

# LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND  
CHANGE TEAMS MAKE LASTING  
IMPROVEMENTS IN HEALTH CARE



## What does it take to be an effective change agent using the Knowledge-to-Action Framework? A checklist for change agents and change teams

Knowing what it takes to be an effective change agent using the Knowledge-to-Action (KTA) Framework can help you and your change team develop the know-how to lead change. Use the checklist below to gauge your skill level as a change agent.

### 1. Be an active observer and mindful listener to identify problems

- Open your eyes and ears to the different problems and issues – this will give you insight into which aspects of your work setting can benefit from a change.
- Actively recognize, analyze, and make inferences about current problems and potential solutions.
- Listen mindfully and intentionally and pay attention to others' comments, suggestions, questions, or concerns about the current way of doing things.

### 2. Be open and receptive to using best practices

- Be open to new ideas and best practices.
- Think outside the box to embrace a different approach to an existing issue or problem.
- Be comfortable with experimenting with new ideas or innovations.
- Be receptive to feedback from your team or other stakeholders.
- Remember that change for the future is built on a new idea or identifying a new way of doing things, as informed by evidence.

### 3. Be accepting, inclusive and respectful of stakeholders' diverse perspectives

- Foster a safe, inclusive, and non-judgemental environment when communicating with stakeholders including colleagues, persons and families.
- Engage persons and families throughout a change process in a respectful manner as equal members of the larger change team, where applicable.
- Be open to embracing the new and unique perspectives of all stakeholders.

---

#### 4. Exercise creativity and practice flexibility to tailor change to your local context

- Be aware that the evidence supporting best practices has often been developed in settings very different from yours so you will need to consider how to adapt it to your local context.
  - Be creative and flexible to navigate the feasibility and acceptability of the change in your setting.
  - Remember that any proposed change must **work** to address the problem) and **be workable** or achievable.
  - Ensure that the change fits with your local context however it should not be altered to such an extent that would compromise the intended outcomes.
- 

#### 5. Rise up to the challenges and the opportunities ahead when implementing change

- Be aware that Implementing change in your setting is often not straightforward, despite all of your efforts planning for it.
  - Take the time to address any challenges that can develop when making a change such as implementation strategies that were not as effective as hoped or did not fully address identified barriers.
  - Addressing challenges may lead to identifying other opportunities that can help you get closer to your goal, even when you foresee that success may only be partially met.
- 

#### 6. Take the time to actively monitor knowledge use before evaluating outcomes

- Avoid jumping into evaluating outcomes of a change following implementing strategies. Instead, determine first whether the knowledge is being used and if all of the change components are being completed as intended.
  - Commit to monitoring knowledge use before you evaluate outcomes so you can be confident that your evaluation data measures the impact of the practice change.
- 

#### 7. Be stewards of evidence-informed change to implement sustainable changes

- Commit to being a steward of evidence-informed practices and knowledge as a change agent.
  - Ensure that evidence continues to be routinely used as the foundation of practice change and that it is used accurately.
  - Continue to actively apply all of the phases of the action cycle in the KTA Framework to create a sustained effect.
  - Re-introduce implementation strategies periodically – and as needed – to sustain change based on the needs of stakeholders, including any new barriers identified.
-