



July 26-31, 2015

← Training Institute for  
← Dissemination and  
← Implementation  
← Research in Health

Westin Pasadena | Pasadena, California

## Organisational Readiness to Change

Sharon E. Straus MD MSc FRCPC  
Professor, Department of Medicine  
Director, KT Program

Li Ka Shing Knowledge Institute of St. Michael's  
Director, Division of Geriatric Medicine  
University of Toronto



# Why is assessing organisational readiness important?

- MOVE ON

- Implemented and evaluated an early mobilisation strategy for older adults admitted to acute care hospitals in Ontario

- How do we know if 17 hospitals are ready to implement this?

- Implement Sci. 2014 Oct 30;9:160. doi: 10.1186/s13012-014-0160-6
- Implement Sci. 2013 Jul 3;8:76. doi: 10.1186/1748-5908-8-76.



# Instruments to assess organisational readiness to change

- Systematic review of articles published before November 2012 that:
  - Referred to health care
  - Applied organisational readiness to change (ORC) or related terms (preparedness, commitment, willingness to change)
  - Included articles that developed ORC measures or empirically assessed ORC
    - Gagnon et al. PLOS One DOI: [10.1371/journal.pone.0114338](https://doi.org/10.1371/journal.pone.0114338)



- Data extraction

- Reliability and validity of instruments appraised using Standards for Educational and Psychological Testing checklist
- Assessed psychometrical properties in ORC instruments using checklist of 4 items for validity and 3 items for reliability



# Results

- 3895 citations retrieved
- 39 articles included
  - 26 instruments
    - 6 versions of the Organisational Readiness for Change scale
    - 16 developed following underlying theoretical/conceptual foundation
    - 21 instruments reported at least one of the four validity criteria
    - Highest validity score was for the Texas Christian University-ORC (TCU-ORC) scale
    - 18 instruments reported reliability estimates, most commonly internal consistency
    - Papers related to the Modified TCU-ORC-D provided the highest reliability score



# Conclusions

- Limited validity and reliability data for most instruments
- TCU-ORC scored highest for reporting validity and reliability
- 18 new instruments not reports in previous reviews
  - Weiner et al – included 8 instruments focused in health care organisations



## Development of decision support tool

- Identified key measures for assessing ORC from review by Gagnon et al
- Categorized individual items of included measures according to key readiness constructs from an existing framework
- Modified Delphi with stakeholder panel to assess feasibility and relevance of the measures
- Developed and tested decision support tool to guide selection of ORC measure
  - Implement Sci. 2014 May 10;9:56. doi: 10.1186/1748-5908-9-56





# Ready, Set, Change!

## Introduction

*Ready, Set, Change!* is a decision support tool designed to guide users in the selection of an appropriate readiness for change assessment measure for their setting. The tool has been developed for use by frontline implementers and decision-makers in healthcare settings including but not limited to acute care, long-term care, public health, mental health, and healthcare policy. Ready, Set, Change! decision support tool is based on a framework for organizational readiness for change comprised of 4 key constructs:

### Individual Psychological

Attitudes, beliefs, and perceptions held by individual staff members regarding the change. It may also refer to the extent to which staff members agree with the value of the change

### Individual Structural

Staff members' knowledge, skills, and abilities to perform activities and roles related to the change. It may also refer to the willingness of individual staff to undergo training to improve their knowledge, skills, and abilities required for change implementation



**Organizational Change Questionnaire-Climate of Change, Processes, and Readiness** has been recommended for you to use in your unique setting to assess your organization's level of readiness to implement the change initiative.

## Why this measure was recommended

---

This measure was recommended to you because your top priorities are related to Organizational Structural aspects of readiness for change (refer to the [definitions](#) below).

## Facts about this measure

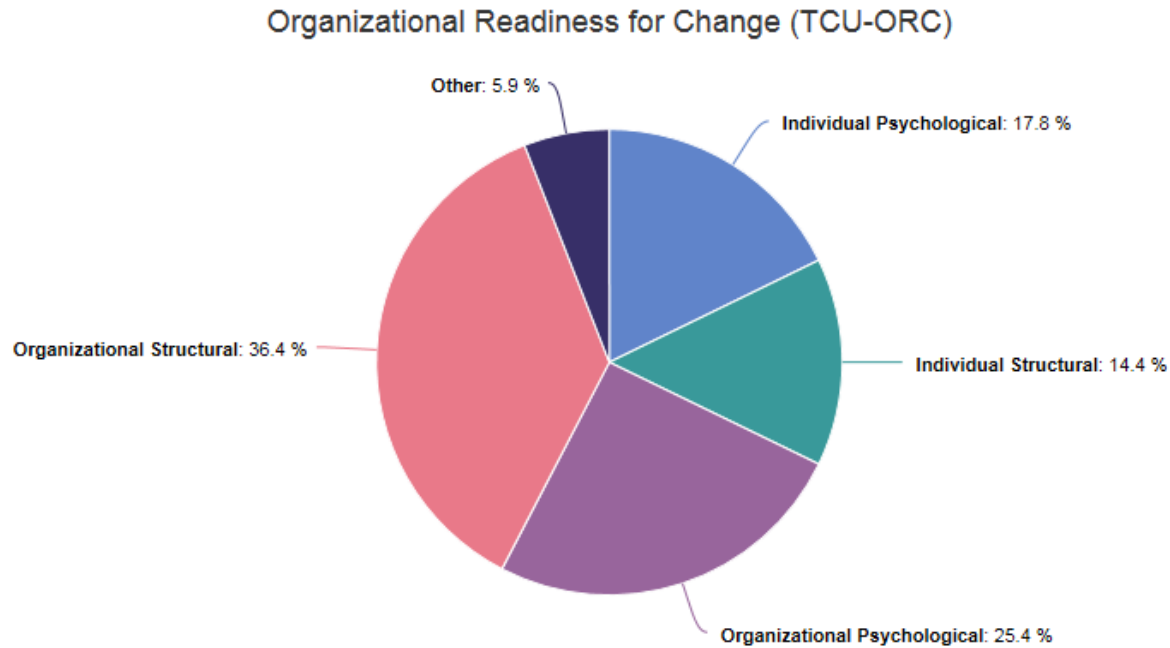
---

- This measure contains a total of 53 items, of which 23 items (43%) are designed to assess Organizational Structural priorities.
- A [panel of your peers](#) rated this measure as feasible to use, (i.e., can be implemented in a timely manner without causing undue burden to existing resources) and relevant to health care settings.
- A [promoter score](#) (i.e., likelihood to recommend to others) of 8 out of 10 was awarded to this measure by your peers.
- For details on how to access this measure click below.

# Why consider an alternative measure?

---

Although this alternative measure represents less Organizational Structural items, you may find it a more suitable option in your organization's setting.



Setting(s): [Addiction services](#), [Health care technology](#), [Transfer centres](#)

## Definitions

---

- <http://readiness.knowledgetranslation.ca/>

