

Spread and Sustainability of Change Resource Cards

PART OF THE BC Prehabilitation Toolkit

“Change” is often viewed as an “event” or a moment in time when a different way is implemented. While this static change is important, it is the management of the transition from old to new that impacts both spread and sustainability of change within a system. Spread and sustainability addresses both the process and people aspects of change adoption and what is required to ensure change endures over time and is shared broadly. The S-P-R-E-A-D acronym defines six critical areas of change and sustainability: Support, Positive Culture, Resources, Engagement, Adoption and Desired Results.

HOW TO USE THIS DECK

This deck is intended as a support resource to help you foster the spread and sustainability of change. The deck includes 6 critical areas that impact spread and sustainability: **Support**, **Positive Culture**, **Resources**, **Engagement**, **Adoption** and **Desired Results** [S-P-R-E-A-D]. Each critical area includes 4 “theme” cards for items that impact spread and sustainability. Each card provides a description and details the Symptoms of “Dis-Ease”, Diagnosis and Treatment for each area, including strategies, tips, and questions. Use the cards to see which ones might match the challenges you see and get concrete ideas to increase spread and sustainability in your change system.

FOR MORE INFORMATION

Want to learn more about Doctors of BC and/or the BC Surgical Prehabilitation Toolkit? For more information please go to our website and resources below:

sscbc.ca

FEEDBACK AND IDEAS

Have ideas, feedback, and or requests for the S-P-R-E-A-D Resource Cards? We would love to hear from you. To share your thoughts please contact us via email below:

ssc@doctorsofbc.com

SOURCES

The following sources were referenced in the creation of these cards:

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Visible and Visionary Leadership

Senior leaders need to be visible and accessible to staff; staff need to know who leadership is and how to engage with them to build trust and relationship beyond their clinical care teams.

⚙️ SYMPTOMS OF “DIS-EASE”

- ▶ Sense of “distrust” and/or “suspicion”
- ▶ Staff do not know who is leading the change
- ▶ The change is ignored – non-action
- ▶ Change is acknowledged and then work / process continues as usual

PEOPLE MIGHT SAY

“What announcement? Oh that, I never read those.”

Effective and supportive leadership is critical in change.

Leaders need to be visible, encouraging, and authentic. Leaders solicit and respond to feedback, demonstrating care and active listening.

DIAGNOSIS · WHAT THIS MIGHT MEAN

Although people may have been “told”, they may not feel connected to and trusting of leadership – they feel leadership is out of touch and lack knowledge of what “real organizational life” is like.

TREATMENT

WHAT PEOPLE NEED

- People need to know who leadership is, and trust that leadership “sees” them and understands their world.

STRATEGIES FOR THIS PHASE OF TRANSITION

- Spend time in work areas and units connecting with staff.
- Hold “Open Door” sessions to meet and greet with teams.
- Meet with staff to follow-up the announcement.

TIPS FOR THIS PHASE OF TRANSITION

- Be visible, open, honest, and empathetic.
- Encourage people to take care of themselves, physically, spiritually and emotionally.
- Focus on building relationships.

QUESTIONS TO ASSIST

A question to ask yourself

- How can I get to know the front line teams that are impacted by the change?

Questions to ask others

- What is important to you for leadership to understand?
- How can I learn more about you/your role?

SEE ALSO

POSITIVE CULTURE

Model the Way

ENGAGEMENT

Understanding Motivation

ADOPTION

Reason for Change

Encouragement and Support

Leadership needs to encourage and support staff through change, sharing the vision of the change and why it is an improvement over current practice. Staff should feel like they can share any worries and concerns.

⚙️ SYMPTOMS OF “DIS-EASE”

- ▶ **Sense of “anxiety” and/or “stubbornness”**
- ▶ **More resistance or “sabotage”**
- ▶ **Staff sing the praises of the old or current way**
- ▶ **Ideas are shot down**

PEOPLE MIGHT SAY

“I feel like I don’t have any control over anything any more.”

Effective and supportive leadership is critical in change.

Leaders need to be visible, encouraging, and authentic. Leaders solicit and respond to feedback, demonstrating care and active listening.

DIAGNOSIS · WHAT THIS MIGHT MEAN

Resistance happens even when people agree with the change. In any change it is the transition, not the change that people resist. Therefore what they are really resisting is loss. Things like loss of identity and the way things are now, loss of the familiar and loss of the feeling of competence.

TREATMENT

WHAT PEOPLE NEED

- People need help dealing with losses, concerns, issues and fears.

STRATEGIES FOR THIS PHASE OF TRANSITION

- Listen to and acknowledge the questions, concerns, reactions, fears and losses.
- Remove things (tools, systems, etc.) that would encourage people to hang on to what was.
- Honour the “old” way and it’s benefits.

TIPS FOR THIS PHASE OF TRANSITION

- Remember you can’t eliminate all resistance, focus on reducing resistance enough to allow the change to progress.
- Be empathetic and speak positively of the “old” way.
- Conduct a “Force-Field” analysis of what is holding back and what is moving forward.

QUESTIONS TO ASSIST

A question to ask yourself

- What will I do to support people with their “losses” and honour the “old” way?

Questions to ask others

- What do you think was the best thing about the “old” way?
- What is your greatest fear?

SEE ALSO

 **POSITIVE CULTURE**
Common Vision and Practices

 **RESOURCES**
Training and Education

 **ENGAGEMENT**
Valued Contribution

Feedback and Ideas

Leadership needs to actively solicit feedback and ideas, practice active listening and demonstrate an open mind to suggestions, including response and follow-up regardless of whether feedback is implemented.

⚙️ SYMPTOMS OF “DIS-EASE”

- ▶ **Sense of “anger” and/or “resignation”**
- ▶ **The same questions are asked over and over**
- ▶ **Implementation stalls or is delayed**
- ▶ **Staff challenge and complain**

PEOPLE MIGHT SAY

“They don’t know anything about it, how can they decide this.”

Effective and supportive leadership is critical in change.

Leaders need to be visible, encouraging, and authentic. Leaders solicit and respond to feedback, demonstrating care and active listening.

