“It’s not the innovation that matters most it’s what happens after the change.”

Dr. Rob Reid, SNMHI
What’s the Challenge with Spread and Sustainability?

1. Will
2. Ideas
3. Execution
Why Is Spreading Change so Challenging?

- Start with large projects
- Find one person willing to do it all
- Expect heroics to overcome poor processes
- If a pilot project works once then spread it unchanged
- Look at process and outcome measures quarterly
- Fail to pay attention to process reliability
- Default to innovators to create system-wide spread

Spread vs. Adoption

Optimally, spread is the result of the process of adoption.

Adoption is the group of behavioral changes embraced by the people who do the work.

<table>
<thead>
<tr>
<th>Spread</th>
<th>Adoption</th>
</tr>
</thead>
<tbody>
<tr>
<td>Push ideas outward to others</td>
<td>Pull ideas into myself</td>
</tr>
<tr>
<td>My agenda at the center of a larger organization</td>
<td>My agenda at the sharp end of delivering care</td>
</tr>
<tr>
<td>Use of organizational structure and hierarchy to communicate about change</td>
<td>Use of social systems to communicate about change</td>
</tr>
<tr>
<td>A focus on tools, techniques and processes</td>
<td>A focus on relationships and facilitation</td>
</tr>
</tbody>
</table>
Think about a recent change that you spread in your organization…

• What was the change?
• Who did you spread to?
• Did others adopt the change? Why or why not?
• If you could do it all over again, what would you do differently?

Group report out
# Critical Domains for Spreading Change

## Leadership
- Critical role for both formal and informal clinic leaders throughout the change process

## Communication
- Strategy for reinforcing vision, information gathering and sharing and supporting behavior changes

## Infrastructure
- Creating policies, processes, staffing and physical space for enhancing change

## Measurement
- Assessing continued improvement and avoiding regression to the past
Organizational Leadership for Spreading Change

Executive Leadership

Management Leadership

Team Leadership

Strategic Spread

Tactical Spread
Leadership Accountability for Change over Time

Member
Cross-Functional Team
Define Drivers Based on Aims Aligned with Strategic Plan
(PDSAs to Test and Learn)
Ready to Spread Innovation

Strategic Spread
• Formal & Informal Leaders
• Managers

Tactical Spread
• Managers
• Informal Leaders
• Teams

Sustain
• Formal & Informal Leaders
• Managers

Time
Leadership for Spreading Change

• Create vision
• Lead by example
• Leverage history
• Motivate, inspire, coach
• Support and build teamwork for adoption
Communication

• Identify changes to spread
• Identify audiences, assess for readiness
• Identify effective communication channels based on readiness
• Leverage existing communication structures
• Develop communication action plan
What Do We mean by Change Concepts and Changes?

A change concept is a general notion or approach to change that has been found to be useful in generating specific ideas or changes that lead to improvement.

Huddle with data report

Flag patients missing pap

Educate and prep patient for pap

Figure 1. Ten Building blocks of high-performing primary care.
Creating Attraction for Spread

1. Strength of evidence: clinically appropriate
2. Advantageous: better than status quo
3. Compatible: fits with existing office systems
4. Simplicity: change is straightforward
5. Compatibility: ties to values
6. Trialability: break change into small steps
7. Observability: see success at a pilot site
What changes do you want to spread?

In your Communication Action Plan:

Answer the first question, “What is the change you’d like to spread?”

- Write down one change from your KPTA project that you want to spread.
Adoption is a DOING thing

“Better Ideas”

COMMUNICATED
In a certain way

Thru a SOCIAL system

Happens over time
Diffusion of Innovation

- Innovators (2.5%)
- Early adopters (13.5%)
- Early majority (34%)
- Late majority (34%)
- Laggards (16%)

Adapted from Everett M. Rogers
## Assessing Readiness for Change

<table>
<thead>
<tr>
<th>Stage</th>
<th>How can you tell?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Pre-contemplation</td>
<td>Unaware of opportunity/need</td>
</tr>
<tr>
<td>2. Contemplation</td>
<td>Making a judgment based on perceived advantages and barriers</td>
</tr>
<tr>
<td>3. Preparation</td>
<td>Taking some steps i.e. learning more</td>
</tr>
<tr>
<td>4. Action</td>
<td>Implements/adopts change</td>
</tr>
<tr>
<td>5. Maintenance</td>
<td>Decides to continue with change</td>
</tr>
</tbody>
</table>

