-stated and alignment with strategic direction and the delivery of public value re-affirmed?	
4	<b>Leadership and governance:</b> Are governance and accountability arrangements robust, contextually relevant and responsive to the needs of the implementation phase?	
5	Are senior leaders and decision-makers available to support and champion the change?	

## Template 6.4.1: Factors to Monitor During Implementation (continued)

No.	Key considerations	Actions needed
6	How are <b>integration, whole system and 'cross service'</b> issues being addressed? Are appropriate links in place?	
7	How well are human-centred design principles understood and being applied in practice?	
8	How effective and transparent are decision-making processes and follow-up?	
9	Are risks being attended to and control measures in place?	
10	<b>Resources:</b> Are the resource requirements in place and tailored to ensure that the pace and scale of the plan can be delivered?	
11	Are additional resources needed in terms of workforce, education/training, ICT, accommodation?	

## Template 6.4.1: Factors to Monitor During Implementation (continued)

No.	Key considerations	Actions needed
12	Are practice-based and development supports in place at local level to enable staff to deliver on the change?	
13	<b>Stakeholders:</b> Are all stakeholders clear regarding their responsibility for successful implementation of the change, including all of the content, people and process elements?	
14	<b>Communication and engagement:</b> Is the communication and engagement plan in place and intensified to target those involved in the rollout of the change?	
15	Are the staff, service user, family and citizen <b>engagement strategies</b> effective? Is there ongoing focus on developing and sustaining relationships and enabling others to act?	
16	Are communication and information delivery channels and feedback loops effective? Is there clarity on key actions, commencement and milestone dates?	
17	Are feedback processes working – is new information being generated and how is new information and feedback being handled?	

## Template 6.4.1: Factors to Monitor During Implementation (continued)

No.	Key considerations	Actions needed
18	<p><b>Personal and team impact:</b> Has there been sustained effort to address <b>people and cultural</b> priorities at individual and team levels:</p> <ul style="list-style-type: none"> <li>▶ Ongoing communication with staff and service users, ways of resolving issues, acting on feedback as it arises?</li> <li>▶ Working with staff and their Trade Unions to monitor the impact of the changes?</li> <li>▶ Supporting staff in implementing new skills required for the change and offering ‘hands-on’ support on site for challenges?</li> <li>▶ Continuously scanning to ensure that the old ways of working are phased out sensitively and supporting the new behaviours required to operate in the changed environment?</li> <li>▶ Monitoring the overall environment for staff – is it supportive? Is there an acknowledgement that change takes time?</li> <li>▶ Are staff health and wellbeing services available?</li> </ul>	
19	<p><b>Learning and development supports</b> to build capacity at individual and team levels.</p> <ul style="list-style-type: none"> <li>▶ New skills and learning needed to undertake revised processes and practices</li> <li>▶ Behaviour change needed to support changing culture over time</li> <li>▶ Supports in place for those leading the change</li> </ul>	
20	<p><b>Outcomes and measurement:</b> Are adequate monitoring and tracking mechanisms established?</p>	
21	<p>Are the outcomes and benefits for service users clearly described and widely communicated?</p>	
22	<p>Are the benefits of the change credible – do staff and service users believe in them? If not, what action is needed?</p>	

## Template 6.4.1: Factors to Monitor During Implementation (continued)

No.	Key considerations	Actions needed
23	Are measurement metrics being consistently achieved or are they being missed?	
24	Are stories/narratives that effectively demonstrate progress towards the new culture and a better future being gathered and listened to?	
25	<b>Trouble shooting and corrective action:</b> Are clear processes for 'trouble shooting' emerging issues in place?	
26	Are issues or concerns in sustaining the ongoing day-to-day business and the change effort emerging? How are they being addressed?	
27	Are systems in place to recognise the need to take corrective action and have we the means to do it?	
28	How are emerging issues being addressed? Are mechanisms in place to communicate necessary adjustments to the change process?	

## Template 6.4.1: Factors to Monitor During Implementation (continued)

No.	Key considerations	Actions needed
29	Are the temporary support structures, systems, policies and technologies still in place and needed?	
30	<b>Celebrating success:</b> Does everyone know what to look for in terms of outcomes to recognise and acknowledge success?	
31	Are we taking opportunities to celebrate and recognise milestones, best practices, and affirm new behaviours?	
32	Recognising that change is cyclical and takes time, is there a focus on continuous improvement?	