

Getting to a new normal

Brandon Bennett

When to implement?



Staff Readiness to Make Change

Current Situation		Resistant	Indifferent	Ready
Low Confidence 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
High Confidence 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

Break Out



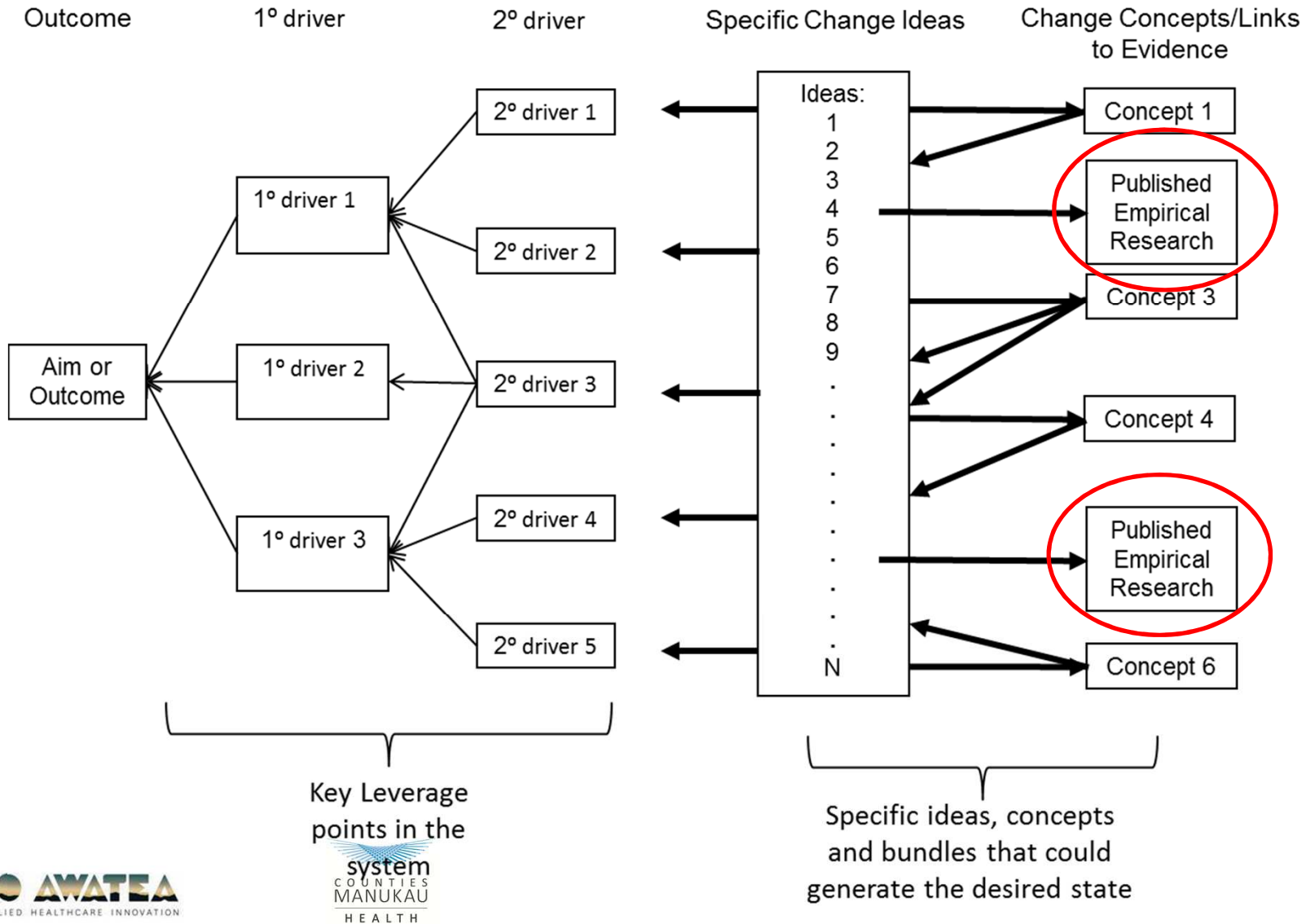
- Review your Driver Diagram
- Between LS2, your regular team meetings and today – which ideas have emerged as being strong components of your final theory?
- Which do you believe are strong enough to be made a permanent part of your system?

Break out



- Review the ideas you have identified for permanence
- What empirical data do you have to support including this change in your final change package
 - Annotated Run chart
 - Self report/Anecdote
 - Benchmarked from literature
 - Etc.

Link the evidence and data



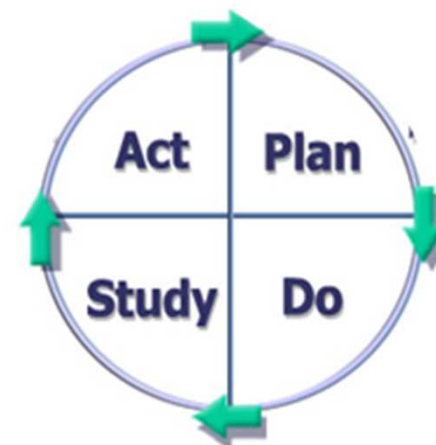
Break out



- Return to your Driver Diagram
- Edit and refine to reflect strong ideas and the accompanying evidence

- What do you do with the remaining ideas?

