

Spreading Change

Sharon Eloranta, MD

Medical Director, Quality and Safety Initiatives



**Quality Improvement
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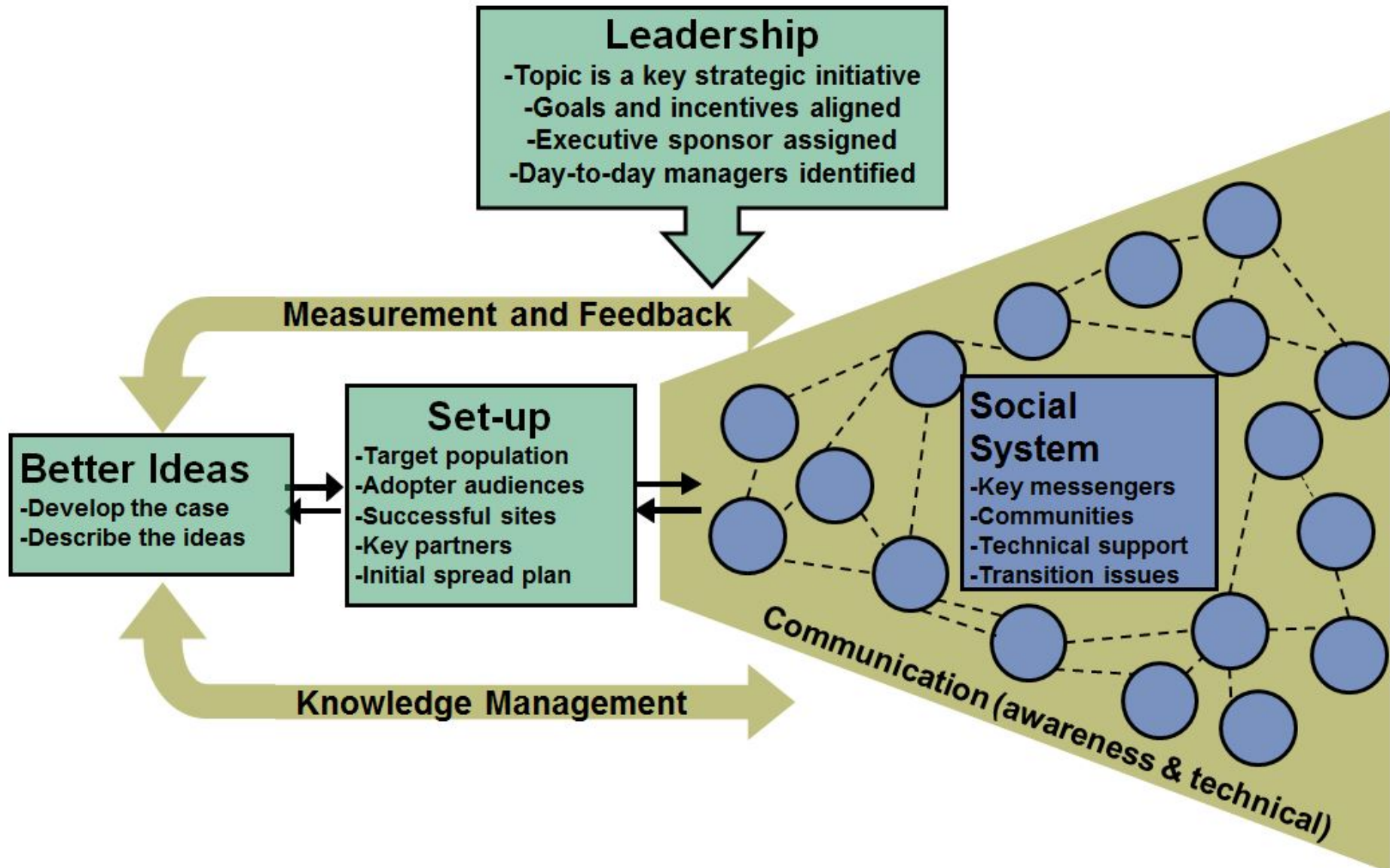
- Qualis Health is one of the nation's leading healthcare consulting organizations, partnering with our clients across the country to improve care for millions of Americans every day
- Serving as the Medicare Quality Improvement Organization (QIO) for Idaho and Washington
- QIOs: the largest federal network dedicated to improving health quality at the community level