(Prochaska and DiClemente, 1994)
The WAY We Communicate Is Important

<table>
<thead>
<tr>
<th>SHARE INFORMATION</th>
<th>SHAPE BEHAVIOR</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Publications</strong></td>
<td><strong>Public Events</strong></td>
</tr>
<tr>
<td>• Flyers</td>
<td>• Road shows</td>
</tr>
<tr>
<td>• Newsletters</td>
<td>• Fairs</td>
</tr>
<tr>
<td>• Videos</td>
<td>• Conferences</td>
</tr>
<tr>
<td>• Articles</td>
<td>• Exhibitions</td>
</tr>
<tr>
<td>• Posters</td>
<td>• Mass meetings</td>
</tr>
<tr>
<td>• Tweets</td>
<td></td>
</tr>
<tr>
<td><strong>Personal Touch</strong></td>
<td><strong>Interactive Activities</strong></td>
</tr>
<tr>
<td>• Letters</td>
<td>• Telephone</td>
</tr>
<tr>
<td>• Cards</td>
<td>• Email</td>
</tr>
<tr>
<td>• Postcards</td>
<td>• Visits</td>
</tr>
<tr>
<td></td>
<td>• Seminars</td>
</tr>
<tr>
<td></td>
<td>• Learning sets</td>
</tr>
<tr>
<td></td>
<td>• Modeling</td>
</tr>
<tr>
<td><strong>Interactive Activities</strong></td>
<td><strong>Face-to-face</strong></td>
</tr>
<tr>
<td>• Telephone</td>
<td>• One to one</td>
</tr>
<tr>
<td>• Email</td>
<td>• Mentoring</td>
</tr>
<tr>
<td>• Visits</td>
<td>• Seconding</td>
</tr>
<tr>
<td>• Seminars</td>
<td>• Shadowing</td>
</tr>
<tr>
<td>• Learning sets</td>
<td></td>
</tr>
<tr>
<td>• Modeling</td>
<td></td>
</tr>
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</table>

Adapted from Ashkenas, 1995 © 2001, Sarah Fraser
What is the change you’d like to spread? ____________________________
Why should people adopt the change (goal clarity)? ____________________________

<table>
<thead>
<tr>
<th>Key audiences</th>
<th>Unlock commitment</th>
<th>Impactful messages</th>
<th>Decisive Action</th>
<th>Execution excellence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who do you want to spread to?</td>
<td>Are there pre-existing attitudes, awareness, experiences we need to address? Where are people in the change process?</td>
<td>What are the key messages, what do people need to know? How do you say it so it will resonate?</td>
<td>How do you want the audience to act, think, or feel? Create the path, what do you expect them to do?</td>
<td>Channels or methods – how will the change be communicated? Timing – when will the change be communicated? Who will communicate the change? Status – what happened?</td>
</tr>
</tbody>
</table>

Communication Action Plan
Infrastructure

• Spread methodology/approach
• People to lead and manage the change – embed in job descriptions
• Training, including policies and procedures, skills and competencies
• Career ladders and succession planning
• Technology
• Community partnerships
Spread Models

Franchise Approach (cookie cutter)  Staged Replication (pilot, demo implement)  Spontaneous Replication (informal)

Mandated Replication (top down, no choice)  Concept Replication (uniqueness)

Management - Project Rollout  Diffusion

Adapted from Sarah W Fraser, 2001
Staged Approach

What you gain:
- Learn about the changes in your environment
- Results to motivate spread
- Some physician and staff champions
- Understand what it takes to support adoption of practice changes
- Effective systems and tools for supporting changes across many sites
- Impact!
How might you approach spread of the change you identified?

• At your table, discuss in your team
  • What spread methodology might you use?
  • Who will lead the change? Who will manage the change?
  • What training is needed?
  • What ideas do you have for training staff?

• Table report outs
  • Share your ideas!