Spreading Improvement

CCC – Care Coordination Collaborative
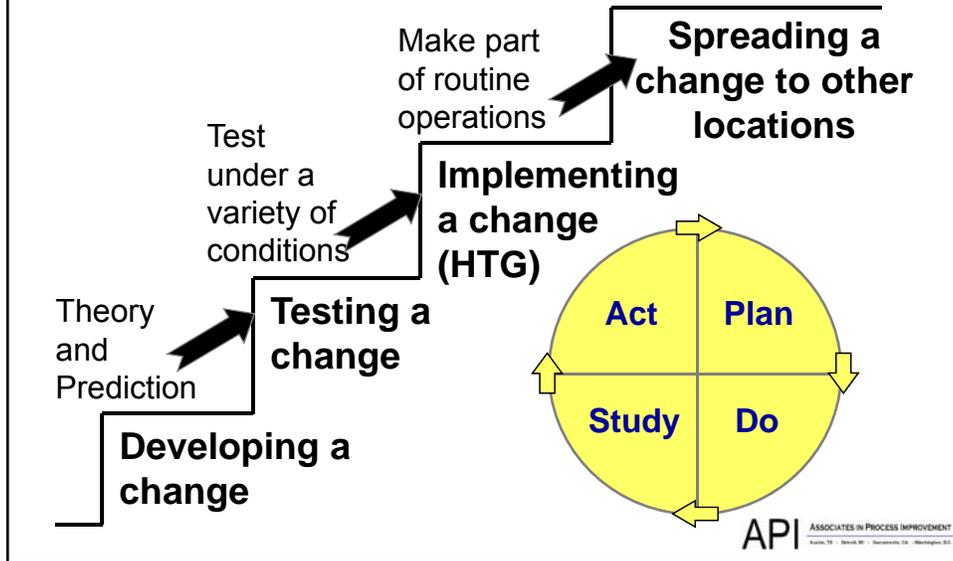
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Los Angeles, CA
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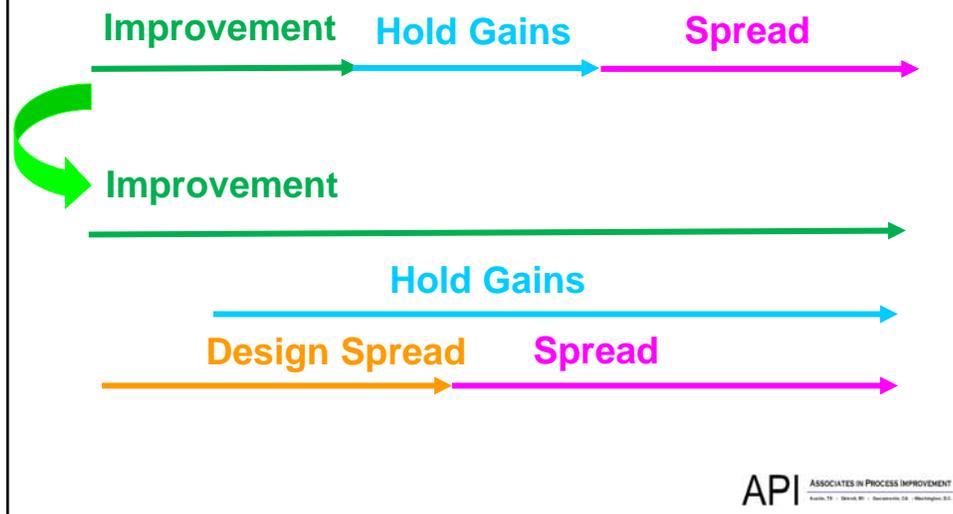

Objectives

- Identify the factors that contribute to successfully spreading new ideas and practices
- Use a framework to assess, plan and guide your spread activities

The Sequence for Improvement and Spread

Spreading a change to other locations

Make part of routine operations

Test under a variety of conditions

Implementing a change (HTG)

Theory and Prediction

Testing a change

Developing a change

Act | Plan
Study | Do

Creating a New System

Improvement   Hold Gains   Spread

Improvement

Hold Gains

Design Spread   Spread

Target Population for Spread

System of Focus for the initial pilot **(defined by Aim)**

(Tests to adapt changes, then implementation)