Objectives

- Describe the Spread Model
- List attributes of spreadable ideas
- Create an “elevator speech”



A Framework for Spread



Better Ideas

- What is a “better idea?”
 - What have you been testing that WORKS?
- Examples
 - Using the PDSA model
 - Creating a process for root cause analysis
 - Following the Just Culture model
 - Implementing SBAR



BETTER IDEA	OLD WAY
Using PDSA cycles	Change takes a long time
Root Cause Analyses	“Spot” reactions
Just Culture	Shame and blame
Using SBAR	Rambling narratives, irritated docs



Better ideas...

- Relative **advantage**
- Compatibility with current **values**
- **Simplicity**
- **Testability**
- **Observability**
 - TEST these elements. Rate each on a 1-5 scale. An idea with a low total score will be impossible to spread even if it's your personal favorite!



Spread Exercise

- Think of a change/improvement that your team would like to spread.
- Evaluate the specific change on the five attributes. Rate the change from the “spread target” point of view. Use a 1- 5 scale:
 - 1 - change is very weak, relative to this attribute
 - 3 - change is okay, relative to this attribute
 - 5 - change is very strong, relative to this attribute.
- Discuss results.
- Which attributes would you work on to increase the chance of spread? How?

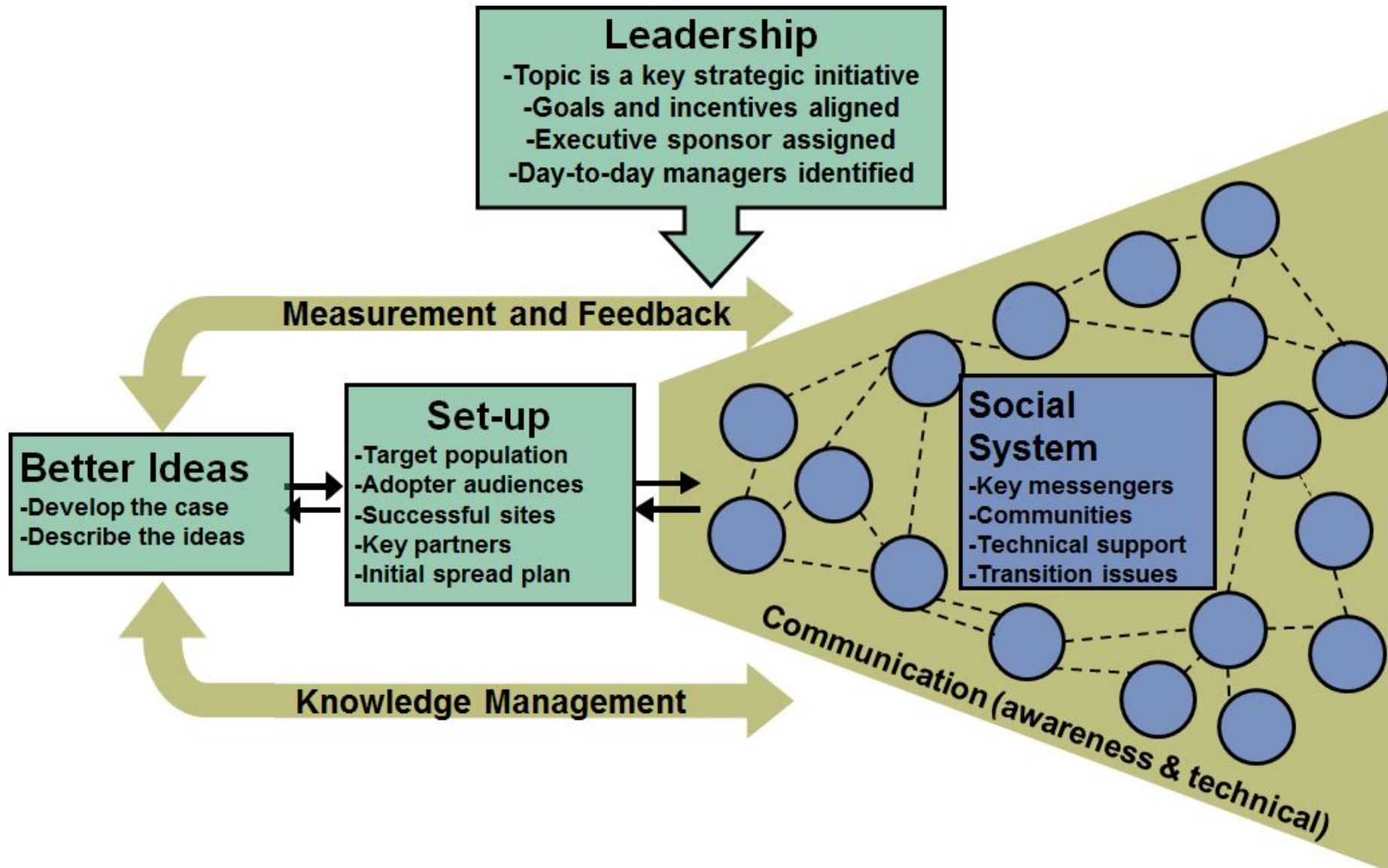


Spread Idea Exercise Worksheet

	Relative Advantage	Simplicity	Compatibility	<u>Trialability</u>	<u>Observability</u>
CHANGE					



