

The NPT Framework: How to make successful change the new “normal”

Prepared by Dr. Carl de Wet, GP Liaison officer – Gold Coast region

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What is NPT?

NPT is a theory that explains why some ‘changes’ become a ‘normal’ part of our lives, and others doesn’t. It describes the different kinds of ‘work’ people have to do individually and together to implement change successfully. The work is divided into four main categories: coherence; cognitive participation; collective action; and reflexive monitoring.

Why was NPT developed?

Many great ideas and innovations are never implemented in health care or, if they are implemented, do not achieve the benefits that were hoped for, or simply fizzle out. On the other hand, some changes are undesirable, yet seem to sneak in and become normal. It is difficult to design a useful tool or change, but even more difficult to make it a reality. NPT was developed to help with this.

How is NPT useful?

It provides a simple ‘framework’ that can be used to implement just about *any* type of change in health care. The framework identifies key tasks which, if dealt with properly, will ensure the change is successful and becomes the new ‘normal’.

What is the framework?

The framework has four main categories that can also be called ‘constructs’. They are:

- **Coherence:** This category describes the work you have to do for others to understand what the solution is. In other words, they have to make sense of it – how is it different to what they normally do? What are the benefits to them? How much effort will it take? How does it fit in with what they already do?
- **Cognitive Participation:** This category describes the work you have to do to engage the right people you need to make the change *and* the work to keep them engaged.
- **Collective Action:** This category describes the work you have to do to make the change a reality. This is sometimes described as ‘enacting’ or ‘operationalizing’ the change.
- **Reflexive Monitoring:** This category describes the work you have to do evaluate and appraise the change. Is it useful for you and for others? Do you need to adjust or make changes?

