

# Holding the Gains

# Criteria for deciding when to implement a change

## Staff Readiness to Make Change

Current Situation		Resistant	Indifferent	Ready
<b>Low Confidence</b> that change idea will lead to Improvement	Cost of failure large	Very Small Scale Test	Very Small Scale Test	Very Small Scale Test
	Cost of failure small	Very Small Scale Test	Very Small Scale Test	Small Scale Test
<b>High Confidence</b> that change idea will lead to Improvement	Cost of failure large	Very Small Scale Test	Small Scale Test	Large Scale Test
	Cost of failure small	Small Scale Test	Large Scale Test	Implement

Langley et. al.

# Implementation: creating a new status quo

- **Standardization** – Policy and Procedure redesign
- **Documentation** – job descriptions, data collection, etc.
- **Training** – Orientation of new employees – retraining of existing employees
- **Measurement** – how will information change in flow, monitoring and feedback
- **Resourcing** – procurement and logistics

Langley, et. al.

# Break out

- At your table discuss:
- What has the team done to prevent backsliding?
- What related or support processes have been changed to support the clinical pathway change?
- How do they know this has worked? By what measure?

# Reactions to Change

- **Resistance:** an emotional or behavioral response to real or imagined threats to the work routine
- **Apathy:** feeling or showing little or no interest
- **Compliance:** publicly acting in accord with social pressure while privately disagreeing
- **Conformance:** a change in behavior or belief as a result of real or imagined group pressure
- **Commitment:** the state of being bound emotionally or intellectually to a course of action

# Sustaining a change that has been implemented

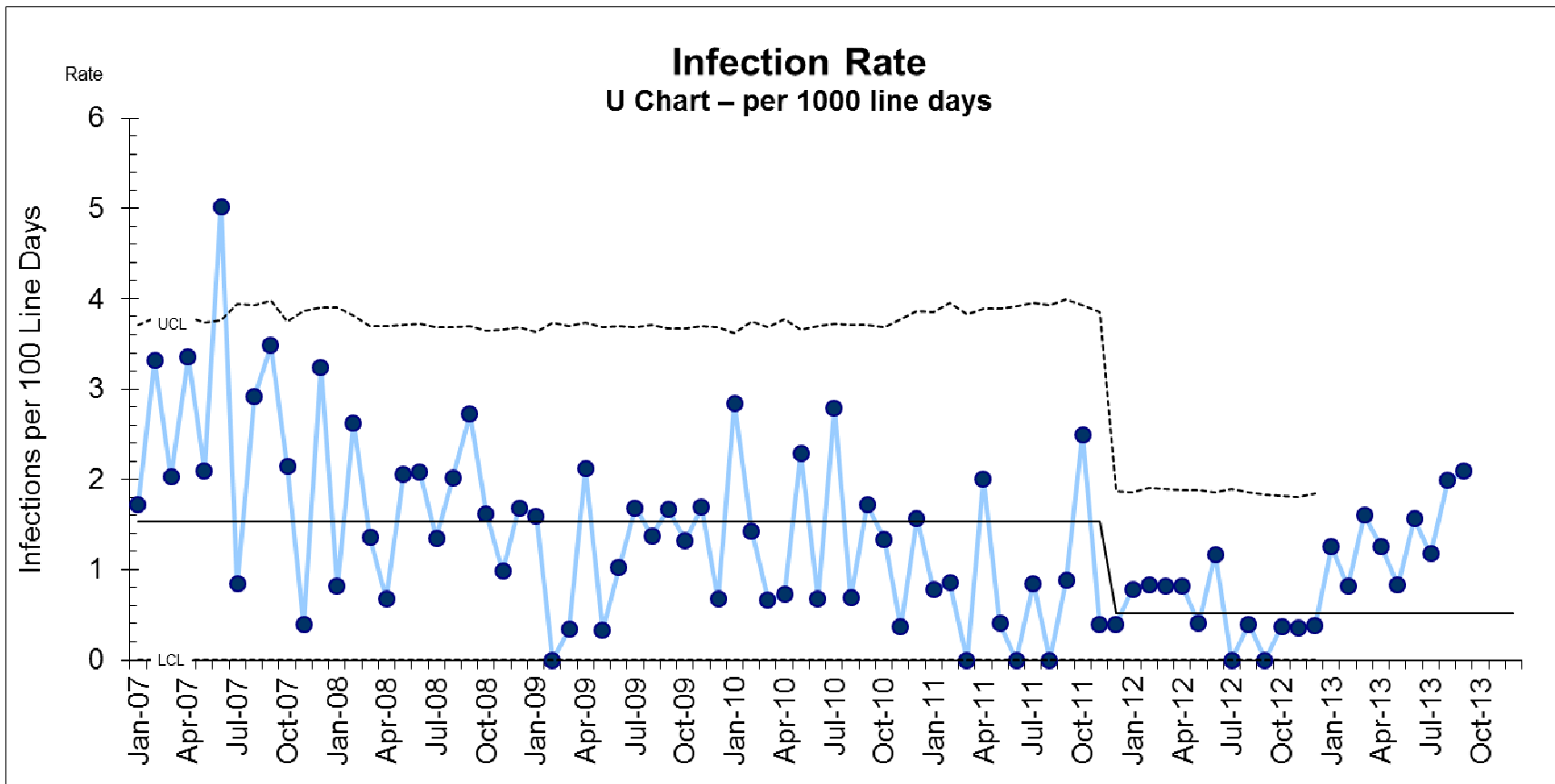
We need to create structure that makes it easy for people to do the right thing (i.e. use the new system) and hard to do the wrong thing (i.e. go back to the old system).

