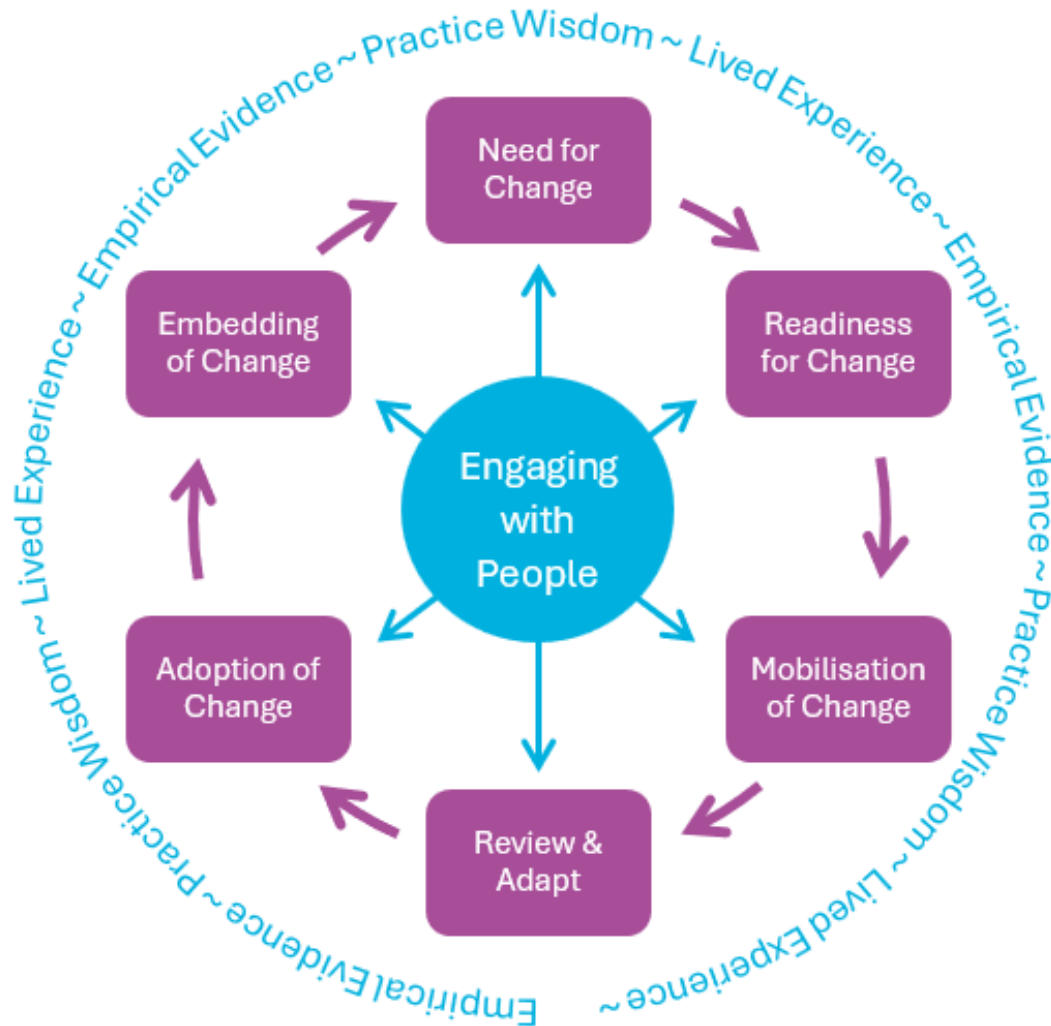


IMPACT Change Wheel



The IMPACT Change Wheel is a continuous cycle of change model for social care change with:

- **Engaging with People** at its core – meaning that we factor in co-production at every stage of the process;
- **Evidence** wrapped around it – meaning that each stage of the process checks in with available evidence at the three IMPACT levels: Empirical Evidence, Practise Wisdom and Lived Experience.

IMPACT Change Wheel

The phases of the IMPACT Change Wheel can be unfurled into a flowchart, helping change agents identify where in the process of a change they (and different stakeholders) are at a given timepoint.