DIAGNOSIS · WHAT THIS MIGHT MEAN

Change is a time of chaos and creativity that signals people are moving forward. Staff can feel overwhelmed and powerless by the possibilities the change is presenting and all the work that needs to be done.

TREATMENT

WHAT PEOPLE NEED

- People need to be invited to give feedback and ideas and feel they were heard.

STRATEGIES FOR THIS PHASE OF TRANSITION

- Keep a list of issues, questions and concerns to be addressed over time.
- Brainstorm around specific implementation issues that affect them.
- Set-up systems and structures (even if temporary) to track issues and ideas.

TIPS FOR THIS PHASE OF TRANSITION

- Record questions and concerns you cannot respond to and tell people when they can expect a response.
- Invite involvement in the process.
- Follow-up as you commit even if to update that there is no update.

QUESTIONS TO ASSIST

A question to ask yourself

- How will I invite, track and respond to feedback?

Questions to ask others

- What one thing is most important for you in this change?
- What benefits do you see in the change?

SEE ALSO

 **POSITIVE CULTURE**
Learning Culture

 **ENGAGEMENT**
Ownership

 **ADOPTION**
Contextual Implementation

Communication

Leadership needs to be clear, consistent, and transparent in communication. Shifting systems can present particular challenges to communication, and it is important to ensure mechanisms are in place for communicating and engaging everyone.

SYMPTOMS OF “DIS-EASE”

- ▶ Sense of “confusion” and/or “ignorance”
- ▶ The same issues keep delaying the change
- ▶ Change starts and stalls
- ▶ A need for “certainty” arises

PEOPLE MIGHT SAY

“I never really know what is happening so I just ignore it and carry-on.”

Effective and supportive leadership is critical in change.

Leaders need to be visible, encouraging, and authentic. Leaders solicit and respond to feedback, demonstrating care and active listening.

DIAGNOSIS · WHAT THIS MIGHT MEAN

Communication is key to change and in the absence of information staff will create “stories” (usually negative) about what they don’t know or understand. Lack of consistency in communication can impact change negatively.

TREATMENT

WHAT PEOPLE NEED

- People need more information in a variety of ways. Updates should be provided even when there is no new information.

STRATEGIES FOR THIS PHASE OF TRANSITION

- Create a communication plan and follow it.
- Communicate, communicate, and communicate again!
- Share “no news” bulletins.

TIPS FOR THIS PHASE OF TRANSITION

- Be prepared and use several different vehicles to communicate.
- Be transparent, if you are unable to share confidential information, say that.
- Do not assume that everyone knows what you know.

QUESTIONS TO ASSIST

A question to ask yourself

- How will I communicate consistently, clearly, and concisely?

Questions to ask others

- What information do you want to know and how?
- What will you do to make sure you have the most accurate information.



SEE ALSO

 **RESOURCES**
Accessibility

 **ADOPTION**
Keep it Simple

 **DESIRED RESULTS**
Innovation

Model the Way

Change leaders need to demonstrate the desired changes in their own behaviours, processes and policies. Both leadership and change leaders need to be “early adopters” of the change, modelling and showing others adoption of the “new way”.

SYMPTOMS

- ▶ **Sense of “eye-rolling” and/or “cynicism”**
- ▶ **The change is ignored – non-action**
- ▶ **Employees revert back to old ways of working**
- ▶ **Change is acknowledged and then work / process continues as usual**

PEOPLE MIGHT SAY

“This is just another ice-cream flavour of the month.”

Culture reflects the attributes, beliefs, perceptions & values employees share. Change leaders must understand the role that culture plays on staff behaviour and their ability to deliver improvements.

DIAGNOSIS · WHAT THIS MIGHT MEAN

Staff notice what leadership does, and does not do, and pays attention to it. If they observe that change leaders/leadership is not “walking the talk” they will disengage from the change initiative and progress will stall.

TREATMENT

WHAT PEOPLE NEED

- People need to see change leaders and leadership adopting the behaviors, practices and policies they advocate.

STRATEGIES FOR THIS PHASE OF TRANSITION

- Have leaders share stories about their direct experience with implementation/experience.
- Clearly communicate expectations for all levels.
- Have leaders ask for feedback on demonstrated behaviour.

TIPS FOR THIS PHASE OF TRANSITION

- Be vulnerable in sharing failures and learnings.
- Ask for support in navigating the change.
- Schedule webinars where leaders present case studies/stories.

QUESTIONS TO ASSIST

A question to ask yourself

- What personal story can I share about my experience adjusting to this change?

Questions to ask others

- What behaviours do you see from leadership?
- How can leadership best “Model the Way”?

SEE ALSO

SUPPORT

Visible and Visionary Leadership



Rewarding Patient Care

Changes will be more readily adopted and sustained if the work is deemed to be inherently rewarding, and, especially in clinical areas, if the work has a positive impact on patient care.

⚙️ SYMPTOMS

- ▶ Sense of “apathy” and/or “stubbornness”
- ▶ The change is ignored – non-action
- ▶ More resistance to change
- ▶ People find workarounds

PEOPLE MIGHT SAY

“This doesn’t make sense and it is not my priority.”

Culture reflects the attributes, beliefs, perceptions & values employees share. Change leaders must understand the role that culture plays on staff behaviour and their ability to deliver improvements.

DIAGNOSIS · WHAT THIS MIGHT MEAN

Clinicians are dedicated to patient care and rewarding work. If the link between the initiative and patient outcomes is not made, the improvement will stall in light of higher priority patient care.

TREATMENT

WHAT PEOPLE NEED

- People need to have confidence the change is linked to creating better patient outcomes and rewarding work.

STRATEGIES FOR THIS PHASE OF TRANSITION

- Demonstrate to clinical areas how this will improve patient outcomes.
- Include patient outcomes in the vision/mission/project documents.
- “Draw” or map the patient journey/experience and where this change intersects.

TIPS FOR THIS PHASE OF TRANSITION

- Involve clinical areas in creating the link to patient outcomes.
- Have clinical “champions” as members of the project team.
- Build relationships.

QUESTIONS TO ASSIST

A question to ask yourself

- What is the link in my change initiative to patient outcomes?

