

APR MAY JUNE JULY AUG

PROBLEM:
Staff don't know laws + rights

INFO FOR STAFF

"Training"

- Legal Aid - rights + laws
- Scripts
- role play
- tools

"Know Your Rights"

Health Care worker

Immigration Liaison

"Private + Public Sp"

How to read a warrant

⊗ Set dates for Legal Aid training

User = pt. focused training

Pre-train Assessment
- prob people
- scale, respect

PROBLEM:
Anxiety + misinformation for what to do if detained

"THE PACKET"

Guardianship

⊗ Draft w/ legal partners

Partner co-design + draft prototype

PROBLEM:
People feel anxious, unwelcome + unsafe going to HC providers

"Welcome Zone Posters"

⊗ PT. FEEDBACK
Co-design

NILC
PUBLIC LAW

Legal Aid Society

PT Feedback

Spreading Changes

PROBLEM:
Groups helping undocumented populations are siloed + unconnected

"Convergence"

- Health Ctrs *
- Legal clinics
- schools
- grassroots

400,000 pts across ctrs.

refer for legal/immig status
Unduplicate + streamline

Bkgd
• Who's doing it well, not well?
• What could be better?

e.g.
• Resilience OC.

IDEAS

share w/ each other

QUESTIONS
Who is the right

PROTOTYPES

LEARNINGS

Carolyn Shepherd
Tammy Fisher
October 10, 2018

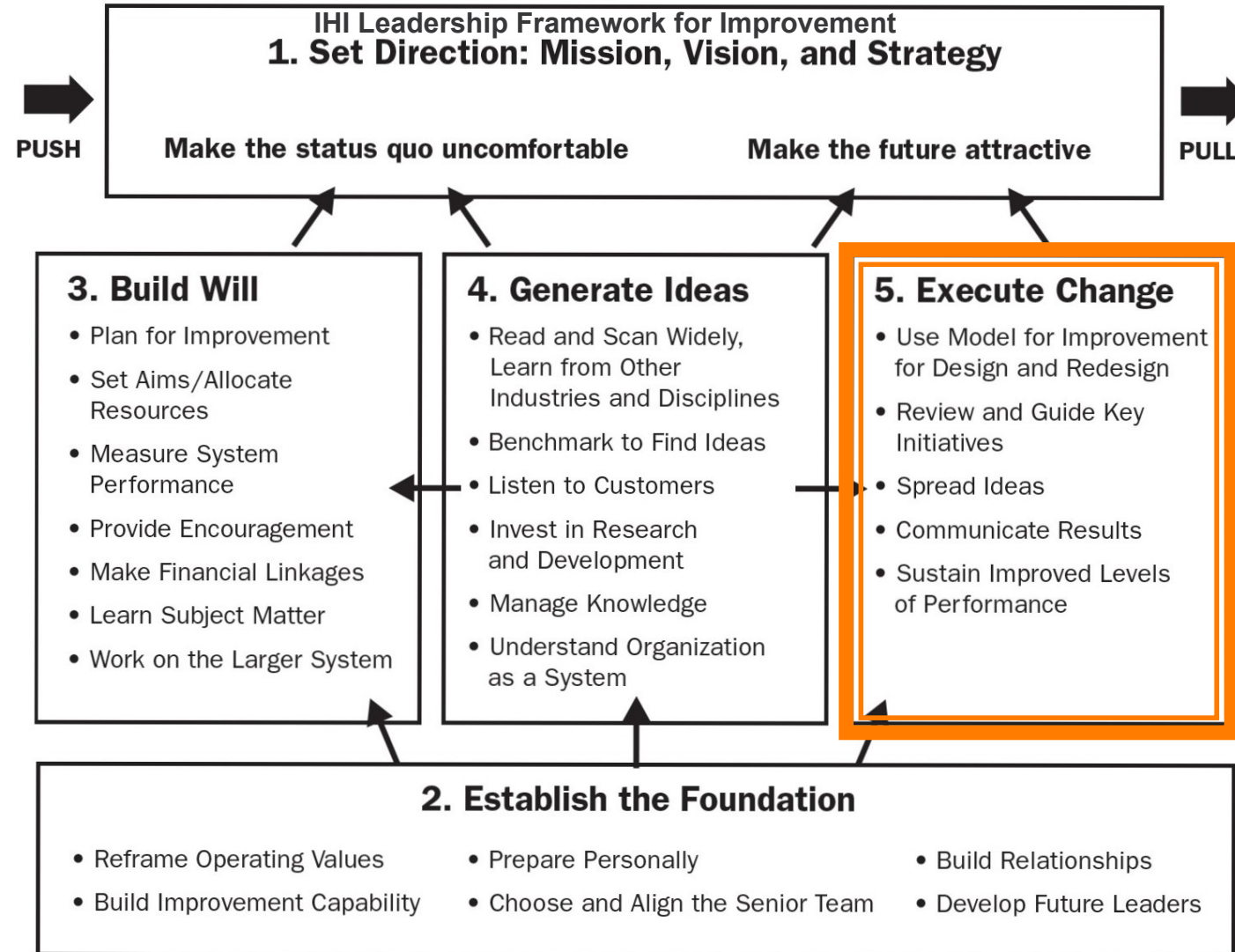


“It’s not the innovation that matters most
it’s what happens after the change.”

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

Adapted from: Lloyd R. Applying the Science of Improvement to Daily Work. Chicago: HRET; 2012.

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.