- **Keep Testing!!!**



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Remember



“They say no plan survives first contact with implementation”

Andy Weir

Key Principles For Implementing Complex Changes Effectively



1. Managing implementation as a series of cycles
2. Providing support (in the form of data feedback, leadership attention and ongoing coaching) during and after the implementation to assure that improvement is achieved and maintained
3. Recognizing and addressing the social aspects of implementing a change

Strategies for Implementation



- **Three Approaches**
 - “Just do it”:
 - Simple change, tested successfully
 - Do use at least one cycle to implement
 - **Parallel Approach**
 - Phase in change by operating it side by side w/existing system
 - More complex. Plan on needing more PDSA cycles to implement (example pg. 178)
 - **Sequential Approach**
 - Think about implementation of all the changes with all of your staff:
 - Should they be implemented one at a time with all staff?
 - Should they be implemented all at one time with selected staff?

Break Out



- Identify 1 change idea that has strong evidence and you believe is ready for implementation
- Discuss what strategy or strategies you believe are right for generating the permanent change you believe is needed
 - Just do it
 - Parallel
 - Sequential

What must a strategy address?

Hint: 5 key things

Standardization

- Map out the flow of the new process
- Standardize crucial steps in the new process
- Develop measures and feedback on crucial steps
- Clarify individual responsibility/authority
- Define some “simple rules” to guide the practice

Documentation



- Many changes only as good as their documentation (is a deliverable of the project)
- Used for ongoing education and training
- Key is assigning responsibility to keep it up to date

Measurement



- Visible measurement of key outcome measure(s)
- Viewed over time
- Measurement of crucial support processes (early warning system)

Training



- Could be one time or complex/formal
- Training for testing easier...for implementation it is broader and more long term
- Link training to need we are working to fulfill (why are we doing this?)

Implementation Resources



- Testing often not resource intensive-
implementation may be
- Need to plan for resource request and allocation
 - Including ongoing ownership
 - Communication, training and knowledge transfer
 - Ongoing updating flow sheets, policies, measures, etc.

Project Name:

Project Manager:

Description of change:					
Implementation dates: From to .					
Predicted impact of change on key measures:					
	Measure	Current Level of Performance	Predicted Level after Change		
1					
2					
3					
4					
5					
6					
7					
8					
Processes or Products affected by the change:					
	Processes or Products Affected	Process or Product Owner	Number of People Affected	Change in Standard? Yes/No	Predicted Acceptance High/Med/Low
1					
2					
3					
4					
5					
6					
7					
8					
Documentation of change:					
<input type="checkbox"/> Materials/forms defined. Comments:					
<input type="checkbox"/> Procedure defined. Comments:					
<input type="checkbox"/> Equipment defined. Comments:					
<input type="checkbox"/> Change request procedure. Comments:					
<input type="checkbox"/> Changes in job descriptions or role statements. Comments:					
Impact on training:					
<input type="checkbox"/> Training procedure defined for implementation. Comments:					
<input type="checkbox"/> Training resources allocated. Comments:					
<input type="checkbox"/> Training schedule complete. Comments:					
<input type="checkbox"/> New employee training procedure complete. Comments:					
Measurements required:					
<input type="checkbox"/> New measurements defined. Comments:					
<input type="checkbox"/> Measurement procedures defined. Comments:					
<input type="checkbox"/> Measurement responsibilities defined. Comments:					
<input type="checkbox"/> Measurement review scheduled with responsibilities. Comments:					
<input type="checkbox"/> Analysis of data responsibility assigned. Comments:					



Break Out



- For the change you have selected work through the implementation checklist on your table
- Be sure to address each of the 5 key challenges associated with generating permanent change in the system

Thank you



- To be covered at the March 2016 learning session
- After these then a session on Change Packages (including time to start scoping)

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

So what can we do to move people
toward commitment?

Create the will



- Create dissatisfaction with current state
- Relentlessly communicate direction
- Express excessive faith in success
- Embrace the mess

Provide information on why



- Empathize w/anxiety-don't expect to eliminate it
- Show how change supports aim of organization
- Put it in historical perspective
- Link to needs of patient/family/community
- Reframe as opportunity
- Provide hot line for questions/comments

Provide Specific Information



- **How will the change effect people**
 - Share results from testing
 - Be prepared for questions
 - Study rational objections and be prepared to address them
 - Include members of team who tested in presentations

Get consensus on resources



- Define plan with milestones/dates
- Ask leaders and key people to publicly support
- Express confidence in those asked to carry out the change

Publicize the change

- Use symbolism, stories, pictures, etc.
- Summarize key points and agreements as made
- Show appreciation for those developing and testing change
- Take advantage of significant events (crisis, inspection, complaint) and tie to implementation

Break Out



- Return to the change you developed using the implementation checklist
 - What organizational culture assets do you see working for the sustainability of this change?
 - What can your team do to create an atmosphere of commitment to the change?
 - Who (name up to 3 people) would it be very important to recruit when trying to make this change the norm?
 - How can data be used regularly with staff at the frontline to encourage ongoing commitment?

Guard against these mentalities



- Inhibitors to sustaining a change:
 - 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

Homework



- Repeat this process for each change idea you believe is ready for permanence in the system
 - What change and evidence
 - What strategy or strategies will you employ
 - Work through the checklist
 - What resources (cultural, leadership, etc,) can you bring to bare to support adoption of the change