

Organizational change: A review for health care managers, professional and researchers

A summary of

Iles, V. & Sutherland, K. (2001). *Organisational change: A review for health care managers, professionals and researchers*. London, UK: National Coordinating Centre for the Service Delivery and Organisation.



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Categories:

Method, Implement, Organizational capacity and management, Organizational change

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Method

Relevance For Public Health

This resource is intended to be used by health care managers. Examples of when it might be used include the implementation of a hand hygiene program at a local hospital, nursing home or senior care residence, or while attempting to convince parents to update their child's vaccination records.

Description

Responding to evolving needs in the practice and delivery of health care, the UK's [National Health System \(NHS\) Service Delivery and Organization](#) created a review resource for organizational change and change management.

The document was created to provide guidance on how to bring about organizational change, including a commitment to change and the subsequent follow-through needed to enact it. Accordingly, the review:

- describes relevant approaches and concepts;
- discusses the context and uses of various approaches and concepts;
- reviews the evidence base for the efficacy of the various approaches; and
- discusses the nature of evidence relevant to the field.

Using a multi-method approach, this document provides a selective review of key change models, tools and approaches, and their corresponding evidence. It also draws upon a variety of literature and expertise in the field of change management, designed to convey different ways to go about enacting change.

The document is divided into the following sections:

- Part 1: The literature on change management
- Part 2: Tools, models and approaches: A selective review
- Part 3: Reflections on evidence
- Appendices
- References

Implementing the Tool

Who is Involved?

The resource is primarily intended for managers, professionals and researchers involved in change management issues. It will be of interest to those responsible for policy, strategy and operational work that is engaging with, or complementing, change management strategies and initiatives. It is also likely to be of interest to organizational and change management consultants and specialists.

Steps for Using Tool

These summaries are written by the [NCCMT](#) to condense and to provide an overview of the resources listed in the [Registry of Methods and Tools](#) and to give suggestions for their use in a public health context. For more information on individual methods and tools included in the review, please consult the authors/developers of the original resources.

Part 1 describes the literature on change management and types of evidence, as well as reviewing key terms and concepts.

Part 2 describes main models, approaches and tools.

Part 3 is a reflection of the work in the field.

The appendices provide the methodology of the review, an overview of systems thinking and other suggested areas of expertise for consideration.

Evaluation and Measurement Characteristics

Evaluation

Information not available

Validity

Not applicable

Reliability

Not applicable

Methodological Rating



Not applicable

Tool Development

Developers

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Method of Development

Using a multi-method approach, this document provides a selective review of key change models and associated evidence. First, a list of key theories and concepts was determined after a review of relevant literature and expert consultation. Tools, models and approaches uncovered were ranked in terms of importance and popularity. Subsequently, a systematic literature search was conducted, followed by the analysis, discussion and contextualization of findings. Criteria used for assessing the rigor of empirical studies were clarity of methodology, peer review, use of multiple cases and external evaluation.

Release Date

2001

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Resources

Title of Primary Resource	Organisational change: A review for health care managers, professionals and researchers
File Attachment	None
Web-link	http://www.netscc.ac.uk/hsdr/files/project/SDO_FR_08-1001-001_V01.pdf
Reference	Iles, V. & Sutherland, K. (2001). <i>Organisational change: A review for health care managers, professionals and researchers</i> . London, UK: National Coordinating Centre for the Service Delivery and Organisation.
Type of Material	Document
Format	On-line Access
Cost to Access	None.
Language	English
Conditions for Use	Not specified

Title of Supplementary Resource	Making informed decisions on change
File Attachment	None
Web-link	http://www.who.int/management/makinginformeddecisions.pdf
Reference	
Type of Material	Booklet
Format	On-line Access
Cost to Access	None.
Language	English
Conditions for Use	Not specified