Spread	Adoption
Push ideas outward to others	Pull ideas into myself
My agenda at the center of a larger organization	My agenda at the sharp end of delivering care
Use of organizational structure and hierarchy to communicate about change	Use of social systems to communicate about change
A focus on tools, techniques and processes	A focus on relationships and facilitation

Table Exercise

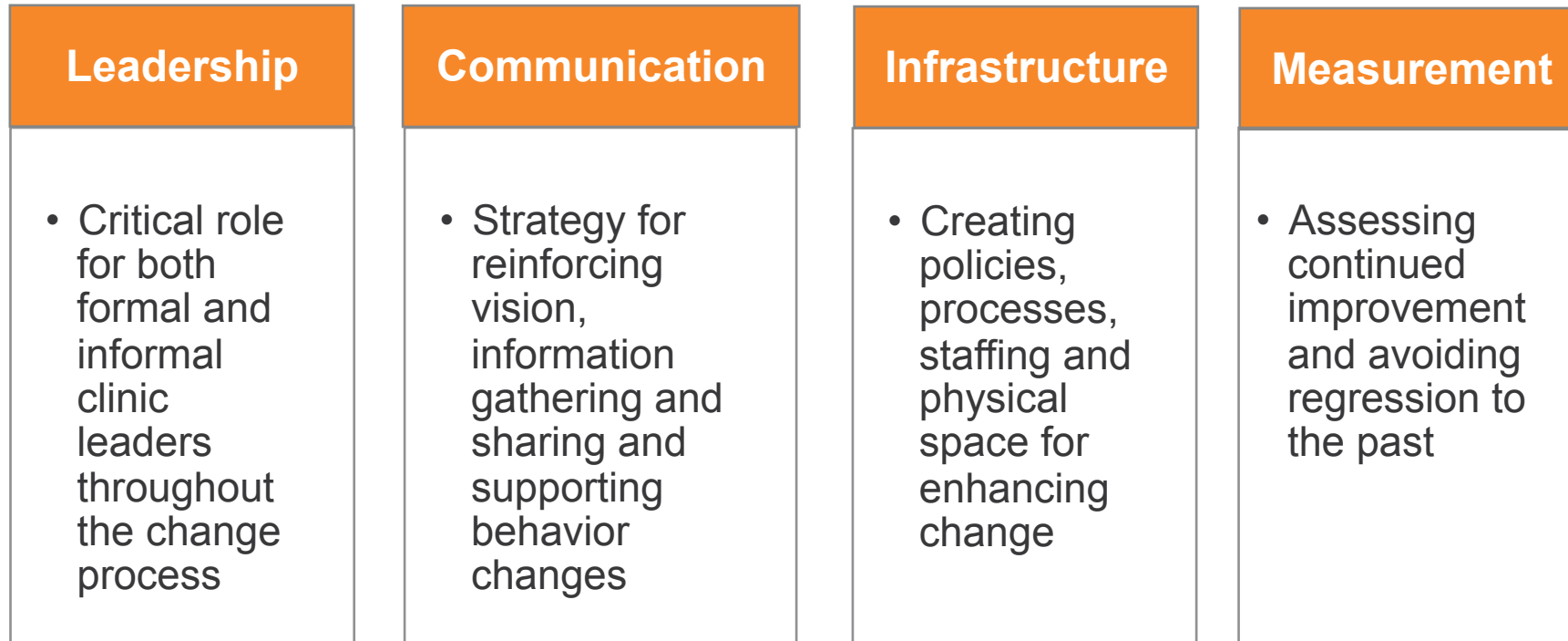
Think about a recent change that you spread in your organization...