Questions to ask others

- What is it about your work you find the most rewarding?
- How can this initiative improve patient outcomes?

SEE ALSO

 **ENGAGEMENT**
Understanding Motivation

 **ADOPTION**
Reason for Change

 **DESIRED RESULTS**
Impact Measurement

Common Vision and Practices

Any change needs to be tied into a common vision and adopt similar practices across discipline, geography and business units. Encouraging common processes and policies support spread and sustainability of the initiative.

SYMPTOMS

- ▶ Sense of “apathy” and/or “ignorance”
- ▶ Low utilization / incorrect usage of systems
- ▶ Change just does not happen
- ▶ Ultimate utilization is less than anticipated

PEOPLE MIGHT SAY

“This will never work in our area.”



Culture reflects the attributes, beliefs, perceptions & values employees share. Change leaders must understand the role that culture plays on staff behaviour and their ability to deliver improvements.

DIAGNOSIS · WHAT THIS MIGHT MEAN

Staff want to understand the “why” of the change initiative and also that the principles and requirements are the same (fair) for the areas impacted. Subcultures in the organization might be hindering the change efforts.

TREATMENT

WHAT PEOPLE NEED

- People need to have clarity on their connection to the vision and have clear and consistent processes and requirements for the change.

STRATEGIES FOR THIS PHASE OF TRANSITION

- Setup systems and structures (even if temporary).
- Develop policies and procedures (even if temporary).
- Conduct “vision” workshops to allow different areas to explore how they connect to the Vision.

TIPS FOR THIS PHASE OF TRANSITION

- Hold events to welcome the new (people, system, etc).
- Visit various sites/units/business areas to gather feedback about context.
- Be flexible in implementation as long as the vision and overall direction is met.

QUESTIONS TO ASSIST

A question to ask yourself

- What are my negotiable and non-negotiables?

Questions to ask others

- What systems, structures, policies, and/or procedures (temporary or permanent) would help?
- What is unique about your area/unit/discipline that needs to be considered?

SEE ALSO

-  **SUPPORT**
Visible and Visionary Leadership
-  **ENGAGEMENT**
Involvement
-  **ADOPTION**
Reason for Change

Learning Culture

Spread and sustainability of change requires a learning culture where incidents and key learnings are shared authentically throughout the system. Strong formal mechanisms are needed for reviewing incidents, and ensuring key learnings lead to system improvement.

⚙️ SYMPTOMS

- ▶ **Sense of “anxiety” and/or “trepidation”**
- ▶ **The same questions are asked over and over**
- ▶ **Sharing stops**
- ▶ **Increase in workplace accidents / errors**

PEOPLE MIGHT SAY

“I don't know how to do this.”

Culture reflects the attributes, beliefs, perceptions & values employees share. Change leaders must understand the role that culture plays on staff behaviour and their ability to deliver improvements.

DIAGNOSIS · WHAT THIS MIGHT MEAN

A learning culture promotes learning from both successes and failures. Staff need to be safe and protected to report errors for learning and reflection without repercussion.

TREATMENT

WHAT PEOPLE NEED

- People need systems, processes and encouragement to share incidents and positive and negative impacts for learning.

STRATEGIES FOR THIS PHASE OF TRANSITION

- Share “Pains and Gains” during the implementation.
- Conduct a “more of/less of” analysis.
- Build/maintain a reporting system for incident tracking, resolution and learning.

TIPS FOR THIS PHASE OF TRANSITION

- Publicize learning successes (no matter how small).
- Share personal “failure stories” and the learning.
- Fail test implementation plans.

QUESTIONS TO ASSIST

A question to ask yourself

- What is a personal story I can share about when I failed and what I learned?

Questions to ask others

- How do we make it “safe” for you to share and learn from adverse conditions/incidents?
- What is your biggest barrier to sharing?

SEE ALSO

 **RESOURCES**
Training and Education

 **ENGAGEMENT**
Involvement

 **ADOPTION**
PDSA Cycles

Capacity

Workforce capacity issues are a dominant theme in literature around failed change initiatives. Change initiatives need dedicated resources and support to avoid being “side-desk” projects. Co-ordinating and limiting the number of change initiatives mitigate capacity issues.

⚙️ SYMPTOMS

- ▶ **Sense of “overwhelm / burnout” and/or “frustration”**
- ▶ **Low utilization / incorrect usage of systems**
- ▶ **Sustained reduction in productivity**
- ▶ **People are not doing the things needed**

PEOPLE MIGHT SAY

“I am so swamped, I do not have time.”

⚙️

Teams and individuals must feel capable to transition into the new desired state. Change leaders need to be able to provide time and access to knowledge needed (both intellectual and psychological) for staff to implement the required skills and behaviours.

DIAGNOSIS · WHAT THIS MIGHT MEAN

Change needs to be resourced properly without a continued requirement to do more with less and without recognition of workload.

TREATMENT

WHAT PEOPLE NEED

- People need help prioritizing tasks and managing additional workload and/or additional resources.

STRATEGIES FOR THIS PHASE OF TRANSITION

- Identify key areas with high resource requirements.
- Hire/re-allocate workload where critically required.
- Provide prioritization and workload management training/support.

TIPS FOR THIS PHASE OF TRANSITION

- Recognize stress load and acknowledge extra effort.
- Reward effort and recognize accomplishments.
- Have realistic expectation of timelines and response.

QUESTIONS TO ASSIST

A question to ask yourself

- What are the critical resource areas of the change that required funded support?

Questions to ask others

- How do you manage your priorities?
- How can we create a feasible workload given resource restraints?

SEE ALSO

 **ADOPTION**
Keep it Simple

 **ADOPTION**
Contextual Implementation

 **DESIRED RESULTS**
Data Collection

Investment

To support spread and sustainability, investment in staff is required. Studies show that investment in staff by the organization, either through professional development opportunities or time away from daily responsibilities to undertake necessary training and education, is a positive part of organizational culture.