Some inhibitors to sustaining a change are:

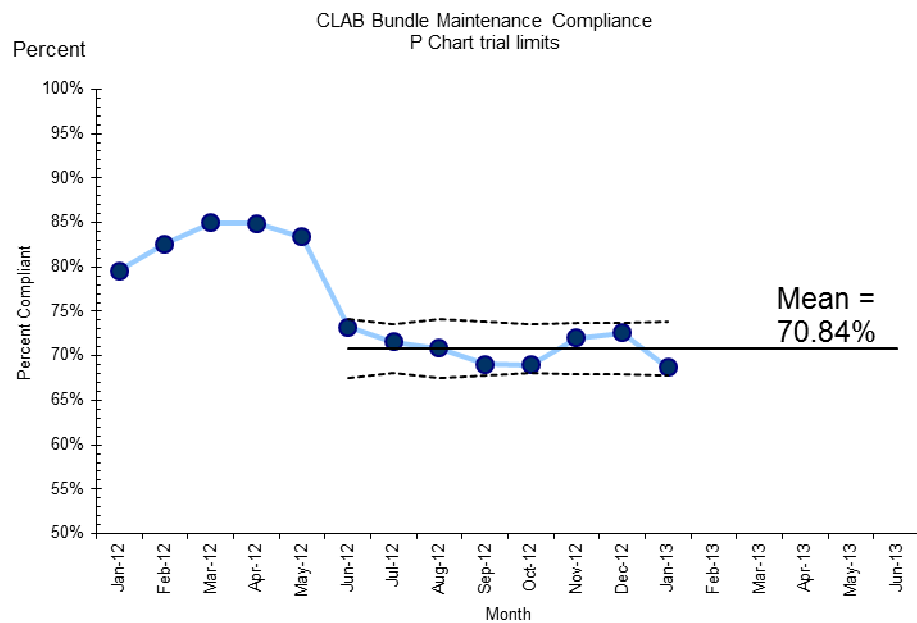
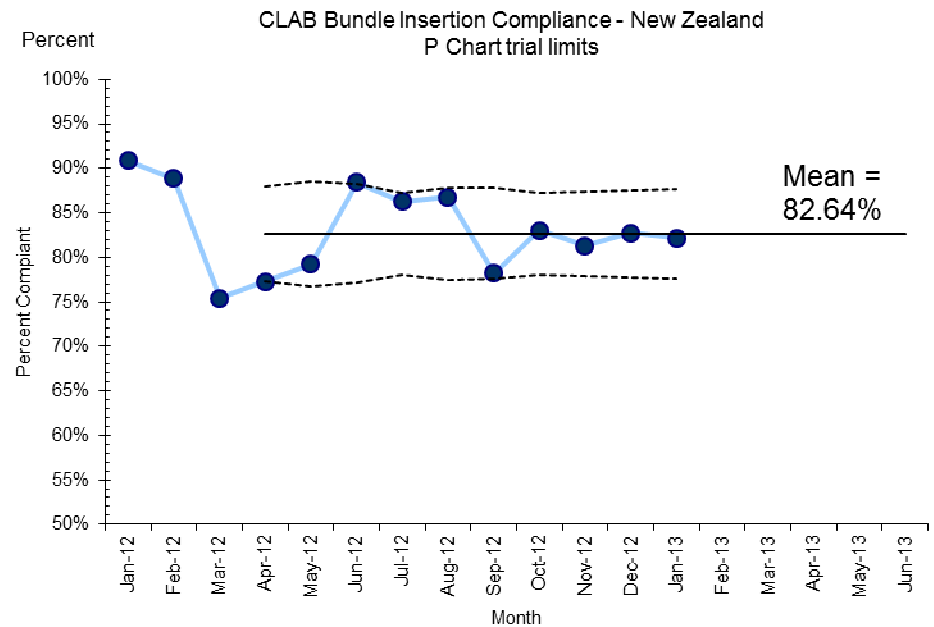
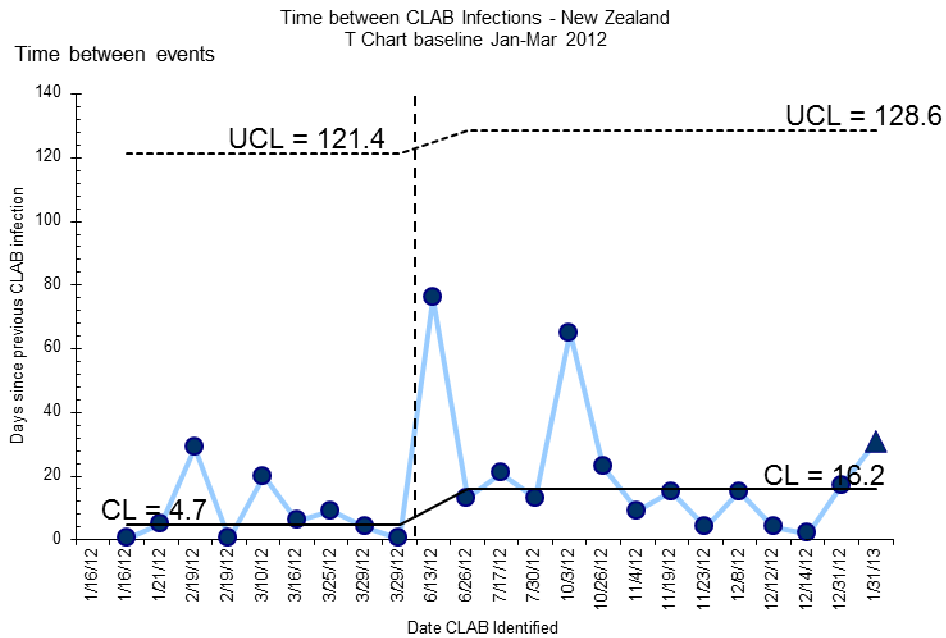
- We met our goals
- We assumed the improvement would hold
- Other priorities took all resources away
- Not on senior management's radar screen
- Did not learn how to maintain the gains
- Infrastructure not in place

# Break out

- At your table discuss:
- What barriers from individuals have you encountered?
- What barriers from the organizational culture have you encountered?
- Have these been barriers of resource, psychological resistance, leadership?
- What have you done to address these barriers?  
What action have you taken?







