Further Development of our Implementation Plans

KO AWATEA

Agenda

- Review definition of Implementation
- Review important elements to consider
- Examples of why these are important (failure points)
- Workshop Implementation checklist
- Leave with homework/questions to complete and a plan to do the completing

What does it mean to implement a change?

"to make a change an integral part of the system"

We often contrast this with the testing of a change which "is about learning if the change will result in an improvement"

KO AWATEA

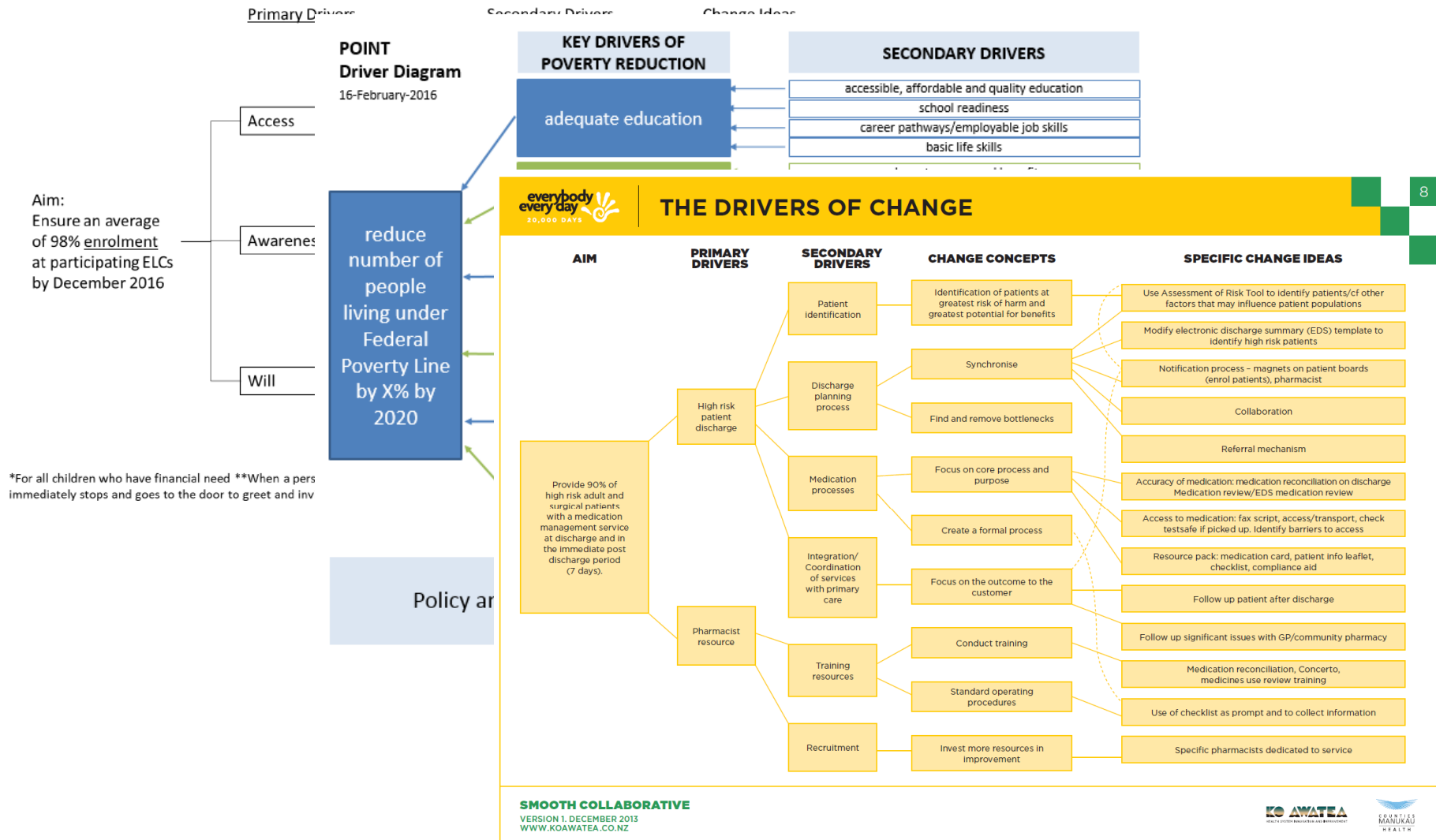HEALTH SYSTEM INNOVATION AND IMPROVEMENT

When to implement?