⚙️ SYMPTOMS

- ▶ **Sense of “confusion” and/or “frustration”**
- ▶ **Change tasks are not completed**
- ▶ **Need for re-training and extensive support**
- ▶ **Change just does not happen**

PEOPLE MIGHT SAY

“We need time for training and backfill.”

Teams and individuals must feel capable to transition into the new desired state. Change leaders need to

be able to provide time and access to knowledge needed (both intellectual and psychological) for staff to implement the required skills and behaviours.

DIAGNOSIS · WHAT THIS MIGHT MEAN

The most successful and sustainable change efforts invest in the development of staff, without opportunities to develop and learn change efforts can fail.

TREATMENT

WHAT PEOPLE NEED

- People need development opportunities to navigate the change and/or time away from responsibilities to engage in learning.

STRATEGIES FOR THIS PHASE OF TRANSITION

- Identify what skills and knowledge is needed for the change to be successfully sustained.
- Secure approval and funding/coverage for those required to attend training.
- Search for innovative ways to recognize extra effort required for development.

TIPS FOR THIS PHASE OF TRANSITION

- Ask staff how and when they prefer to learn.
- Use a buddy system to help cover and debrief training.
- Assess needs and develop a training plan.

QUESTIONS TO ASSIST


A question to ask yourself

- What training and skills do people need to invest in?

Questions to ask others

- What ideas do you have to balance the time and coverage required for education?
- What would reduce your stress around getting the development you need?

SEE ALSO

 **POSITIVE CULTURE**
Learning Culture

 **ENGAGEMENT**
Valued Contribution

 **DESIRED RESULTS**
Impact Measurement

Training and Education

All stakeholders impacted in a change and improvement initiative need access to training and education to strengthen existing or learn new skills. Sustainable knowledge is created by combining research, practice, and experience.

⚙️ SYMPTOMS

- ▶ **Sense of “anxiety” and/or “confusion”**
- ▶ **Change tasks are not completed**
- ▶ **Need for extensive support**
- ▶ **The same questions are asked over and over**

PEOPLE MIGHT SAY

“We need training!”

Teams and individuals must feel capable to transition into the new desired state. Change leaders need to be able to provide time and access to knowledge needed (both intellectual and psychological) for staff to implement the required skills and behaviours.

DIAGNOSIS · WHAT THIS MIGHT MEAN

High anxiety can be prevalent if staff feel they do not have the knowledge and skills they need to be successful. Change in process without change in people will not be sustained.

TREATMENT

WHAT PEOPLE NEED

- People need to be given training to develop the specific skills needed to navigate and sustain the change initiative.

STRATEGIES FOR THIS PHASE OF TRANSITION

- Identify what skills and knowledge is needed for the change to be successfully sustained.
- Conduct a training needs assessment and create learning opportunities.
- Training should be evidence based and linked to the success outcomes.

TIPS FOR THIS PHASE OF TRANSITION

- Ask staff how and when they prefer to learn.
- Offer training at multiple times with different modalities.
- Gather feedback to evaluate the relevance and impact of training.

QUESTIONS TO ASSIST

A question to ask yourself

- How will I provide relevant and timely learning?

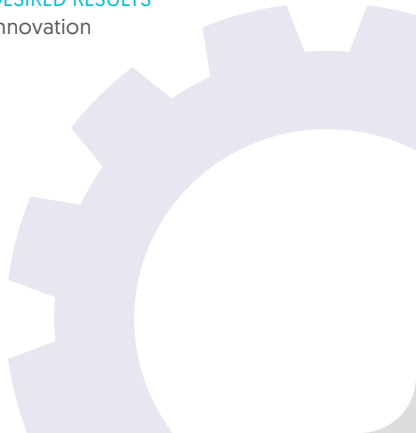
Questions to ask others

- What education do you need?
- What would reduce your stress around getting the development you need?

SEE ALSO

 **POSITIVE CULTURE**
Learning Culture

 **DESIRED RESULTS**
Innovation



Accessibility

Training, mentoring, coaching, knowledge, and resources need to be accessible and used, in order to translate the best ideas and evidence into practice. Systems need to be in place to ensure all types of knowledge are accessible to staff.

⚙️ SYMPTOMS

- ▶ **Sense of “anxiety” and/or “ignorance”**
- ▶ **Error rates are high and adoption low**
- ▶ **Need for extensive support**
- ▶ **The same questions are asked over and over**

⚙️ PEOPLE MIGHT SAY

“We need support, the training didn’t work!”

Teams and individuals must feel capable to transition into the new desired state. Change leaders need to be able to provide time and access to knowledge needed (both intellectual and psychological) for staff to implement the required skills and behaviours.

DIAGNOSIS · WHAT THIS MIGHT MEAN

Training and education needs to be delivered in ways that makes it accessible across shift times, zones and disciplines.

TREATMENT

WHAT PEOPLE NEED

- People need to be able to participate in learning and education in a variety of ways.

STRATEGIES FOR THIS PHASE OF TRANSITION

- Deliver learning through different modalities.
- Include peer learning and mentoring.
- Make learning resources readily available 24/7.

TIPS FOR THIS PHASE OF TRANSITION

- Ask staff how and when they prefer to learn.
- Have “super users” or change champions to support across shifts.
- Gather feedback to evaluate the accessibility of training.

QUESTIONS TO ASSIST

A question to ask yourself

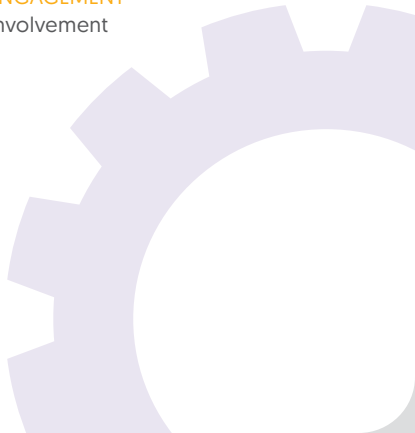
- How will I provide learning across different modalities?

Questions to ask others

- When and how do you learn best?
- How would we ensure that learning opportunities are accessible to you?