A Framework for Spread

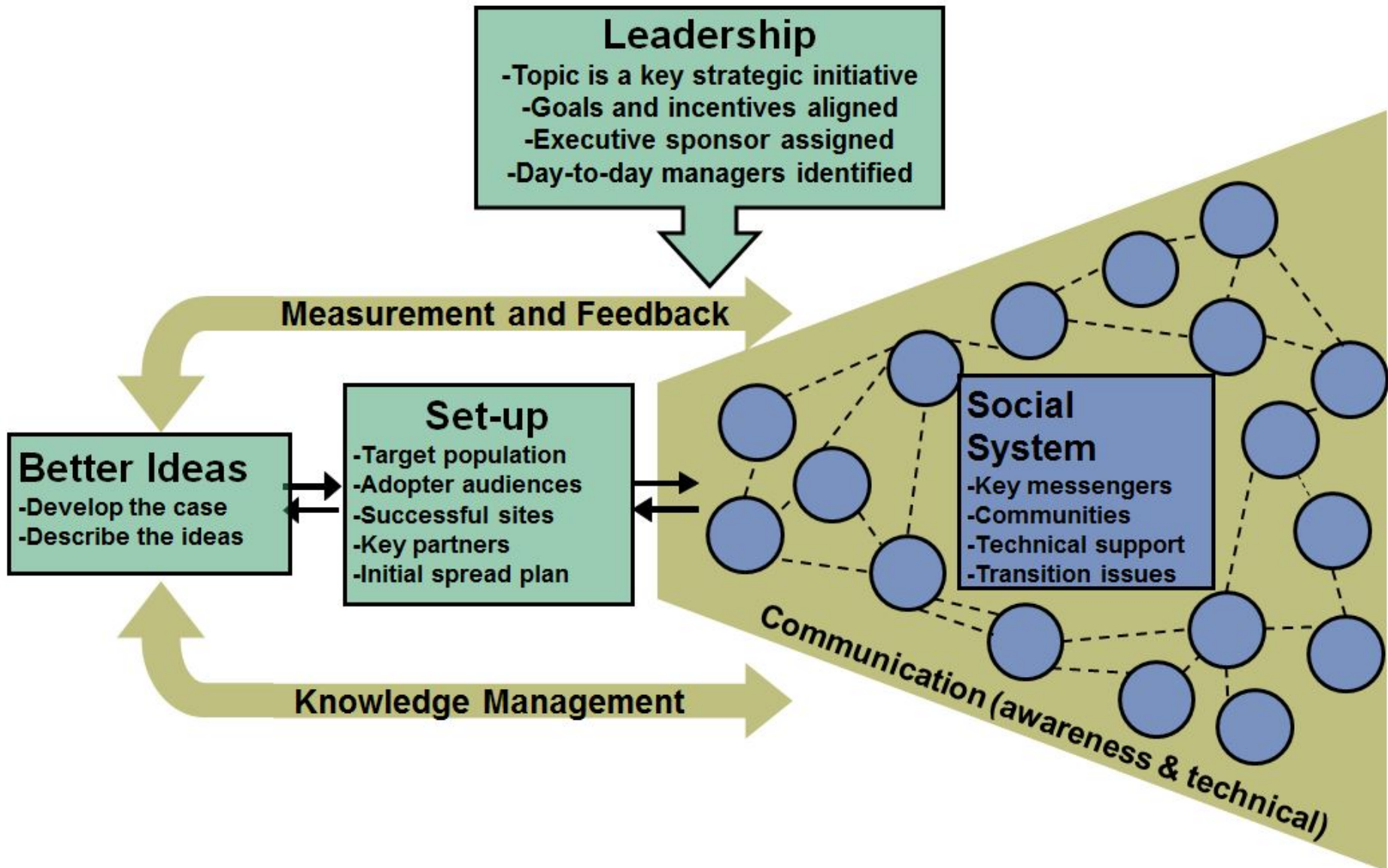


Set-up

- **Who will you target?**
- **Who will you have as key partners?**
- **Where are there already successful sites who can share their stories?**
- **Have a documented spread plan**
 - Include: Aim, Goals, Measures (yes!)
Target population, Timeline



A Framework for Spread



Communication

Main Entry: com·mu·ni·ca·tion

Pronunciation: k&-"myū-n&-"kA-sh&n

Function: *noun*

1 : an act or instance of transmitting

2 a : information communicated **b** : a verbal or written message

3 a : a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior <the function of pheromones in insect *communication*>; *also*: exchange of information **b** : personal rapport <a lack of *communication* between old and young persons>

4 plural a : a system (as of telephones) for communicating **b** : a system of routes for moving troops, supplies, and vehicles **c** : personnel engaged in communicating

5 plural but singular or plural in construction a : a technique for expressing ideas effectively (as in speech) **b** : the technology of the transmission of information (as by print or telecommunication)

- com·mu·ni·ca·tion·al /-shn&l, -sh&-n&l/ *adjective*

Synonyms dispatch, message

Related Words bulletin, communiqué, report; memo, memorandum, notice; epistle, letter, missive, note; electronic mail, e-mail; intelligence, news, tidings, word; command, directive, instruction, order

Does this describe what we are trying to do????

