Implementing Change

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Improvement Manager, Improvement Advisor
Ko Awatea
**Definition of Implementation**

“Specifically, in implementing a change, our focus is on the activities one takes after testing has shown a change is positive and leads to improvement, but before spreading the change to brand new areas of the organisation”

Narrow Definition – (p171 The Improvement Guide)
The Sequence for Improvement

1. Theory and Prediction
2. Developing a change
3. Testing a change
4. Implementing a change
5. Make part of routine operations
6. Sustaining and Spreading a change to other locations

Diagram:
- Act
- Plan
- Study
- Do
How can we foster the adoption of successful change ideas?

• The traditional approaches

Memo
Date: February 2012
To: All Staff
From: Management

Starting next Monday, all staff will be expected to implement the new procedure we just tested in the 3 West med/surg unit.

It worked there so in order to save time, everyone will now start doing the new procedure like 3 West.

Thank you for your cooperation.
Exercise: During Implementation

• Think of a time in your experience when a change was implemented. Are the gains from that change still there?
  – If yes, what was done that resulted in the gains being held?
  – If no, why did the gains fail to be held? What got in the way?
Repeated Use of Testing

Sequential building of knowledge under a wide range of conditions

Changes That Result in Improvement

Implementation

Wide-Scale Tests

Follow-up Tests

Very Small Scale Tests

Hunches, Theories, and Ideas
## Testing vs Implementation

<table>
<thead>
<tr>
<th>Testing</th>
<th>Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cycle 1: Recruit one volunteer for one shift, draft duties</td>
<td>Cycle 1: Create job descriptions or alter other job descriptions as needed</td>
</tr>
<tr>
<td>Cycle 2: Recruit two volunteers for one week (day shift) revise duties as needed</td>
<td>Cycle 2: Post and hire positions</td>
</tr>
<tr>
<td>Cycle 3: Two volunteers for one week of day and evening shift.</td>
<td>Cycle 3: Training for current employees</td>
</tr>
<tr>
<td>Cycle 4: Three volunteers for one day, all shifts.</td>
<td>Cycle 4: Orientation and training for new employees</td>
</tr>
</tbody>
</table>
Change Concept: Actively include patient and whanau in assessing discharge needs

If we identify the learner on admission, we can engage them in discharge planning and have a better chance of adherence to plan.

Cycle 1: Day 1: on next admission, one nurse to ask the patient to identify the person (whanau member) who should be involved in understanding their care plan after discharge.

Cycle 2: Day 2: nurses to get information on learner for all patients admitted to Ward A.

Cycle 3: Day 3: Ward A is able to get useful information from most patients. Continue with Ward A (all admissions), try Ward B.

Cycle 4: Analyze failures, determine plans for patients without whanau support.

Cycle 5: Standardise and document processes.

Cycle 6: Educate staff on new standards.

Learning from data.
Characteristics of Implementation

- The change is **permanent** - need to develop support infrastructure to maintain change

- High **expectation** to see improvement (no failures)

- Increased scope will lead to increased **resistance** (Value of evidence from successful tests)
Factors to Determine the Difference Between Testing and Implementing

<table>
<thead>
<tr>
<th>Low degree of belief that change idea will lead to improvement</th>
<th>Current commitment within organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of failure large</td>
<td>No Commitment</td>
</tr>
<tr>
<td>Cost of failure small</td>
<td>Very small scale test</td>
</tr>
<tr>
<td>High degree of belief that change idea will lead to improvement</td>
<td></td>
</tr>
<tr>
<td>Cost of failure large</td>
<td>Very small scale test</td>
</tr>
<tr>
<td>Cost of failure small</td>
<td>Small scale test</td>
</tr>
</tbody>
</table>

Table 7.1 p146 The improvement guide
Exercise

• First: Put each of the change ideas in your change package onto a sticky (one per sticky). Consider each change and its readiness for implementation using the matrix.
Change Package

“A change package is an evidence-based set of changes that are critical to the improvement of an identified care process”.

Exercise: Begin to complete the change package worksheet.

• What are the changes in your change package?
• Consider each change….what is your confidence that the change will achieve the results you expect? What is your evidence of this?
<table>
<thead>
<tr>
<th>Change idea</th>
<th>Drivers</th>
<th>Degree of belief</th>
<th>Evidence</th>
<th>Supporting Literature</th>
</tr>
</thead>
<tbody>
<tr>
<td>Describe your Change Idea here</td>
<td>How does it align to Driver Diagram (which drivers)</td>
<td>What degree of belief do you have that the change will result in improvement</td>
<td>What evidence do you have to back up a high degree of belief (charts/PDSA) /or what further testing is required to create the evidence?</td>
<td>Is there any supporting literature – reference here</td>
</tr>
<tr>
<td>High</td>
<td>Medium</td>
<td>Low</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>High</td>
<td>Medium</td>
<td>Low</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>High</td>
<td>Medium</td>
<td>Low</td>
<td>None</td>
<td></td>
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<tr>
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<td>None</td>
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<tr>
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<td>Low</td>
<td>None</td>
<td></td>
</tr>
</tbody>
</table>
MFI for Implementation: Five Key Areas

