Purpose

- Learn how to determine if you are ready to move beyond testing, how to hold the gains and spread success.

- Share experiences to date and have the opportunity to ask questions.
Creating a New System

Spread

Hold the Gains

Improvement
(test, implement)
### Readiness to Implement

<table>
<thead>
<tr>
<th>CONSEQUENCES OF FAILED TEST</th>
<th>DEGREE OF BELIEF IN SUCCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Minor</td>
</tr>
<tr>
<td>High</td>
<td>Medium – scale tests</td>
</tr>
<tr>
<td>One cycle to implement the change</td>
<td></td>
</tr>
<tr>
<td>Minor</td>
<td>Very small – scale tests</td>
</tr>
<tr>
<td>Major</td>
<td>Small to medium – scale test</td>
</tr>
</tbody>
</table>

Testing versus Implementation

- Testing – trying and adapting alternatives under multiple conditions
- Implementation – making a change part of the day to day operation of the system

No implementation should fail
Creating a New System

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Spread
Strategies to Hold the Gains

I. During testing

- Replicate gains under a variety of conditions
  - Test the changes under a wide range of conditions (robust design)
  - Judgment samplings
  - Planned groupings

- Foolproof the new process/procedure
  - Reduce likelihood of mistake/error
  - Use short feedback loops
  - Use technology where appropriate
Hold the Gains:  
**II. During Implementation**

- Seek and use input from others
- Use multiple PDSA cycles to implement the change
- Collect data over time when conditions are expected to change
- Redesign support processes for new process
- Address the social aspects of change
Hold the Gains:
III. After Implementation

Old System                New System

Some Inhibitors

- “We met our goals”
- “We assumed the improvement would hold”
- Other priorities took all resources away
  (not on senior management’s radar screen)
- No strategies or did not learn how to hold the gains
- Infrastructure not in place
- Isolated project with a start and finish
Key Components to Hold the Gains After Implementation

- Communication
- Infrastructure
- Effective Control System
Strategies for Holding Gains (continued)

- Integrate into organization
- Continue measuring
- Rely on others
- Provide communication and education
- Recognize hard work
Creating a New System

Hold the Gains

Spread

Improvement
(test, implement)
Spread

- Spread – making improvements beyond the scope and Aims of the Collaborative Team
Readiness to Begin
Spreading Changes

- There are demonstrated **results** from Collaborative team
- There is **will** to spread the work of the Collaborative in the organization
- Improving SSI and Med Rec are **key initiatives** for the organization
- A **senior leader** is responsible for spread of the changes
Spread Model

Better Ideas
Information about the Innovation and “Transfer Materials”

Communicated
Modes
Purpose
Messengers

Target Population
“To and Through a Social System”

Infrastructure, Leadership and Measurement

Based on materials from IHI and Veteran’s Health Administration

Holding the Gains and Spread 11/07/06
Spread Check List – Better Ideas

- We can describe our changes (What), Why the changes were made and benefits to patients and staff (Tell the Story)
- We can easily show our successes and results (Show the Data)
- We have documented our story through storyboards, presentations, newsletters, seminar materials, reports to senior leaders, videos, engaging stories, FAQ’s etc.
- We continually assess the value and quality of our transfer materials
Spread Check List – Better Ideas that Spread Quickly

- We address the innovations’:
  - Relative advantage (*it is better than alternative*)
  - Trialability (*you can test it first*)
  - Observability (*you can see it*)
  - Compatibility with current values (*it fits*)
  - Simplicity (*it’s simple to understand and do*)

Source: *Diffusion of Innovations*, Everett Rogers 1995
Spread Check List – Communication

- We have used multiple channels for communication, focusing on interactive, peer-to-peer and face-to-face methods
- We communicate early and often
- We have identified our messengers, our connectors and “salespeople”
- We have trained our staff and provided them with the tools to tell the story
Spread Check List – Target Population & Social System

- We have identified our target population and spread community
- We have tried to understand context of our target population
- We have identified existing relationships, opinion leaders, innovators and early adopters in the target population
- We have allowed the target population to adapt our changes to fit their environment
Spread Check List –
Developing the Messengers

- We have chosen the right messengers
  - Trusted
  - Technically competent
  - Full member of local group

- We have used a two-step approach
  - From team to opinion leaders and connectors
  - From opinion leaders and connectors to their networks

- We have adequately educated the messengers to deliver the message
Spread Check List – Infrastructure

- We have an overall spread plan
- Our spread activities are included in strategic and business plans of our organization
- We have visible and active support from our senior leader to spread our changes
- Roles and responsibilities for spread are clearly defined
  - Senior leader assures success, remove barriers, make case for change
  - Day to day leaders communicate, develop messengers, educate, make it easy for others to do the work
Spread Check List – Infrastructure

- Measures about our changes and spread plans are reviewed by our team and our sponsor
  - More balancing, upstream and downstream
  - Less frequent

- We have a method/process for knowledge transfer (including improvement science), continual learning and sharing information
Measures using Small Multiples: Overall System and 4 sites

Overall Outcome Measure

Average Waiting Times: All Primary Care Clinics in VHA System

These graphs are called small multiples. They are designed for quick visual comparisons of the data from each site. The graphs are all presented on the same scale (both x and y axis).
Discussion and Questions