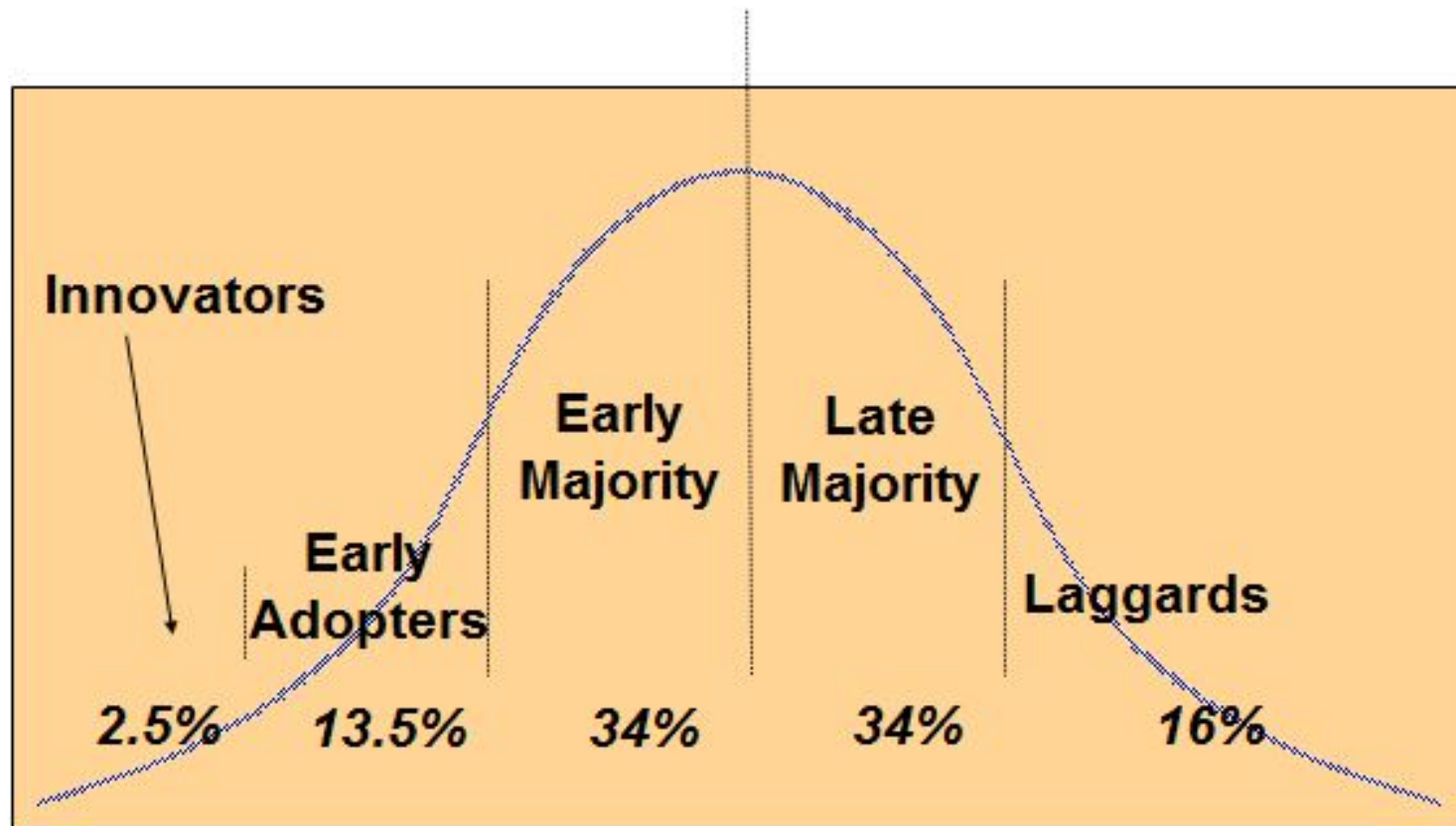


What do we mean by “communication,” then?

- Not just transmitted noise but...
 - Effective information transfer
 - Through a variety of channels
 - To the right audience
 - At the right time
 - With goals and measures of effectiveness



Adopter Categories



from Rogers, 1995



Communication/social system

- First, know your social system.
- The currency is attention: you are aiming for “awareness”
- Use multiple communication channels for knowledge transfer
- Strengthen the social system
 - What systems are already there (professions, interest groups, networks, etc)
- Keep the project current
 - You will need a communication strategy that continues and evolves over time. A one-time visit will not do.



Simulations

- “Enactments of even a small part of the strategy can increase significantly the resilience of the change agent implementing the strategy.”
- Increases your understanding of likely dynamics and reduces anxiety



The Elevator Speech

- Elevator speech
 - This is a campaign and you are stumping!
 - Only hit the “likely voters.”
 - Memorize it and practice it!
 - EXERCISE

Like a politician...build your constituency



- Leaders will listen, and give their attention, to a larger group with persuasive success stories to tell.
- THEN...THE WORLD!!



Questions?

Sharon Eloranta, MD

Medical Director, Quality and Safety Initiatives

sharone@qualishealth.org

206-288-2474

For more information:

www.Medicare.QualisHealth.org/QI-Basics

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