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

Improvement Guide Pg 146

KO AWATEA
HEALTH SYSTEM INNOVATION AND IMPROVEMENT

Some assumptions

Theory of Improvement

Specific aim around **enrolment**

Primary Drivers   Secondary Drivers   Change Ideas

POINT
Driver Diagram
16-February-2016

Access

Aim:
Ensure an average
of 98% enrolment
at participating ELCs
by December 2016

Awareness

reduce
number of
people
living under
Federal
Poverty Line
by X% by
2020

Will

*For all children who have financial need **When a pers
immediately stops and goes to the door to greet and inv

Policy ar

KEY DRIVERS OF POVERTY REDUCTION

SECONDARY DRIVERS

adequate education

| accessible, affordable and quality education |
| school readiness |
| career pathways/employable job skills |
| basic life skills |

THE DRIVERS OF CHANGE

AIM	PRIMARY DRIVERS	SECONDARY DRIVERS	CHANGE CONCEPTS	SPECIFIC CHANGE IDEAS
Provide 90% of high risk adult and surgical patients with a medication management service at discharge and in the immediate post discharge period (7 days).	High risk patient discharge	Patient identification	Identification of patients at greatest risk of harm and greatest potential for benefits	Use Assessment of Risk Tool to identify patients/cf other factors that may influence patient populations
		Discharge planning process	Synchronise	Modify electronic discharge summary (EDS) template to identify high risk patients
				Notification process – magnets on patient boards (enrol patients), pharmacist
			Find and remove bottlenecks	Collaboration
				Referral mechanism
		Medication processes	Focus on core process and purpose	Accuracy of medication: medication reconciliation on discharge Medication review/EDS medication review
			Create a formal process	Access to medication: fax script, access/transport, check testsafe if picked up. Identify barriers to access
	Pharmacist resource	Integration/ Coordination of services with primary care	Focus on the outcome to the customer	Resource pack: medication card, patient info leaflet, checklist, compliance aid
				Follow up patient after discharge
			Conduct training	Follow up significant issues with GP/community pharmacy
		Training resources	Standard operating procedures	Medication reconciliation, Concerto, medicines use review training
				Use of checklist as prompt and to collect information
		Recruitment	Invest more resources in improvement	Specific pharmacists dedicated to service

SMOOTH COLLABORATIVE
VERSION 1. DECEMBER 2013
WWW.KOAWATEA.CO.NZ

KO AWATEA

COUNTIES MANUKAU HEALTH

When implementing change we must consider several aspects of our system to ensure sustainability

KO AWATEA
HEALTH SYSTEM INNOVATION AND IMPROVEMENT

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

KO AWATEA
HEALTH SYSTEM INNOVATION AND IMPROVEMENT

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

KO AWATEA
HEALTH SYSTEM INNOVATION AND IMPROVEMENT

Measurement

- Visible measurement of key outcome measure(s)

- Viewed over time

- Measurement of crucial support processes (early warning system)

KO AWATEA
HEALTH SYSTEM INNOVATION AND IMPROVEMENT

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?)

KO AWATEA
HEALTH SYSTEM INNOVATION AND IMPROVEMENT

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.

KO AWATEA
HEALTH SYSTEM INNOVATION AND IMPROVEMENT

Why are these aspects so important when setting out to sustain a change in our systems

Failure modes when not addressed

- Standardization – without this we can easily regress to the old way of doing things (better the devil you know than the one you don't)

- Documentation – without changes here we can encounter active resistance from the workforce ("This isn't in my job description")

- Training – without changes to our training protocols we will regress to the documented forms, especially as turnover erodes tacit knowledge of the better way

- Measurement – without changes in what is measured it will be impossible to monitor the maintenance of improved performance. If progress is lost who will know?

- Resourcing – without a change in the resourcing of the system needed time, human resource and money will be left off future budgets, undermining the ability of a change to maintain its effectiveness

Breakout

- Using the worksheets on your tables, consider the changes you would like to sustain into the future

- How will you address the five elements of implementation?
- Who will own the work associated with each element?
- When will you complete this work?
- What resources/plan will you need to get this work done?

KO AWATEA
HEALTH SYSTEM INNOVATION AND IMPROVEMENT

Future/Ongoing work

- Identify all change ideas you believe are ready to implemented "to make a change an integral part of the system"

- Create a plan to address each of the 5 elements of implementation for each change idea identified

- Engage the necessary work with support and coaching from Ko Awatea to address areas of concern

Thank you