All websites and links accessed 09/10/06.

This article demonstrates a practical way of applying Lewin’s force field analysis.

The authors articulate processes related to staff development that have been instrumental in the successful creation of a clinical development unit in cardiology. The paper highlights how staff are involved in change and the impact on improved patient care.

This research identified several issues that hindered the improvement of services to clients, including: limited staff resources, problems with the physical environment, insufficient beds and the process of bed management, pervasive anxiety about the potential for serious untoward incidents and their implications for staff and others.

This book offers a comprehensive review and evaluation of contemporary change theories within a wider historical context. The case studies are not based in health care but do illustrate principles of change management.

This offers a thorough practical overview of how to achieve more effective processes in your organisation. An updated fifth edition will be published in 2007.

Chapter 11 (pp.373–406) gives a very practical approach to managing change.


The process of changing healthcare organisations is complicated by resistance. Curtis and White examine some of the factors that lead to resistance to change and suggest some strategies for overcoming it.


This press release highlights how change can be beneficial to patient care. A new model of night-time shift patterns was piloted to ensure compliance with the EWTD, and the full report (linked from this press release) gives details of what processes took place to ensure the management of change was effective.


This book provides a clear overview of change and organisational theory using case studies to illustrate different approaches to managing change. It also looks at the impact that change has on organisations and people.


An updated eighth edition will be published in 2007.


Chapter 2 of this accessible book offers innovative ways of looking at our images of managing change and how these influence our own perspectives on how to manage change. Chapter 3 looks at why organisations change, Chapter 4 looks at types of change and Chapter 6 considers resistance to change.


Chapters 4, 5 and 6 are very accessible, providing material to help you understand your own organisation and its willingness to embrace change.


This brief article examines factors that lead to successful and unsuccessful change, focusing on areas of resistance.


The author reflects on working with managers to solve problems of recruitment and retention while highlighting the process of change and staff involvement in that process.
Useful websites

The Clinical Governance Support Team
[www.cgsupport.nhs.uk/Resources/Case_studies/default.asp](http://www.cgsupport.nhs.uk/Resources/Case_studies/default.asp)
This site offers project case studies. While change management theory is not explicitly discussed, you will find examples of how change has been managed.

The National Electronic Library for Health Programme
[www.library.nhs.uk](http://www.library.nhs.uk)
This programme is working with NHS libraries to develop a digital library for NHS staff, patients and the public.

NHS Service Delivery and Organisation (SDO)
[www.sdo.lshtm.ac.uk/managingchange.html](http://www.sdo.lshtm.ac.uk/managingchange.html)
The SDO programme is a national research programme that has been established to consolidate and develop the evidence base on the organisation, management and delivery of healthcare services. This web page outlines their findings on change management.

Prepared by Sandie King, Programme Director, Diploma in Health Services Management.