- 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



Organizational Leadership for Spreading Change



Executive
Leadership



Strategic
Spread



Management
Leadership

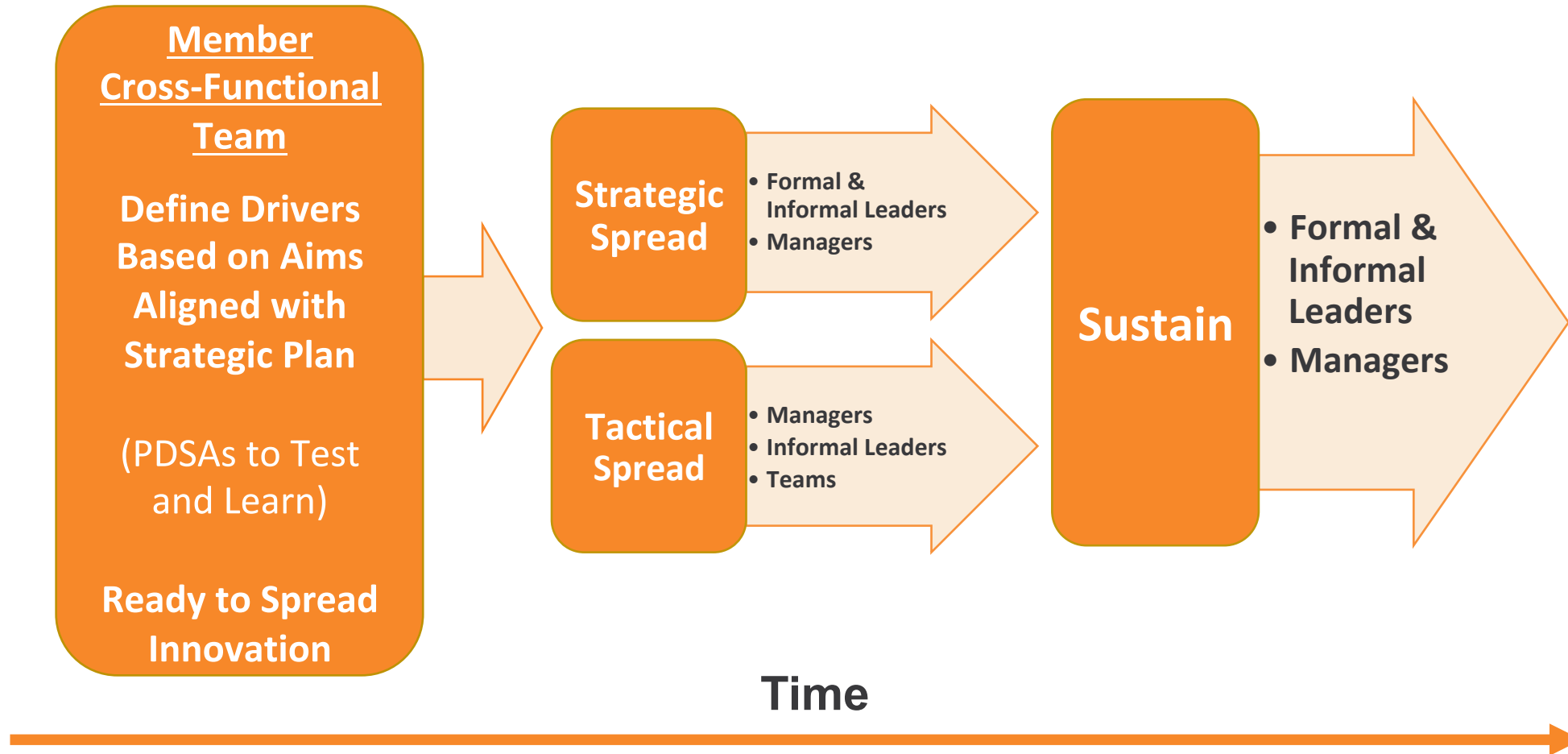


Tactical
Spread



Team
Leadership

Leadership Accountability for Change over Time



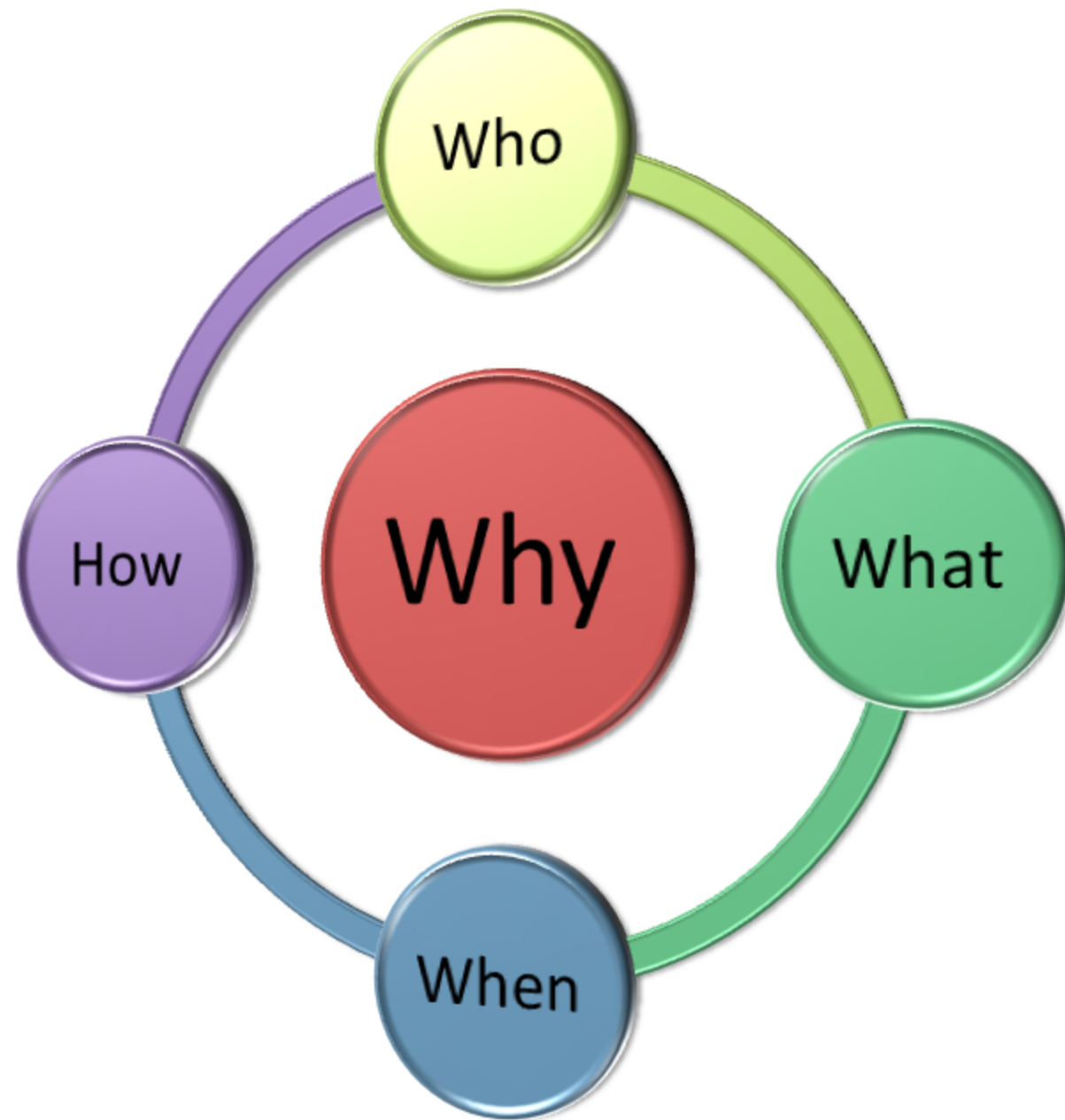
Leadership for Spreading Change

- 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?