SEE ALSO

-  **POSITIVE CULTURE**
Common Vision and Practices
-  **POSITIVE CULTURE**
Learning Culture
-  **ENGAGEMENT**
Involvement



Valued Contribution

To foster high levels of engagement that support spread and sustainability, staff at all levels need to feel their contribution is valued. Appropriate recognition celebrates achievements and supports adoption, participation and sustained engagement.

SYMPTOMS

- ▶ **Sense of “hostility” and/or “dis-engagement”**
- ▶ **Reluctance to be a part of the initiative**
- ▶ **Delays in implementation**
- ▶ **People shut down**

PEOPLE MIGHT SAY

“They don’t appreciate what I/we do.”

The degree of person-centeredness in a system is reflected in superior decision making, design and care.

Large-scale engagement is the best way to guarantee spread and sustainability in change. Change leaders need to ensure everyone has a vested interest in the change, across all levels and roles, and feels that they have a voice in the change process.

DIAGNOSIS · WHAT THIS MIGHT MEAN

Sustainable change needs to be supported by recognizing and valuing the efforts of the staff involved in the initiative. Without this change will stall and the spread will be minimal.

TREATMENT

WHAT PEOPLE NEED

- People need to see that their contributions are valuable and recognized.

STRATEGIES FOR THIS PHASE OF TRANSITION

- Involve people in implementing and monitoring the change.
- Recognize and thank people for their efforts and accomplishments.
- Celebrate successes.

TIPS FOR THIS PHASE OF TRANSITION

- Keep offering opportunities to contribute.
- Publicize successes (no matter how small).
- Send personal notes and thank you's.

QUESTIONS TO ASSIST

A question to ask yourself

- How will I recognize and value the contributions people make?

Questions to ask others

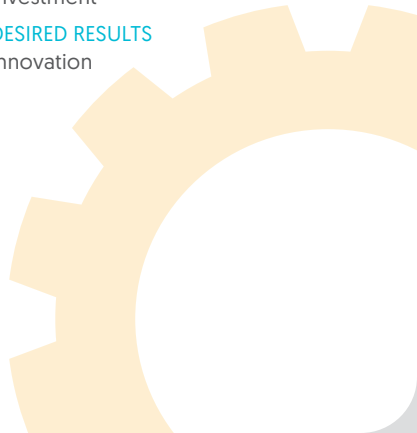
- How do you like to be recognized for your work?
- What makes you feel valued?

SEE ALSO

 **SUPPORT**
Communication

 **RESOURCES**
Investment

 **DESIRED RESULTS**
Innovation



Understanding Motivation

Different things motivate different people.

Change leaders need to understand the different intrinsic and extrinsic motivators that will drive change spread and sustainability.

Taking pride in their work and feeling that they have done a good job is important to staff.

SYMPTOMS

- ▶ **Sense of “resistance” or “indifference”**
- ▶ **Employees revert back to old ways of working**
- ▶ **Ultimate utilization is less than anticipated**
- ▶ **The organization has a history of poor change**

PEOPLE MIGHT SAY

“I am not sure this is going to make any difference.”

The degree of person-centeredness in a system is reflected in superior decision making, design and care.

Large-scale engagement is the best way to guarantee spread and sustainability in change. Change leaders need to ensure everyone has a vested interest in the change, across all levels and roles, and feels that they have a voice in the change process.

DIAGNOSIS · WHAT THIS MIGHT MEAN

For change to spread and be sustainable, staff need to be motivated and proud of their work to engage and continue the initiative.

TREATMENT

WHAT PEOPLE NEED

- People need to feel proud about their work and be motivated to support the change.

STRATEGIES FOR THIS PHASE OF TRANSITION

- Involve people in implementing and monitoring the change.
- Continue team building efforts.
- Celebrate successes.

TIPS FOR THIS PHASE OF TRANSITION

- Offer both intrinsic and extrinsic benefits for supporting the change.
- Reward work in a variety of ways.
- Hold special events.

QUESTIONS TO ASSIST

A question to ask yourself

- What different motivators will I use to encourage people to get involved?

Questions to ask others

- What motivates you?
- What makes you feel proud of the work you do?

SEE ALSO

 **POSITIVE CULTURE**
Rewarding Patient Care

 **ADOPTION**
Reason for Change

 **DESIRED RESULTS**
Monitoring Outcomes

Involvement

Staff need to be involved in the implementation of the change. Change leaders will foster spread and sustainability if they keep staff informed and included.

⚙️ SYMPTOMS

- ▶ Sense of “blaming” and “withdrawal”
- ▶ Staff challenge and complain
- ▶ Staff shoot down ideas
- ▶ Withdrawal

PEOPLE MIGHT SAY

“How did we decide to do this, I forget.”

The degree of person-centeredness in a system is reflected in superior decision making, design and care.

Large-scale engagement is the best way to guarantee spread and sustainability in change. Change leaders need to ensure everyone has a vested interest in the change, across all levels and roles, and feels that they have a voice in the change process.

DIAGNOSIS · WHAT THIS MIGHT MEAN

Spread and sustainability is supported by developing plans from the outset to provide opportunities for people to be involved, especially in decisions and actions that will impact them directly.

TREATMENT

WHAT PEOPLE NEED

- People need to feel involved in the change and decisions that impact them.

STRATEGIES FOR THIS PHASE OF TRANSITION

- Identify who is impacted directly by the change.
- Meet with staff to explore where the changes intersects with their work.
- Keep a list of issues, questions and concerns to be addressed over time.

TIPS FOR THIS PHASE OF TRANSITION

- Help people get organized and reoriented.
- Ask people to be specific about their objections.
- Offer information more than once and in several ways (eg., meetings, forums, newsletters, printed notices, communication books, notice boards, posters).

QUESTIONS TO ASSIST

A question to ask yourself

- How will I assess who is impacted directly and indirectly?

Questions to ask others

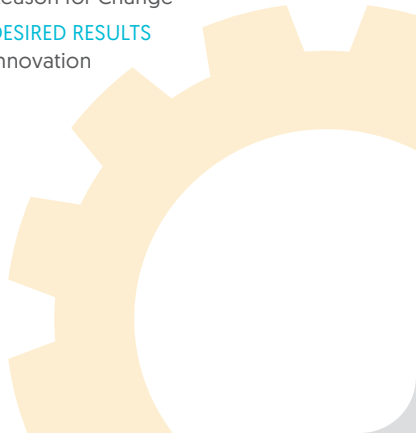
- How would you like to be involved?
- What aspects of this change impact you directly?