Standardisation
Documentation
Training
Measurement
Resourcing

Langley, et al
Standardisation

Map out the flow of the new process

Develop measures and feedback on crucial steps

Define some “simple rules” to guide the practice

Clarify individual responsibility/authority

Standardise crucial steps in the new process
Documentation

• Method of retaining a standardised process/policy/format

• Many changes only as good as their documentation

• Used for ongoing education and training

• Key is assigning responsibility to keep it up to date

• Look for opportunities to make it visual in the workplace rather than hidden away in folders
Measurement (Day after Halloween)

- Mora
- Maltesers
- Freddo
- Fruit Burst
- Milk Chocolate

Chart showing the measurement of different items after Halloween.
Measurement

Early warning system that a process is being performed as agreed or designed

Results viewed over time

Review Frequency & type of Measure

Visible measurement of key outcome measures
Training

Tailor training to your team members’ learning styles & available mediums

Link training to meet the required need

Training for implementation may require a long term approach
Resourcing

• Implementation often requires new forms, training and equipment which may require more time and money than testing.
• Need to plan what may be required:
  • Who has responsibility and for what
  • How will we communicate changes, training etc
  • How do we, when do we and who will update flow sheets, policies, measures, etc.
## Plan for Implementation

<table>
<thead>
<tr>
<th><strong>Standardisation</strong></th>
<th>Y/N/Na</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policies to be created or updated</td>
<td></td>
</tr>
<tr>
<td>New Standard Operating procedures</td>
<td></td>
</tr>
<tr>
<td>New process been mapped</td>
<td></td>
</tr>
<tr>
<td>Responsibility assigned for new process</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Documentation</strong></th>
<th>Y/N/Na</th>
</tr>
</thead>
<tbody>
<tr>
<td>Materials/forms defined</td>
<td></td>
</tr>
<tr>
<td>Job descriptions updated</td>
<td></td>
</tr>
<tr>
<td>Changes documented in SOP’s</td>
<td></td>
</tr>
<tr>
<td>Process in place for reviewing &amp; updating documents</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Training</strong></th>
<th>Y/N/Na</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training needs identified</td>
<td></td>
</tr>
<tr>
<td>Plan for training staff</td>
<td></td>
</tr>
<tr>
<td>New staff orientation been updated/created</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Measurement</strong></th>
<th>Y/N/Na</th>
</tr>
</thead>
<tbody>
<tr>
<td>New measures defined</td>
<td></td>
</tr>
<tr>
<td>Measurement procedures defined</td>
<td></td>
</tr>
<tr>
<td>Measurement responsibilities defined</td>
<td></td>
</tr>
<tr>
<td>Measurement review scheduled</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Resources</strong></th>
<th>Y/N/Na</th>
</tr>
</thead>
<tbody>
<tr>
<td>All required resources for implementation identified &amp; approved</td>
<td></td>
</tr>
<tr>
<td>Is there funding to support change (if required)</td>
<td></td>
</tr>
<tr>
<td>Have any job role changes been identified and managed</td>
<td></td>
</tr>
</tbody>
</table>

Exercise: within your project team, utilise the Implementation worksheet to plan “rolling out” your change package.
Resistance is the first step to change.

Louise Hay
### Prosci ADKAR Model—Building Blocks for Successful Change

<table>
<thead>
<tr>
<th>Awareness</th>
<th>Change begins with understanding why?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• What is the nature of the change?</td>
</tr>
<tr>
<td></td>
<td>• Why is the change needed?</td>
</tr>
<tr>
<td></td>
<td>• What is the risk of not changing?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Desire</th>
<th>Change involves personal decisions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• What is in it for me (WIIFM)?</td>
</tr>
<tr>
<td></td>
<td>• A personal choice</td>
</tr>
<tr>
<td></td>
<td>• A decision to engage and participate</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Knowledge</th>
<th>Change requires knowing how?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Understanding how to change</td>
</tr>
<tr>
<td></td>
<td>• Training on new processes and tools</td>
</tr>
<tr>
<td></td>
<td>• Learning new skills</td>
</tr>
</tbody>
</table>
Prosci ADKAR Model—Building Blocks for Successful Change

Ability

Change requires action in the right direction
- Demonstrated capability to implement the change
- Achievement of the desired change in behaviour or performance

Reinforcement

Change must be reinforced to be sustained
- Actions that increase the likelihood that a change will be continued
- Recognition and rewards that sustain the change
Not everyone changes at the same pace

- Person 1
  - A
  - D
  - K
  - A
  - R

- Person 2
  - A
  - D
  - K
  - A
  - R

- Person 3
  - A
  - D
  - K
  - A
  - R

- Person 4
  - A
  - D
  - K
  - A
  - R
A Story of Readiness to Change

Despite the constant negative press covfefe

9:06 PM - 30 May 2017

RETWEETS 22,999 LIKES 27,982
Test yourself against the principles of “Sticky Messages”

• **Simplicity**: have we boiled down the idea behind what we are encouraging others to adopt so that it is obvious, simple and profound?
• **Unexpectedness**: how can we engage our audience in such a way as to pique their interest and attract their attention in a positive manner?
• **Concreteness**: in what way are we using sensory information and human actions to convey our message?
• **Credibility**: what are we doing to enable our messages to carry their own credentials?
• **Emotions**: in what ways are we tapping in to the hearts of our target audience?
• **Stories**: what role are stories playing in our message and method?

(Adapted from the work of Dan & Chip Heath 2007)