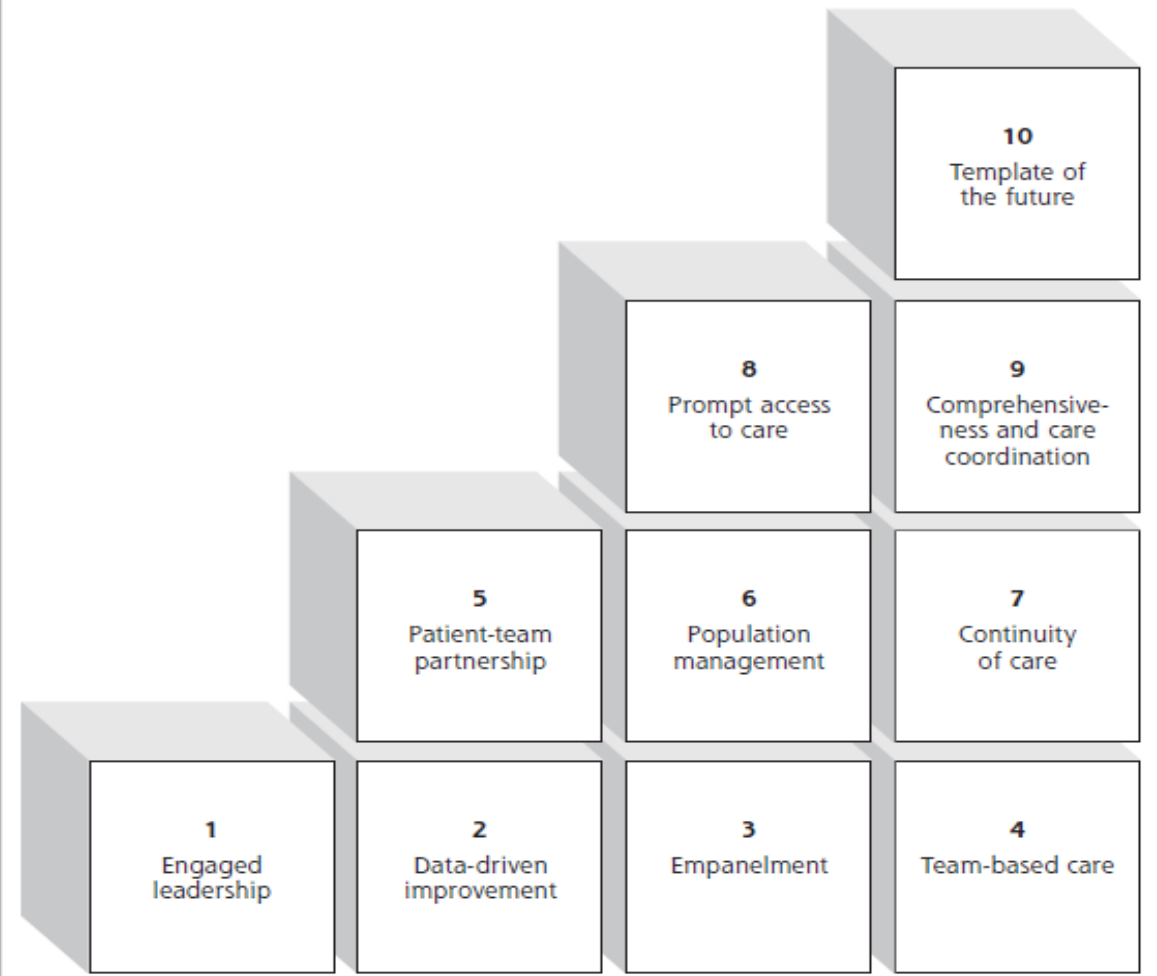
A change concept is a general notion or approach to change that has been found to be useful in generating specific ideas or changes that lead to improvement