SEE ALSO

 **RESOURCES**
Training and Education

 **ADOPTION**
Reason for Change

 **DESIRED RESULTS**
Innovation



Ownership

Giving staff freedom to act in managing or adapting a change is important. A positive way to engage and empower staff is by using the principle of “central design, local delivery”, giving the responsibility of change to teams in their area and trusting their judgment.

SYMPTOMS

- ▶ **Sense of “hostility” or “eye-rolling”**
- ▶ **Hoarding of resources and information**
- ▶ **Sharing stops**
- ▶ **Employees revert back to old ways of working**

PEOPLE MIGHT SAY

“This will not work here, we tried this before.”

The degree of person-centeredness in a system is reflected in superior decision making, design and care.

Large-scale engagement is the best way to guarantee spread and sustainability in change. Change leaders need to ensure everyone has a vested interest in the change, across all levels and roles, and feels that they have a voice in the change process.

DIAGNOSIS · WHAT THIS MIGHT MEAN

If staff is not empowered in change, they feel overwhelmed by the possibilities the change is presenting and all the work that needs to be done.

TREATMENT

WHAT PEOPLE NEED

- People need to feel empowered and have permission to implement change in a way that works for them.

STRATEGIES FOR THIS PHASE OF TRANSITION

- Identify what is negotiable and non-negotiable in implementation.
- Brainstorm around specific implementation issues that affect them.
- Visit different areas to learn about how the change will impact that area.

TIPS FOR THIS PHASE OF TRANSITION

- Ask for support for the commitment to the change.
- Keep offering the opportunity to explore local implementation.
- Encourage them to contribute and try out their ideas.

QUESTIONS TO ASSIST

A question to ask yourself

- What don't I know about potential local impact?

Questions to ask others

- What is challenging about sustaining this is your local context?
- What do we need to know about your specific context?

SEE ALSO

 **POSITIVE CULTURE**
Rewarding Patient Care

 **ADOPTION**
Contextual Implementation

 **DESIRED RESULTS**
Impact Measurement

Keep it simple.

Change is inherently complex and transitioning from an “old way” to a “new way” presents challenges regardless of the scope of the improvement. Keeping things as simple as possible supports engagement, sustainability and spread of any change effort.

SYMPTOMS

- ▶ **Sense of “confusion” and/or “frustration”**
- ▶ **More resistance to change**
- ▶ **The same questions are asked over and over**
- ▶ **People find workarounds**

PEOPLE MIGHT SAY

“Why can’t things stay the way they are?”

Understanding why errors occur and tackling poor design and procedures is key to improvement. Hearing, listening and responding to the voices of staff and patients is key to ensuring the successful implementation of a change. Change leaders need to ensure reasons for change, process, and skills required are clear, to maximize adoption.

DIAGNOSIS · WHAT THIS MIGHT MEAN

Spread and sustainability is impacted negatively when change is unnecessarily complex. Change and transition is, in itself, a complex human process, keeping it as simple as possible will support adoption.

TREATMENT

WHAT PEOPLE NEED

- People need things to be as simple as possible.

STRATEGIES FOR THIS PHASE OF TRANSITION

- Remove unnecessary complexity in process and policy.
- Answer questions, clear up misunderstandings and let people know you will get answers for outstanding questions.
- Create a simple visual map of workflow and process.

TIPS FOR THIS PHASE OF TRANSITION

- Use graphical representations where possible.
- Simplify language and define acronyms.
- Customize content for context to eliminate non-relevant information.

QUESTIONS TO ASSIST

A question to ask yourself

- How can I keep this as simple as possible?

Questions to ask others

- What is the critical information you required?
- How would you simplify this?

SEE ALSO

 **SUPPORT**
Communication

 **RESOURCES**
Capacity

 **DESIRED RESULTS**
Monitoring Outcomes



PDSA Cycles

Feedback maintains staff motivation and interest. Frontline staff have valuable feedback as their experience allows them to see what does and does not work. Processes, such as Plan, Do, Study, Act (PDSA) cycles, allow changes to be adapted in response to local feedback.

⚙️ SYMPTOMS

- ▶ **Sense of “cynicism” or “dis-connect”**
- ▶ **Low utilization / incorrect usage of systems**
- ▶ **Sustained reduction in productivity**
- ▶ **People are not doing the things needed**

PEOPLE MIGHT SAY

“They don’t know anything about it, how can they decide this.”

⚙️

Understanding why errors occur and tackling poor design and procedures is key to improvement. Hearing, listening and responding to the voices of staff and patients is key to ensuring the successful implementation of a change. Change leaders need to ensure reasons for change, process, and skills required are clear, to maximize adoption.

DIAGNOSIS · WHAT THIS MIGHT MEAN

Spread and sustainability is supported successful by using PDSA cycles enabling change to be evidence-based and tested.

TREATMENT

WHAT PEOPLE NEED

- People need to see change tested and the impact evaluated and adjusted if necessary.

STRATEGIES FOR THIS PHASE OF TRANSITION

- Use formal and documented PDSA cycles.
- Keep a list of issues, questions and concerns to be addressed over time.
- Incorporate PDSA into the sustainment phase of the project.

TIPS FOR THIS PHASE OF TRANSITION

- Give staff an opportunity to get involved in PDSA cycles.
- Understand how activities, outputs, and outcomes link, and ensure learning and feedback loops are in place for staff.
- Be prepared to be wrong.

QUESTIONS TO ASSIST

A question to ask yourself

- What is my working hypothesis I will test?

Questions to ask others

- What should we be testing in a PDSA cycle?
- How will you provide results and feedback on a PDSA cycle?

SEE ALSO

 **SUPPORT**
Feedback and Ideas

 **ENGAGEMENT**
Ownership

 **DESIRED RESULTS**
Impact Measurement



Reason for Change

For change to spread, staff need to understand the reasons for the change. Change leaders need to share why an initiative was launched. Often staff understand the “how” but not the “why”, and the intended impact on patient outcomes.

