

COP414

ORGANIZATIONAL CHANGE MANAGEMENT POLICY, PROCESSES AND PROCEDURES

Table of Contents

| | |
|-------------------------------------|---|
| 1. POLICY INTRODUCTION | 3 |
| 2. SCOPE | 3 |
| 3. ROLES AND RESPONSIBILITIES | 3 |
| 4. ORGANIZATIONAL CHANGE MANAGEMENT | 4 |
| 5. RELEVANT LEGISLATION | 7 |
| 6. RELATED POLICIES & PROCEDURES | 8 |
| 7. FEEDBACK | 8 |
| 8. DOCUMENT CONTROL AND OWNERSHIP | 8 |

1. POLICY INTRODUCTION

National Ambulance plans for organizational changes by considering the purpose of change and its potential consequence, the integrity of the QMS systems, the availability of resources, the allocation and reallocation of responsibilities and authorities. Planning, managing, and controlling change are requirements of ISO9001 and ISO45001.

This policy applies in circumstances which may potentially result in significant change for individuals or groups of employees. Significant change in this context is defined as being A Long term change. Control of changes in controlled documents should follow QHP301 Document Control Policy and Procedure.

The purpose of this policy is to document the way that we manage changes that occur in National Ambulance to minimize risk and impact and to ensure that every stakeholder is aware of this change.

A Change Management Framework is used to ensure that every change is formally:

- Communicated
- Documented
- Reviewed
- Approved
- Implemented

2. SCOPE

This policy applies to all critical operational level projects that includes:

- Change in critical equipment and technology
- Change in physical location, working conditions, and workforce
- Change in scope
- Legal/regulatory/internal policy change
- Organizational level change
- Operational staff-level change

The following change requests will NOT be addressed by the Scope and Change Management:

- Corporate/Business level project (addressed via board meetings and evaluated by e-PMO)
- Policy / Process changes (addressed via Document Control Policy)
- IT Department Changes (addressed via ITP125 IT Operation Policy)

Timescales & resources are evaluated and approved prior to implementation. If the change will cause minimal impact to the objectives of the project then change management is not required.

3. ROLES AND RESPONSIBILITIES

3.1. Change Requester

- Recognizing a need for change and formally communicates this requirement to the e-PMO.

3.2. Project Manager

- Determined by the e-PMO along with the department representative, once they receive the Project Request Form.
- Receiving and prioritizing all tasks in the change request or project
- Reviewing the Project Request Form and ensuring all information is fulfilled
- Forwarding Project Request Form to the sponsor and stakeholders for approval
- Escalating change or project issues and risks
- Reporting and communicating all decisions made by stakeholders or the sponsor
- Closes the Change Request and updates stakeholders and sponsor

4. ORGANIZATIONAL CHANGE MANAGEMENT

National Ambulance controls planned changes, reviews the consequences of unintended changes, allocates roles and responsibilities, and takes action to mitigate any adverse effects.

National Ambulance types of change are defined as following:

4.1. Corporate Change

Corporate Changes are changes that are driven by Executives and concern the direction and objectives of the company. It is recorded in the Board minutes and communications.

4.2. Project Change

Project Changes are changes to the scope, timeline, deliverables or budget requirements of a project. Project changes can be driven by factors within or external to the project and are managed by the ePMO and Project Stakeholders.

It addresses changes in external and internal issues that are relevant to the quality management system.

4.3. IT Change

IT changes are changes that impact the services provided by the IT department and are managed by the IT CAB and may be driven by internal or external factors.

ITP125 IT Operation Policy is applied to the network and information and Communication Technology ("ICT") systems.

4.4. Health and Safety Change

Health and safety changes are temporary or permanent changes that impact the Health and safety performance of the organization based on ISO45001. Processes and controls has to be established, implemented, controlled, and maintained to eliminate or mitigate adverse effects. These changes must

be communicated with QHSE in order for proper assessment of impact and controls in accordance with QHP201 Risk Management Policy and Procedure.

4.5. Business Change

Business changes are changes that are driven by business legislation change or other factors which impact the way National Ambulance conducts its business and managed at the Executives /Directors meetings and in the meeting minuets and communications.

Corporate or Business Change may result in projects which will be managed by the ePMO department. National Ambulance reviews and controls changes for services provision to the extent necessary to continuing conformity with requirements , or if not large or strategic they may be managed within the QHSE Task Management System.

The two main change management processes within National Ambulance are:

- “QHSE managed changes” (non-Strategic, smaller projects / changes) or
- “ePMO managed changes” (strategic, high risk or large projects / changes).

| Key Change Management Requirements | QHSE Managed Non-Strategic, Smaller Projects / Changes | ePMO Managed Strategic, High Risk or Large Projects / Changes |
|---|--|--|
| Defining the change | This can be verbal initially but once it advances into QHSE change management it must be documented within the title or description of the proposed action /change | as per COP413 Enterprise Program Management Policy |
| Planning the implementation | Planned as sub tasks within the task management system | as per COP413 Enterprise Program Management Policy |
| Communicating the change | Upon approval of the change the wider stakeholders will be advised | as per COP413 Enterprise Program Management Policy |
| Develop a cross functional team to review the plan and provide feedback | Cross functional team members to be included as followers to the action / change to ensure they can review and contribute to the initiative | as per COP413 Enterprise Program Management Policy |
| Log approvals, feedback and outcomes | Approvals and feedback to be captured in the comments section of the task / change being implemented. Item cannot be closed until the outcome is considered achieved and effective | as per COP413 Enterprise Program Management Policy |

In not all instances does a change follow the above QHSE Managed / ePMO Managed approach as there are other change management practices that are also in use such as the document review process etc.