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



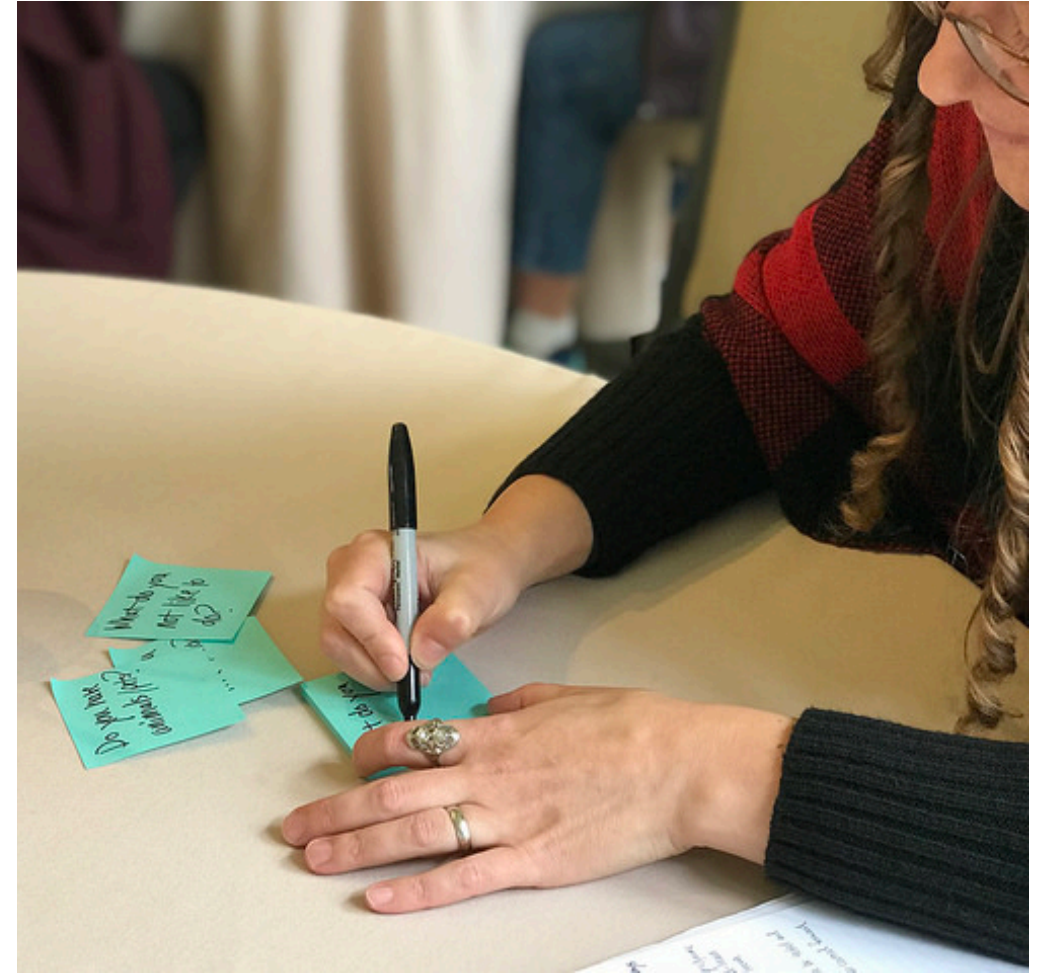
Table Exercise

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

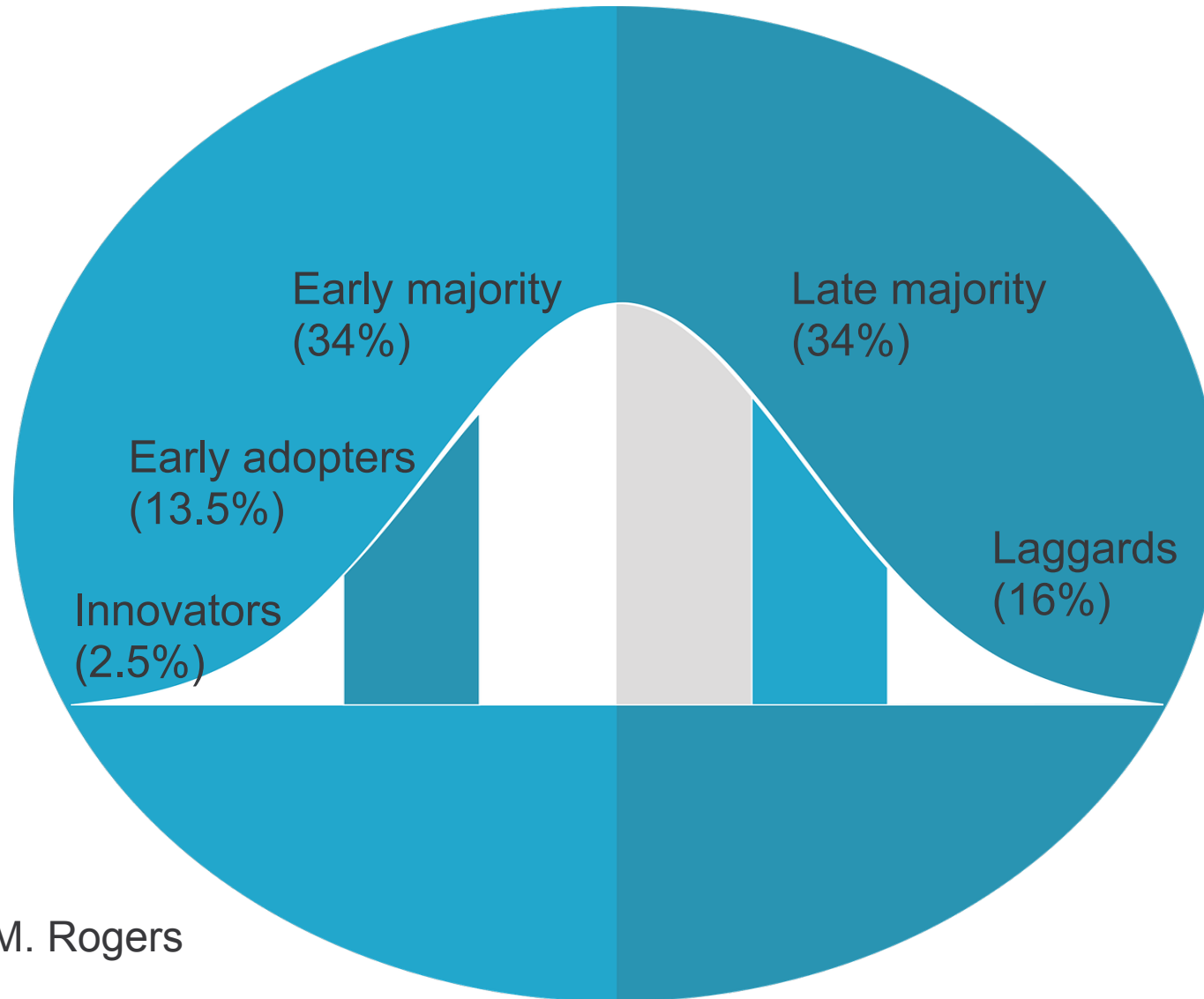


Thru a **SOCIAL** system



