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| **Critical Success Factors** | | | | | |
| ***Key Factor*** | **A** | **B** | **C** | **D** | **Assessment** |
| ***Executive Leadership and engagement*** | Executive team fully supportive  Executive lead identified  Executive lead visible in theatres and proactive in ensuring resources are available | Executive team expected to support the programme but need further information  Some previous evidence of commitment to large scale improvement initiatives | Executive team not expected to actively support the programme but want to go ahead  Focus maybe primarily financial savings | No executive involvement or support  Support has been short-term for previous change programmes |  |
| ***Strategic alignment*** | Clear links between TPOT and your organisational vision / strategy  All staff encouraged to drive change that supports and delivers organisations objectives | Links between TPOT and your organisations strategy  Some encouragement for staff to deliver change in line with organisations objectives | Links between TPOT and your organisations strategy not explicit but not in conflict  Staff affected by specific change initiatives encouraged to deliver change, no explicit link to strategy | TPOT and your organisations strategy are in conflict  Staff don’t feel supported or encouraged to drive change |  |
| ***Governance*** | Clear, robust governance structure in place incorporating roles and responsibilities/ accountability.  Clear expectations of executive team including taking an active role in operationalising a robust governance structure  Visibility of progress and outcomes, and means to resolve issues | Governance structure exists, including roles, responsibilities and accountability, but not fully implemented  Some executive action to operationalise the governance structure  Some visibility of progress, outcomes and means to resolve problems | Governance structure proposed, but not implemented  Some stakeholders have a clear role, little accountability for delivery  Exctive lead provides some inout into the operationalising of the governance structure  Some issues resolved usually outside a formal governance structure | No governance structure in place, or no transparency.  Roles and responsibilities unclear, no accountability.  No clear expectations of the executive team to take an active role in operationalising the governance structure.  No process for communicating and resolving issues as they arise |  |
| ***Measures*** | Trust Board request and review a balanced set of key measures related to theatre regularly and take action  Data analyst available within Trust with experience and use of SPC charts  Theatre team have analyst support providing information across the balanced set of measures  Programme lead has good understanding of using measurement for improvement, plus measures champions | Trust Board request information on key measures related to theatres  Data analysis available within the Trust but no experience of using SPC charts  Theatre team receive information on key metrics but currently have no analyst support  Measures champion(s) identified to support and develop measures work within MDT | Trust Board receive information for minimum number of measures related to theatres e.g. cancellations  Information Department collect theatre data and can retrieve limited data e.g. cancellations    Theatre team receive limited information on key metrics e.g. cancellations from the information department | Trust Board do not currently receive any reports containing information on key measures related to theatres  No access to theatre Information Department and unable to retrieve information    Theatre team currently receive no information |  |
| ***Capability and Learning*** | Experience of successful implementation of large scale change programmes across the organisation including theatres  Improvement skills and knowledge embedded within the organisation  Improvement culture within the organisation  Significant examples of large scale improvements within the organisation | Some experience of successful implementation of large scale change programmes across the organisation but not in theatres  Experience of improvement methodologies within the organisation  Some improvement skills and knowledge within the organisation  Some examples of improvement embedded in the organisation | Already implemented some changes in theatre that are similar to those outlined in TPOT modules  Few improvement skills and knowledge within the organisation  Few examples of improvement embedded in the organisation | No experience of change programme  No improvement skills or knowledge within the organisation  Little evidence of improvement activities within the organisation |  |
| ***Resourcing*** | All staff have adequate time to dedicate to TPOT, with support resource committed to delivering capability and learning | Some staff have adequate time to dedicate to TPOT, with some support resource committed to delivering capability and learning | Some staff have some time to dedicate to TPOT, with little support resource committed to delivering capability and learning | Staff have no time to dedicate to TPOT, with no support resource committed to delivering capability and learning |  |
| ***Clinical Engagement*** | Clinicians engaged at all levels and actively leading change across the organisation aligned to the strategic objectives of the organisation | Some clinicians engaged in leading improvement within the organisation, | A minority of enthusiastic clinicians, focussed on leading improvement in isolation to the strategic objectives of the organisation | Little engagement between clinicians and the strategic objectives of the organisation |  |
| **Next steps** | If all A’s – **get started, you are expected to be successful** | If any B’s– **consider any actions to improve your chance of success** | If any C’s– **actions are recommended to improve your chance of success** | If any D’s – **do not start this programme without further actions** |  |