⚙️ SYMPTOMS

- ▶ **Sense of “skepticism” or “dis-engagement”**
- ▶ **Need for detail increases**
- ▶ **The change is ignored – non-action**
- ▶ **Delays in implementation**

PEOPLE MIGHT SAY

“This won’t change anything.”

⚙️

Understanding why errors occur and tackling poor design and procedures is key to improvement. Hearing, listening and responding to the voices of staff and patients is key to ensuring the successful implementation of a change. Change leaders need to ensure reasons for change, process, and skills required are clear, to maximize adoption.

DIAGNOSIS · WHAT THIS MIGHT MEAN

Although people may have been told, they may not have heard or absorbed the information about the change. Therefore they have not begun to figure out what the change means for them, and how it connects to a broader vision.

TREATMENT

WHAT PEOPLE NEED

- People need help understanding the change and why the initiative is important to patient outcomes.

STRATEGIES FOR THIS PHASE OF TRANSITION

- Explain why the change is happening.
- Outline the details of what is changing and what is not.
- Explain the impact of the change.

TIPS FOR THIS PHASE OF TRANSITION

- Be visible, open, honest, and empathetic.
- Communicate the vision often and in multiple ways.
- Connect project tasks with the bigger picture.

QUESTIONS TO ASSIST

A question to ask yourself

- How will this initiative improve patient outcomes?

Questions to ask others

- How will this initiative improve patient outcomes?
- Why is this change initiative important to you?

SEE ALSO

 **SUPPORT**
Communication

 **POSITIVE CULTURE**
Rewarding Patient Care

 **ENGAGEMENT**
Involvement

Contextual Implementation

To encourage spread and sustainability, change leaders need to understand and honour local and clinical contextual knowledge and skills. Adapting for specific areas, geographic regions and/or disciplines is critical.

SYMPTOMS

- ▶ Sense of “apathy” or “resistance”
- ▶ Hoarding of resources and information
- ▶ Sharing stops
- ▶ Area continues with business as usual

PEOPLE MIGHT SAY

“Now wait a minute, that’s my area.”



Understanding why errors occur and tackling poor design and procedures is key to improvement. Hearing, listening and responding to the voices of staff and patients is key to ensuring the successful implementation of a change. Change leaders need to ensure reasons for change, process, and skills required are clear, to maximize adoption.

DIAGNOSIS · WHAT THIS MIGHT MEAN

If staff does not think the change is realistic and/or sensitive to their contextual environment it will not be spread or sustainable.

TREATMENT

WHAT PEOPLE NEED

- People need the ability to have local contextual implementation of a centrally designed change.

STRATEGIES FOR THIS PHASE OF TRANSITION

- Ask for support for the commitment to the change.
- Brainstorm around specific implementation issues that affect them.
- Identify contextual challenges with the change.

TIPS FOR THIS PHASE OF TRANSITION

- Identify what is negotiable and non-negotiable in implementation.
- Visit different areas to learn about how the change will impact that area.
- Keep offering the opportunity to explore local implementation.

QUESTIONS TO ASSIST

A question to ask yourself

- How will I allow for contextual implementation of this initiative?

Questions to ask others

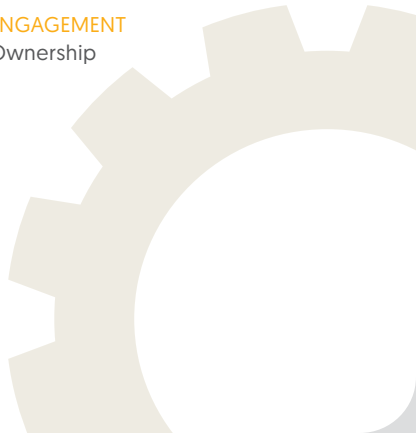
- What is challenging about sustaining this in your local context?
- What is unique about your context that needs to be considered?

SEE ALSO

 **SUPPORT**
Feedback and Ideas

 **RESOURCES**
Capacity

 **ENGAGEMENT**
Ownership



Impact Measurement

Graphs and run charts show staff how effective they are at doing the tasks required for the change. However, these do not adequately explain the effect on patient outcomes. Systems need to be in place to ensure those making the changes get information on the impact of those changes.

SYMPTOMS

- ▶ **Sense of “indifference” and/or “skepticism”**
- ▶ **Delays in implementation**
- ▶ **Employees revert back to old ways of working**
- ▶ **Ultimate utilization is less than anticipated**

PEOPLE MIGHT SAY

“We’ve tried this before and it didn’t make a difference.”

All improvement will require change, but not all change will result in improvement. Evaluation is vital to our understanding of which methods and innovations work to improve quality. Where there is a clear benefit to any change, innovation or improvement it will be adapted and spread more rapidly.

DIAGNOSIS · WHAT THIS MIGHT MEAN

To create spread and sustainability for a change improvement, metrics must be provided on how the impact of an improvement will be measured.

TREATMENT

WHAT PEOPLE NEED

- People need to see with real data how impacts are measured.

STRATEGIES FOR THIS PHASE OF TRANSITION

- Create a measurement system that tracks impact and outcomes.
- Provide access to or reports from the system to stakeholders.
- Explain the impact of the change.

TIPS FOR THIS PHASE OF TRANSITION

- Formalize impact and outcome measurement.
- Be visible, open, and honest about results.
- Be specific about work tasks and measurement.

QUESTIONS TO ASSIST

A question to ask yourself

- How will I track and measure impact and outcomes?

Questions to ask others

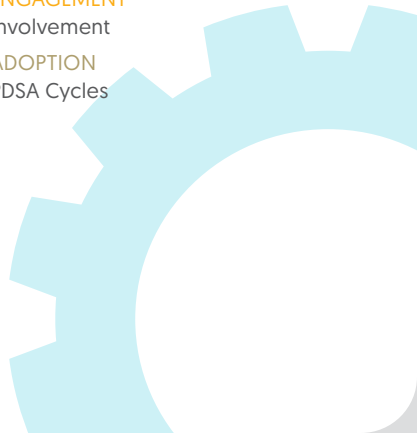
- What kind of data/information do you need on measurement?
- How will you measure outcomes and impact?