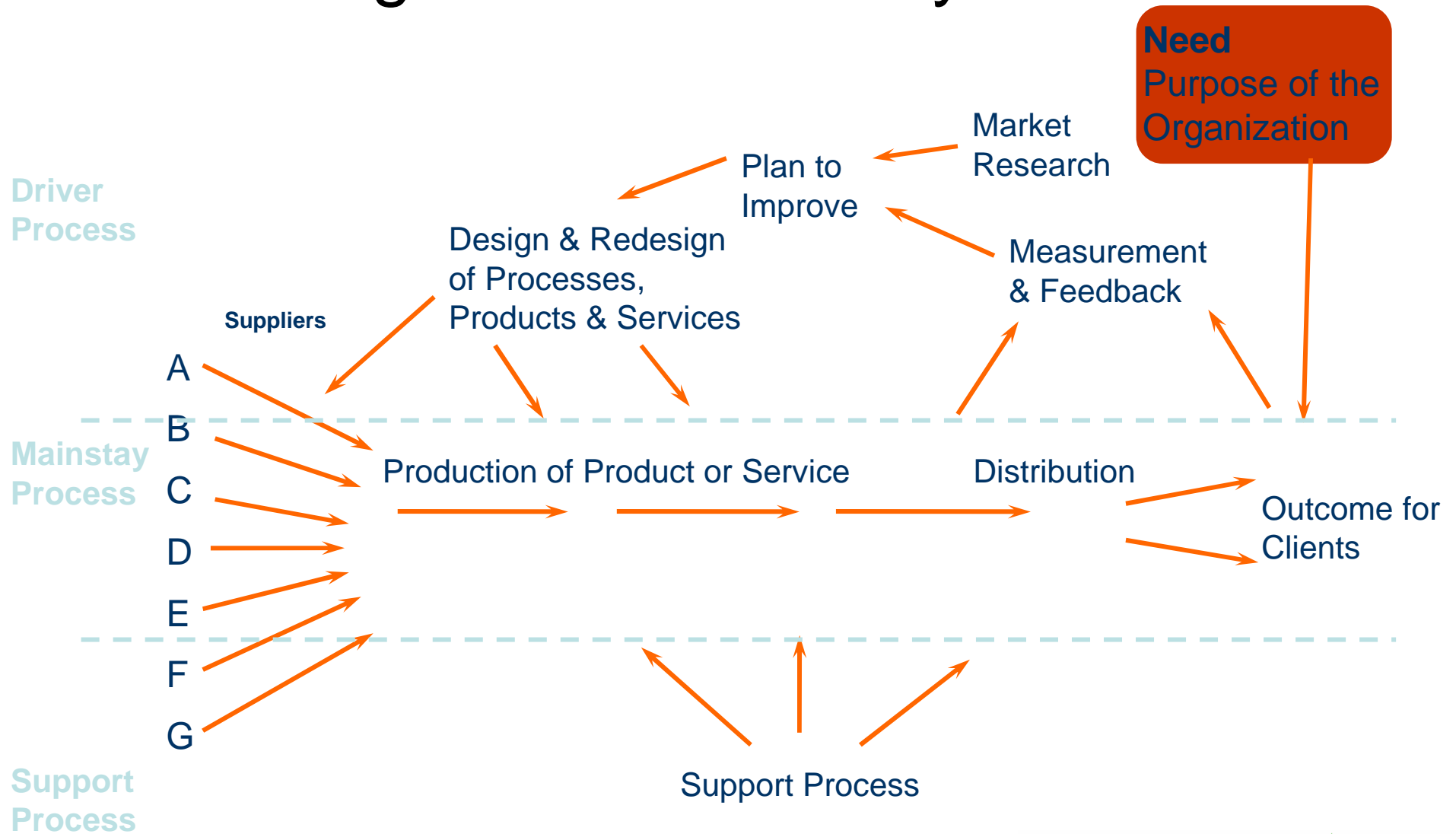
# Break out

- At your table discuss:
- How are you using data to support the new/emerging status quo?
- What data are you reviewing?
- How frequently are you reviewing your data as a team?
- Are you using data to motivate continuing improvement efforts?