Step 1. Identify where you *expected to be* in your service/project change process, at this point in time.



What strikes you about your position in this change process?



Step 2. Place your second arrow where you think the project *actually is* in the change process, considering all the different factors affecting change in your service/area.



What needs to be different? How can you make shifts? Where are the barriers and enablers?



Step 3. Position your third arrow where you, in fact, *need to be* in the change process.



Who do you need in the team? Are there skills gaps?

Repeat the process with different stakeholders, to get a collective sense of where your change process stands.



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IMPACT Change Wheel

Need for Change

Becoming clear on the issues at hand and identifying the problem that needs to be addressed; assessing external environment, internal culture and processes, gaps between where things are and where they need to be, reviewing objectives, and developing a change proposal.

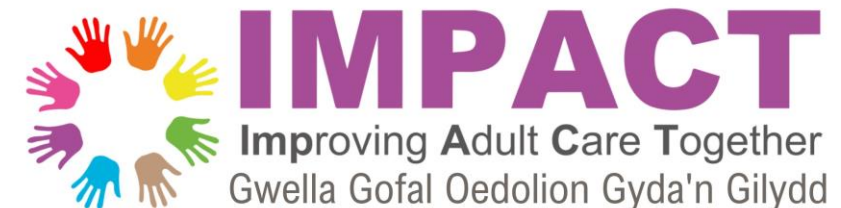
Readiness for Change

Being prepared, willing and able to implement change. Organisational readiness – is there change infrastructure in place? Are resources for change easily available? Is there a committed sponsor driving the change with clear objectives and plans? This also includes the level of understanding and willingness to change among stakeholders and knowing how to address resistance to change. In our work we identified this phase as the key phase in the IMPACT cycle.

Mobilisation of Change

Mobilisation is about action and execution. By carefully implementing the plan, maintaining clear communication, and regularly monitoring progress, organisations can effectively transition from planning to evaluation. This stage lays the groundwork for continuous improvement and ensures that the change process is moving in the right direction.

Often, this will start with a pilot project or a controlled rollout to minimise risks and manage unexpected challenges. Communication is crucial here and stakeholders should be informed about the changes, their roles, and the expected outcomes. Monitoring and documentation are also essential in this stage.



IMPACT Change Wheel

Review & Adapt

Evaluating and validating progress, identifying lessons learned, and recognising opportunities for improvement. Promoting transparency and accountability, and encouraging the sharing of results across teams, allowing for collaborative problem-solving and a unified understanding of the process.

Adoption of Change

Adoption is about acceptance and implementation of new processes, behaviours, or systems within the change process. Getting people to understand, agree to, and start practicing the change that has been tested out and improved. Adoption is typically short-term and indicates that people are willing to start the new approach. So, we make sure to involve stakeholders heavily and gather and share evidence from practice and lived experience.

Embedding of Change

Embedding is about making the change an integral, permanent part of culture, values, and everyday practices. This phase goes beyond mere compliance and involves deep-rooted acceptance where the new behaviours or processes become second nature.

Embedding the change requires robust consistent reinforcement, leadership modelling, and ongoing support to ensure the change becomes habitual. It often takes longer to achieve but is crucial for long-term success, as it ensures that the change is maintained even after the initial excitement or pressure subsides. In this phase we move from "doing" the change, to "living" the change.

YOUR Change Wheel

This blank IMPACT Change Wheel flowchart can be used with different stakeholders to note where you are in your change process at a given timepoint.



Step 1. Identify where you *expected to be* in your service/project change process, at this point in time.



Step 2. Place your second arrow where you think the project *actually is* in the change process, considering all the different factors affecting change in your service/area.



Step 3. Position your third arrow where you, in fact, *need to be* in the change process.



What strikes you about your position in this change process?



What needs to be different? How can you make shifts? Where are the barriers and enablers?



Who do you need in the team? Are there skills gaps?

Repeat the process with different stakeholders and map out where you all are on the Change Wheel flowchart. Sticky notes can be a useful way to capture different people's answers. Blank boxes for notes and key observations.



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