The Total Health System
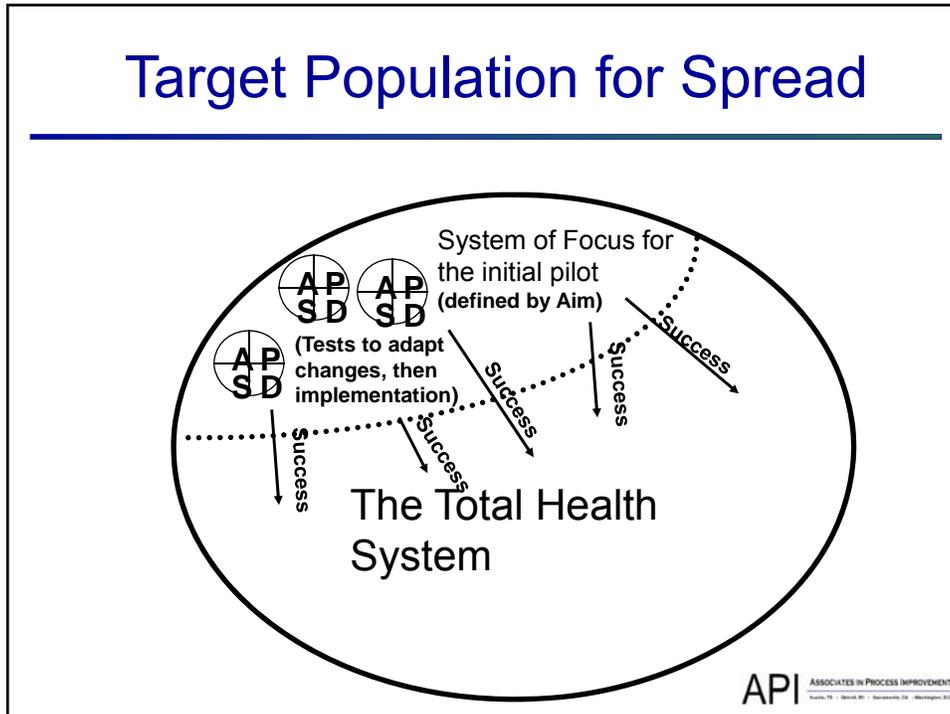
What Matters to You?

- Immediate need or general Interest?
- Biggest question about spread?
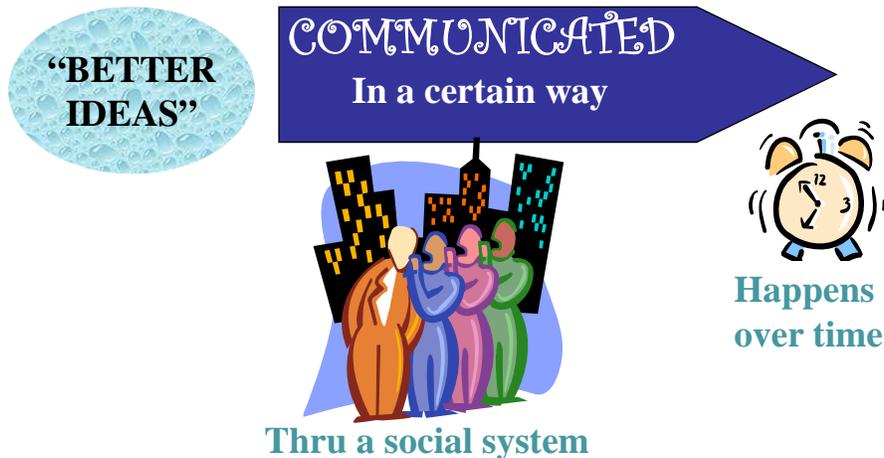- What experience have you had with spreading improvements?
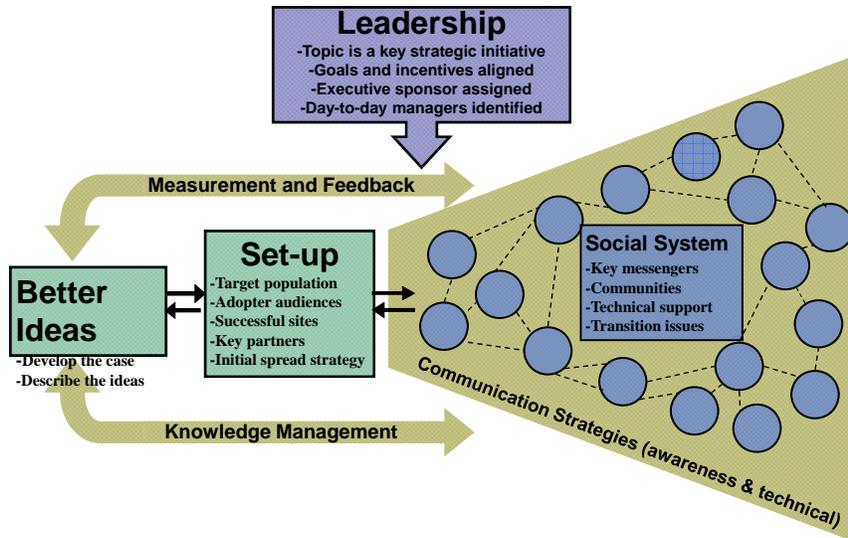
Building A Long-Term Spread Strategy