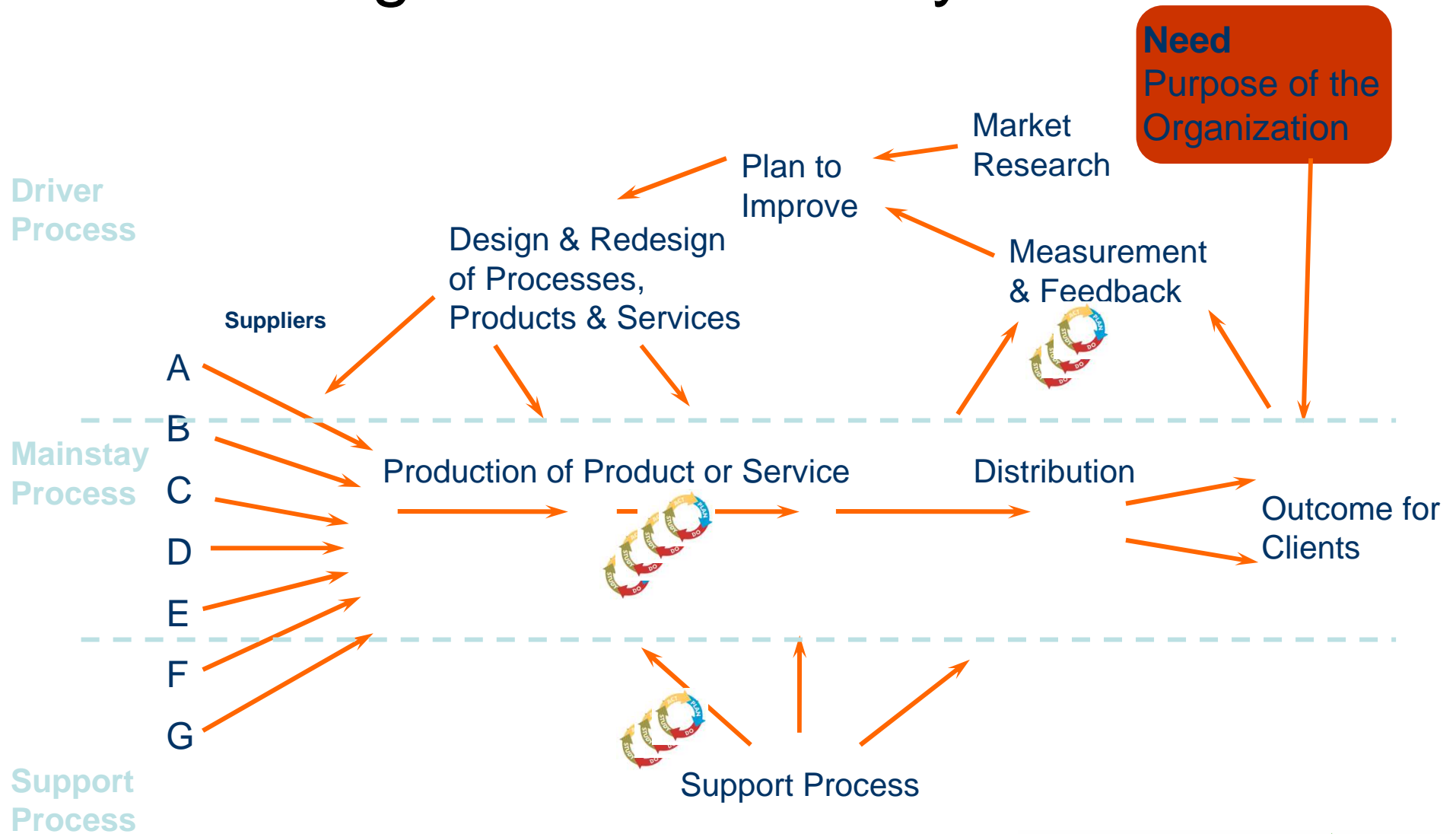
# Break out

- At your table discuss:
- Given what you have learned about creating a new way of doing things and making the new way the status quo...
- What advice would you have for others about how to achieve permanent change?

# Organization as a System



# Organization as a System



# Break out

- At your table discuss:
- What do we have left to do to achieve permanent change in culture and practice as regards CLAB prevention?
- What support do you still need?
- What is your plan for ongoing improvement beyond the CLAB Zero Collaborative?