Happens
over time

Diffusion of Innovation



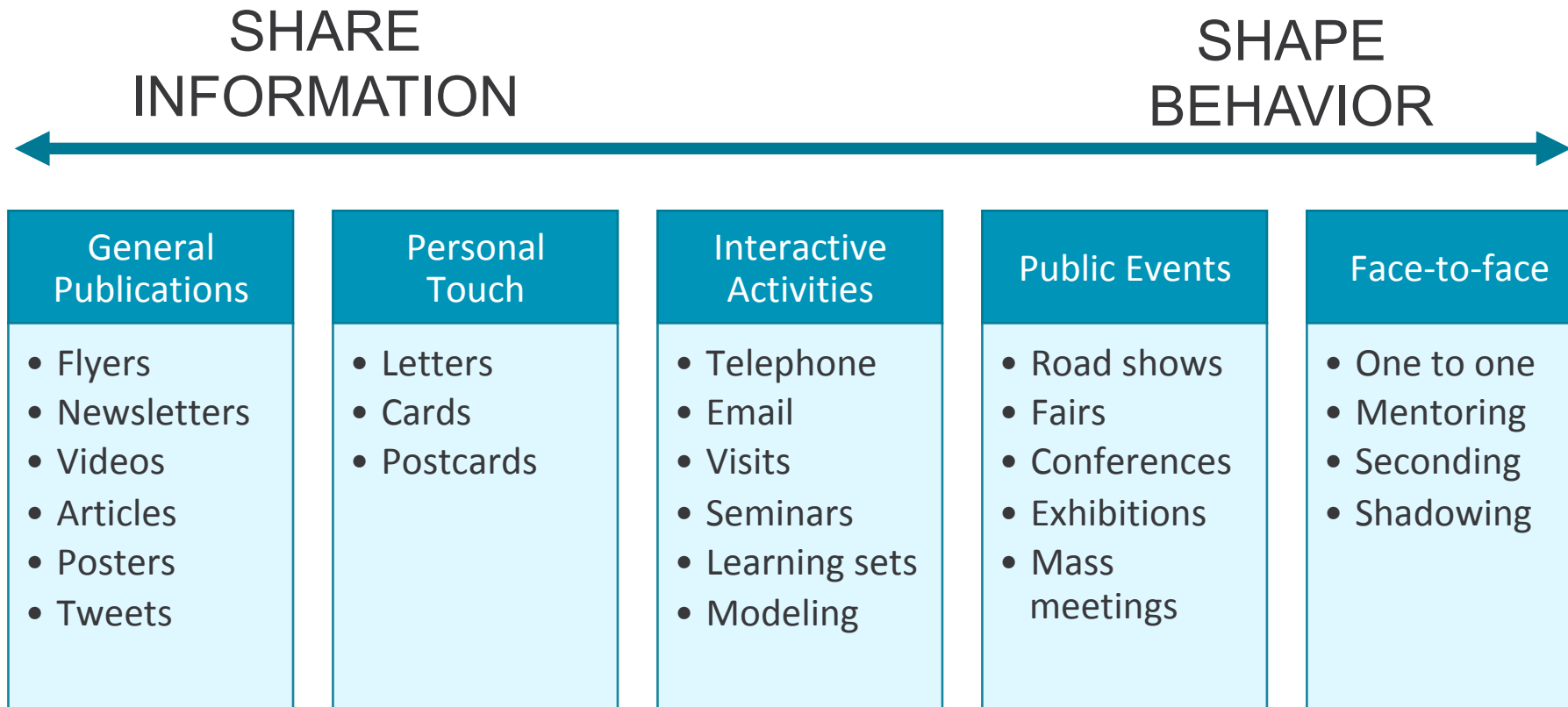
Adapted from Everett M. Rogers

Assessing Readiness for Change

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

(Prochaska and DiClemente, 1994)