- Do you expect to spread the work of your Collaborative teams to the rest of your organization/community? What is the timetable for this?

- What (or who) are the appropriate "units" for adopting changes from your change package? Who will make the decision to begin using the new ideas in their practice? Some examples of potential "units" include clinicians, hospitals, CBOs, clinics, health plans, or pharmacists.

- How many total units do you intend to spread to? This could be all eligible units or some defined subset of them.

- How many units did you select to attend your initial Collaborative? What percentage of the total units is this? How did you select these initial units?

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Adoption is a DOING thing!

"BETTER IDEAS"

COMMUNICATED
In a certain way

Happens over time

Thru a social system

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A Framework for Spread

Leadership
-Topic is a key strategic initiative
-Goals and incentives aligned
-Executive sponsor assigned
-Day-to-day managers identified

Measurement and Feedback

Better Ideas
-Develop the case
-Describe the ideas

Set-up
-Target population
-Adopter audiences
-Successful sites
-Key partners
-Initial spread strategy

Social System
-Key messengers
-Communities
-Technical support
-Transition issues

Knowledge Management

Communication Strategies (awareness & technical)

The Improvement Guide (2nd Edition), page 196

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Overall Lessons

- Set the agenda (build will)
- Clearly define your aim for spread
- Develop a Plan:
  - Utilize or build an infrastructure to support spread
  - Connect people to peers, experts, and resources
  - Set targets and timeframe and make progress visible

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Developing a Spread Aim

- Spread What:
- Target Goals:
- Spread to Whom:
- Time Frame:

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Sample Spread Aim: Prevent Ventilator Associated Pneumonia

- <u>Spread What</u>: Ventilator Bundle
- <u>Target Goals</u>: Zero Cases of VAP
- <u>Spread to Whom</u>: All ICUs in our 10 hospital system
- <u>Time Frame</u>: By September 2006

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Things to Consider in Developing a Plan for Spread

- Nature of the Intervention(s)
- Organizational Structure
- Social System
- Ability to reach target sites all at once
- Constraints

Some Thoughts on Spread

- Evidence for the ideas being spread is built as success is realized in different situations. Adopters may need to "reinvent" the interventions.

- Persons who are influencers or opinion leaders in the social system serve as the best messengers

- Transition issues that are barriers to adoption need to be identified and mitigated. This is a key strategy to get early adopters from decision to action

- For the spread of new ideas to happen in a timely fashion, the spread process needs to be <u>managed</u>. *(i.e. plan based on prediction of best progression; packaging the changes; communication strategies/tactics; identification and support of early adopters/opinion leaders; identification of transition issues, ...)*

Langley J. Nolan K. et al. Improvement Guide. Jossey Bass, 2009.

Change to Be Spread	Spread to Whom	Spread Timeline (100% by When)	Who is Responsible?	Some Details of "How" (include communication plans)

Spread Planner   Team_____   Date_____