![NHS Education for Scotland logo]

Managing Change as a Team:

Turning the challenge into positive changes for your team.

Introduction

"Change is the only constant" – Heraclitus, 535-475 BC

"By definition, progress means change. This is not always comfortable. It may challenge our assumptions, and the way we are used to doing and seeing things. It asks us to have faith in the larger picture, the eventual results, and each other. We need energy to deal with it, and perspective, and sometimes just a sense of humour" - Sheldon Levy, Ryerson University, 2007

In 2018 the Scottish General Medical Services Contract will mean many changes for those working in Primary Care. Many clinicians understand that change is required, but do not have the confidence or skills to make it happen[1]. Two-thirds of change initiatives fail to achieve their desired outcomes[2].

One proposed change is to make GPs into medical generalists who lead a larger multidisciplinary team than exists at present[3]. Practices will have to dramatically alter their methods of working and this module looks at ways a team could plan and bring about such changes.

This module will study change management and provide tips and tools for teams to use to implement changes and achieve the outcome they wish. Members may already be using these methods without using their formal names. In order to allow practical use of the resources many of the tools are in the appendices where they can be saved and used in practice.

The cases are examples of change and groups may prefer to discuss their own experience of change, both good and bad, particularly if based outwith the primary care setting.

The module will focus on:
- changes decided on by teams themselves
- changes "imposed" on teams giving rise to additional challenges
- definition of change
- models and methods for implementing change
- the people side of change including the emotional aspects of change and resistance to change.

This module follows on from a previous PBSGL module entitled "Leadership." Although there will be inevitable overlap between these two modules, the authors have attempted to reduce this. Groups who wish to know more about the leadership role and how this affects teams, should look at that module.

CPD CONNECT