The WAY We Communicate Is Important



Adapted from Ashkenas, 1995 © 2001, Sarah Fraser

What is the change you'd like to spread? _____

Why should people adopt the change (goal clarity)? _____

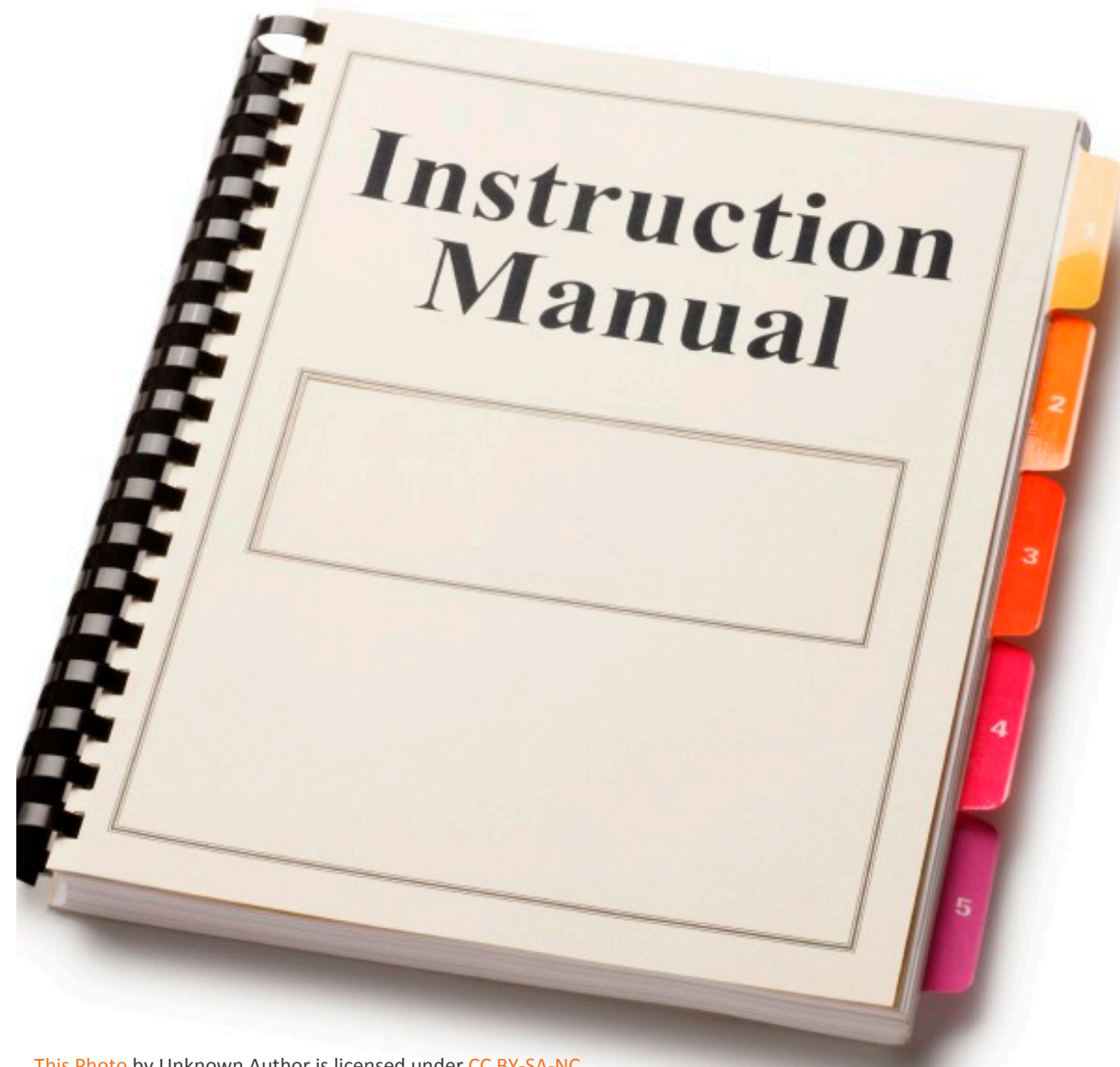
Key audiences Who do you want to spread to?	Unlock commitment Are there pre-existing attitudes, awareness, experiences we need to address? Where are people in the change process?	Impactful messages What are the key messages, what do people need to know? How do you say it so it will resonate?	Decisive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

