

EIF Readiness for Change Tool

This self-assessment tool has been developed to help identify how ready your organisation(s) is to implement planned transformation changes.

The concepts of individual and organisational readiness for change are extensively considered in implementation science and considered directly relevant to the effectiveness of change management in public services. In our context change readiness relates to the successful implementation of evidence into practice, and draws extensively on the PARIHS framework¹ which proposes that the success of research implementation is a function of three core elements: evidence, context and facilitation. Each of these elements relates to the context for and method with which new evidence-based approaches are introduced as much as the quality of the evidence:

- **Evidence:** the strength and nature of the evidence as perceived by multiple stakeholders.
- **Context:** the quality of the context or environment in which the research is implemented.
- **Facilitation:** processes by which implementation is facilitated.

The PARIHS framework is built around key features from the literature on research use, including:

- Implementing research into practice is an organisational rather than individual issue.
- The research evidence should be strong to justify implementation.
- Strategies for implementation require careful planning and need to consist of a range of interventions that address the need for education, audit and the management of change.
- Criteria for evaluating the impact of the intervention must be identified and agreed upon before implementing any change.

Our report (if having EIF support) should help your area to:

- Identify the extent to which local teams feel that there is strong evidence for the changes they plan to introduce and the extent to which that evidence is understood.
- Consider the general readiness of the organisation(s) to implement changes.
- Explores the preparedness for the specific changes that are to be implemented.

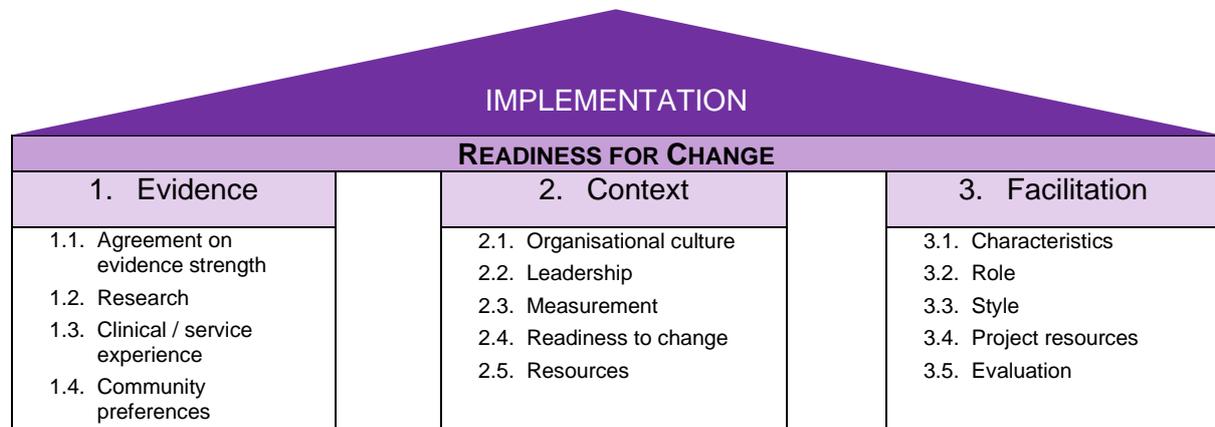
Change Readiness concepts

The EYTA change readiness measurement tool is a new change readiness assessment produced specifically by EIF for the Early Years Transformation Academy. It draws on two

¹ Promoting Action on Research Implementation in Health Services (PARIHS), see Alison Kitson, Gill Harvey, Brendan McCormack, *Enabling the implementation of evidence based practice: a conceptual framework*, 1998, Quality in Health Care

change readiness tools: ORCA, the Organisational Readiness for Change Assessment²; and a community readiness tool which has been used by Better Start Bradford.

The tool is structured around the three PARIHS core elements set out above, each of which is then broken down into separate components:



² Helfrich, C. D., Li, Y. F., Sharp, N. D., & Sales, A. E. (2009). Organizational readiness to change assessment (ORCA): development of an instrument based on the Promoting Action on Research in Health Services (PARIHS) framework. *Implementation Science*, 4(1), 38.