The following list identifies the key business changes that this change management policy and procedure relates to and how they are managed:

- **Statutory Requirements** – where there has been a change of Statutory Requirements that ultimately result in a change to a Policy or Procedure then it is required to:
 - Discuss with relevant Stakeholders on the legislative change and the proposed change required
 - Obtain approval from Executive to advance the proposed change
 - Advance the Policy and Procedure Change following QHP301 Document Control Policy and Procedure
 - Reflect the changes in the QHP109 legal register as per QHP104 Legal Compliance Policy and Procedure
- **Policies** – where a change in Policy is proposed then it is required to:
 - Discuss with relevant Stakeholders on the policy change, key drivers of the change and the change being proposed
 - Obtain approval from Policy Review Committee to advance the proposed change
 - Advance the Policy and Procedure Change following QHP301 Document Control Policy and Procedure
- **Authorities / Responsibilities** – Authorities / Responsibilities if reflected within a controlled document must follow the controlled document and approvals process. When not reflected in a controlled document, a change must be approved by the relevant executive and communicated to all relevant internal / external stakeholders including NA Leadership Group of Managers, Directors and above
- **Activity or Impact across multiple Departments** – If a change has an impact across multiple Departments then:
 - Discuss with relevant Departments the proposed change required and get their input
 - Obtain approval from Executive to advance the proposed change
 - Advance the Policy and Procedure Change following QHP301 Document Control Policy and Procedure
- **Contract / Contract deliverables** – if the change involves a new supply contract and is not considered Business as Usual then it would be considered a Strategic Change and managed under the ePMO framework. Whereas, small changes to supply contracts or adjustments to supply contract deliverables are to be:
 - Discuss with relevant internal Stakeholders impacted by the proposed change
 - Obtain approval from Executive to advance the proposed change
 - Document within the Contracts Register
 - Confirm with all internal and external Stakeholders the change approval and manage through the appropriate process – ePMO or QHSE change management approach.
- **Processes/Procedures** – where there is a change in controlled processes or procedures they are to follow the same approach as the Change to Policy's. When it is not a controlled process / procedure they are managed locally within the Department / Team and treated as workflows. The change must:
 - Discuss with relevant stakeholders for their input.
 - Submit to QHSE as a Suggestion for Improvement (SFI)

- Suggestion for improvement process will advance the appropriate approvals and if approved will follow the appropriate ePMO or QHSE change management approach.
- **Sites and locations** (Offices / Warehouse / Main Stations / Sub Stations but excluding standby points) – where there is a change in operational location or additional sites/locations the change must:
 - Gain relevant Director / Manager's approval to explore the change
 - Discuss with the relevant internal stakeholders for their input.
 - Plan the tasks, timelines, responsibilities, authorities and resourced required for the change to successfully occur
 - Gain Executive approval to advance the change
 - Communicate change approval to all internal stakeholders
 - Inform QHSE for organizing QHSE arrangements including risk assessment
 - Implement the change using the ePMO or QHSE change management approach
- **Equipment / Technology / Specification** – where there is a change in equipment / technology / specification the change management requirement is:
 - Gain relevant Director / Manager approval to explore the change. If the change is related to medical equipment, gain the Medical Director's approval to explore the change
 - Discuss with the relevant internal stakeholders for their input
 - Plan the tasks, timelines, responsibilities, authorities and resources required for the change to successfully occur
 - Gain Executive approval to advance the change
 - Communicate change approval to all internal stakeholders
 - Inform QHSE for organizing QHSE arrangements including risk assessment
 - Implement the change following PUP103 Procurement Policy and implementing change using the ePMO or QHSE change management approach.
- **Staffing / Roles and Responsibilities** – where staffing changes occur they must follow the following process:
 - Follow the appropriate approval process
 - Be appropriately communicated to the key internal stakeholders including HR, IT, resource management and recruitment.
 - Where it involves a leadership role or responsibility change then it must also be communicated to the management / leadership group

Data privacy risk shall be re-evaluated when there is a change in any of the above including the business environment, governance, data processing, and systems/products/services change.

5. RELEVANT LEGISLATION

International, federal or local legislation and circulars relevant to this Policy. Full detail on this legislation can be found in QHP109 Legal Register.

| Code, Name of Legislation | Jurisdiction |
|----------------------------|--------------|
| ISO9001, ISO14001 ISO45001 | Standard |

6. RELATED POLICIES AND FORMS

List related policies and procedures to the created/updated policy.

| Policy & Procedure /Form |
|---|
| ITP125 IT Operation Policy |
| PUP103 Procurement Policy |
| COP413 Enterprise Program Management Policy |
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7. FEEDBACK

Any feedback or suggestions for improvement to this Policy, Processes or Procedures can be submitted to qhse@nationalambulance.ae

8. DOCUMENT CONTROL AND OWNERSHIP

A review and update of this document will take place as necessary, when changes occur that identify the need to revise this Policy such as changes in roles and responsibilities, release of new legislative or technical guidance, or identification of a new policy area.

This document ownership for editing is identified as:

- QHSE and Business Continuity Manager

This controlled document is managed / overseen by [Procurement and Tendering Committee and/or Audit and Risk Management Committee and/or HR and Compensation Committee].

Change Brief

| Version No. | Date | Change |
|-------------|-------------|--|
| 1 | August 2017 | Release of new Change Management P&P |
| 2 | April 2021 | Minor changes in terms of approving process, change the ownership from DPE to QHSE and Business Continuity Manager, removal of ISO9001 clause numbers, addition of ISO45001, addition of technology, working conditions, and workforce changes, addition of Policy Review Committee to policy change, addition of changes related to medical equipment, addition of warehouse to the sites and locations changes, addition of H&S change |
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CEO Approval

Board Member Verification