Communication Action Plan



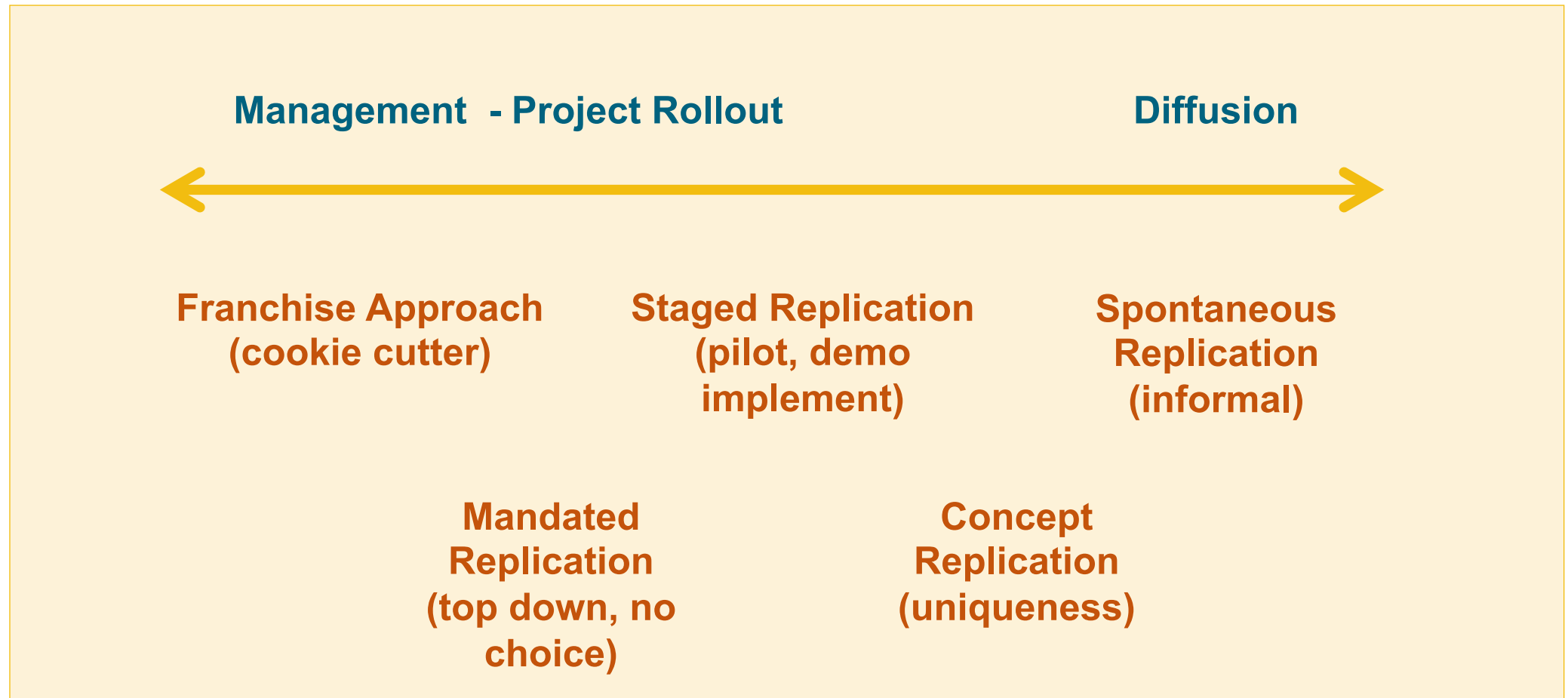
Infrastructure

- 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



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Spread Models



Adapted from Sarah W Fraser, 2001

Staged Approach

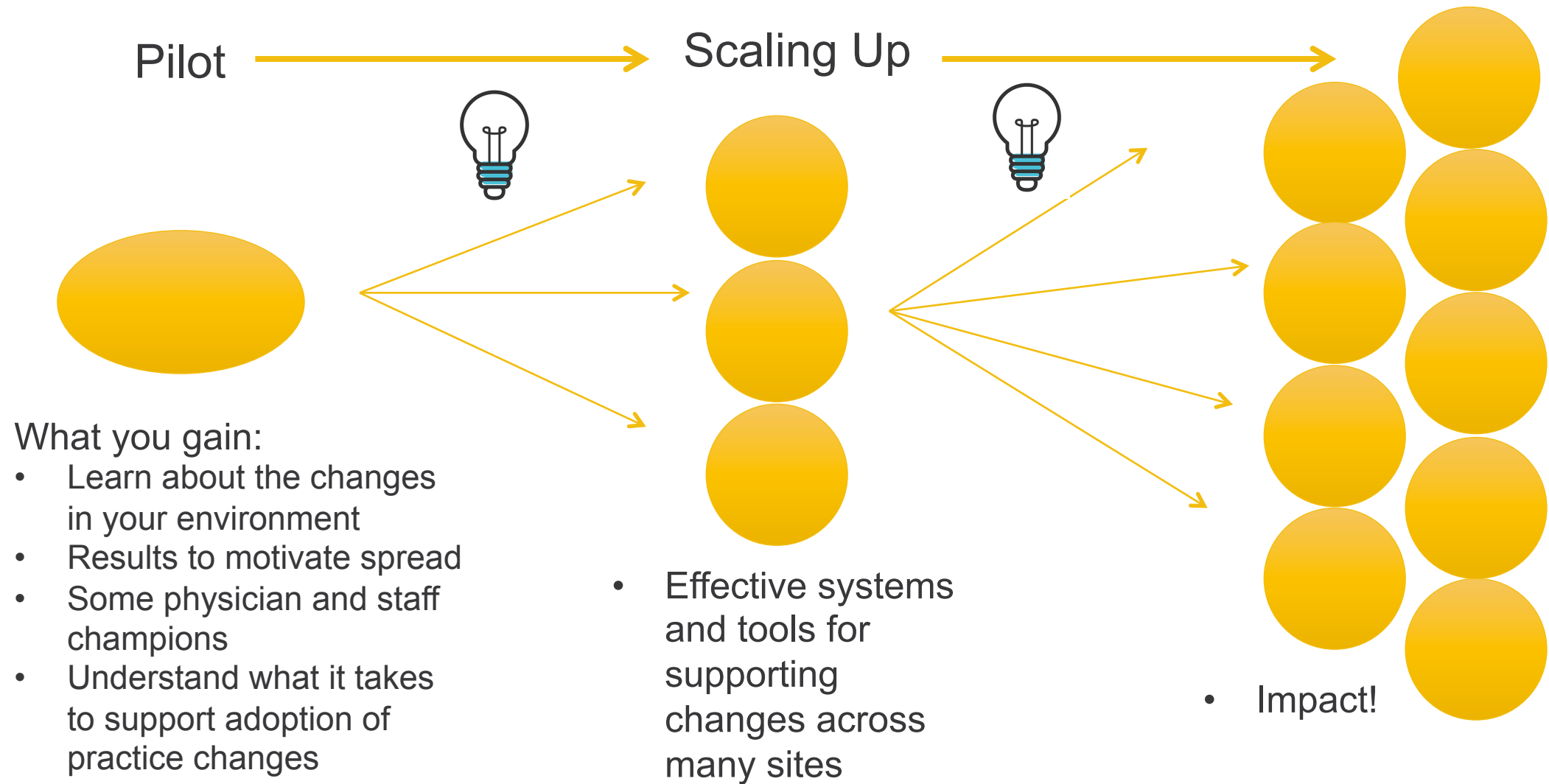


Table Exercise

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!



