



Our 14th Quality Improvement (QI) Network session brought together colleagues from across our improvement community to explore “Leading Through Change.” With over 60 participants, the session was designed to be interactive, practical, and engaging, we tested condensing into a focused 60-minute format, which was well received.. The Network was co-developed and co-facilitated by Gemma Styles of Shrewsbury and Telford Hospital NHS Trust, John Costello of Midlands Partnership University NHS Foundation Trust and Nicky Durrant of Shropshire, Telford and Wrekin Integrated Care Board. The session followed the Network’s core principles to **connect**, **learn**, **share**, and **improve**.

Key highlights included:

Breakout Conversations: Participants shared personal experiences of leading or being led through change. Common themes included:

- The **critical role of communication**: early, clear, and two-way.
- The importance of **collaboration and inclusion**: ensuring change is done *with* people, not *to* them.
- Recognising and addressing **resistance** and unintended consequences.
- Using **feedback effectively** and avoiding tokenistic consultation.

Learning Spotlight: Gemma Styles introduced **Bridges’ Transition Model**, which emphasises managing the *human side* of change and focusses on managing ‘transition’, not just change. The model highlights three stages:

- **Ending, Losing, Letting Go**: acknowledging what’s changing.
- **Neutral Zone**: navigating uncertainty and low morale.
- **New Beginning**: embedding new ways of working and celebrating success.

Essentials for people Leading Change: John Costello closed with a [resource](#) on the **skills, behaviours, and knowledge** needed for effective leadership through change, these ranging from emotional intelligence, adaptability, resilience, compassion, clear communications and having an understanding of system interdependencies.

Final thought: Structured models like Bridges help leaders anticipate emotional and productivity impacts, successful change leadership often includes **Communication, inclusion, and flexibility**. Change is inevitable; success depends on how people are supported through transition.

Application of Learning into our areas of work:

To support our members in this application of learning we are pleased to provide the following resources and links:

1. [Video recording](#) from the event
2. [Presentation](#) slide set
3. [Top tips](#) for effectively leading through change – a one page resource on knowledge, skills, and behaviours needed for effectively leading change

4. How people feel and how to lead through change – a one page visual resource ([click image to view](#))



Next Network Event - 15 Jan 2026 @1pm – ‘Collaboration – working across the system and pathways’

“An online MS Teams event - all Network members will automatically receive a diary invitation”

For more resources, videos and case studies from all of our Networks visit our web spaces by clicking the logos

Or ask us directly for guidance and support by email to SystemCQI@mpft.nhs.uk