SEE ALSO

 **ENGAGEMENT**
Valued Contribution

 **ENGAGEMENT**
Involvement

 **ADOPTION**
PDSA Cycles



Monitoring Outcomes

Change leaders need to communicate the value of monitoring outcomes to inform and improve practices. Results check and demonstrate performance against goals. A key to successful spread of change is using real-time data to drive improvement.

SYMPTOMS

- ▶ Sense of “non-commitment” and/or “skepticism”
- ▶ Delays in implementation
- ▶ Employees revert back to old ways of working
- ▶ Ultimate utilization is less than anticipated

PEOPLE MIGHT SAY

“We don’t know if this is improving anything.”

All improvement will require change, but not all change will result in improvement. Evaluation is vital to our understanding of which methods and innovations work to improve quality. Where there is a clear benefit to any change, innovation or improvement it will be adapted and spread more rapidly.

DIAGNOSIS · WHAT THIS MIGHT MEAN

To create spread and sustainability for a change improvement, improvements must be monitored and data provided in “real-time”.

TREATMENT

WHAT PEOPLE NEED

- People need access to data monitoring to make evidence-based adjustments more often.

STRATEGIES FOR THIS PHASE OF TRANSITION

- Create a measurement system that monitors improvement impacts.
- Provide access to or reports from the system to stakeholders.
- Create shorter time-frames and opportunities to adjust process.

TIPS FOR THIS PHASE OF TRANSITION

- Formalize monitoring of improvement outcomes.
- Share data and information easily.
- Be specific about milestones for improvement monitoring and measurement.

QUESTIONS TO ASSIST

A question to ask yourself

- How will I track and share data about improvements?

Questions to ask others

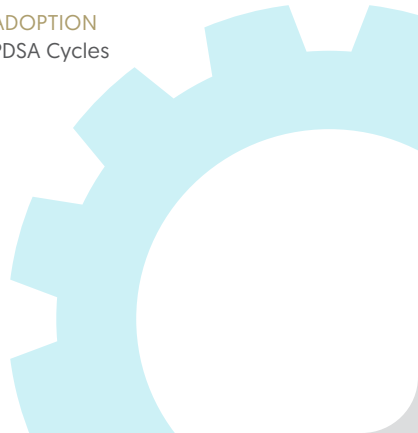
- When and what information do you want on improvements?
- How will you monitor improvement outcomes?

SEE ALSO

 **ENGAGEMENT**
Involvement

 **ADOPTION**
Keep it Simple

 **ADOPTION**
PDSA Cycles



Data Collection

Change leaders need to ensure there is proportionate levels of data collection. Systems need to be in place to recognize when reliable implementation of an improvement has been achieved and measurement of that intervention can be reduced.

SYMPTOMS

- ▶ **Sense of “frustration” and/or “overwhelm”**
- ▶ **Data is not collected or tracked**
- ▶ **Low utilization / incorrect usage of systems**
- ▶ **More resistance to the change**

PEOPLE MIGHT SAY

“This is a make-work project.”

All improvement will require change, but not all change will result in improvement. Evaluation is vital to our understanding of which methods and innovations work to improve quality. Where there is a clear benefit to any change, innovation or improvement it will be adapted and spread more rapidly.

DIAGNOSIS · WHAT THIS MIGHT MEAN

Resistance happens even when people agree with the change if they feel overwhelmed by the all the work that needs to be done.

TREATMENT

WHAT PEOPLE NEED

- People need efficient and simple ways of capturing data.

STRATEGIES FOR THIS PHASE OF TRANSITION

- Set up systems and structures (even if temporary).
- Set up new priorities and balance workloads.
- Provide resources/support for data collection.

TIPS FOR THIS PHASE OF TRANSITION

- Be prepared for pushback on data collection workload.
- Provide support and empathy.
- Recognize workload efforts and reward successes.

QUESTIONS TO ASSIST

A question to ask yourself

- What is the workload impact of data collection requirements?

Questions to ask others

- How will you collect the necessary data?
- What suggestions do you have for efficient data collection?

SEE ALSO

 **RESOURCES**
Capacity

 **ADOPTION**
Keep it Simple

 **ADOPTION**
Contextual Implementation

Innovation

To foster spread and sustainability, change leaders need to be creative about implementing knowledge into practice. There is clear benefit in thinking innovatively. Small changes have a big impact, staff require support in thinking about new ways to do things.

SYMPTOMS

- ▶ **Sense of “why bother” and/or “boredom”**
- ▶ **Employees revert back to old ways of working**
- ▶ **Ultimate utilization is less than anticipated**
- ▶ **The change is ignored – non-action**

PEOPLE MIGHT SAY

“I am not sure why we are doing this it feels like more of the same.”

All improvement will require change, but not all change will result in improvement. Evaluation is vital to our understanding of which methods and innovations work to improve quality. Where there is a clear benefit to any change, innovation or improvement it will be adapted and spread more rapidly.

DIAGNOSIS · WHAT THIS MIGHT MEAN

When change is innovative, it is exciting and people will be motivated to participate and sustain the improvements. You will find people are most ready, willing and able to make it work.

TREATMENT

WHAT PEOPLE NEED

- People need creativity and new possibilities through innovation.

STRATEGIES FOR THIS PHASE OF TRANSITION

- Brainstorm around benefits and possibilities.
- Encourage them to contribute and try out their ideas.
- Celebrate successes.

TIPS FOR THIS PHASE OF TRANSITION

- Hold events to welcome new ideas (people, system, etc).
- Encourage creativity.
- Recognize all ideas.

QUESTIONS TO ASSIST

A question to ask yourself

- How will I foster creativity and innovation?

Questions to ask others

- When are you most creative?
- What does innovation mean to you?

SEE ALSO

 **SUPPORT**
Feedback and Ideas

 **POSITIVE CULTURE**
Learning Culture

 **ENGAGEMENT**
Valued Contribution