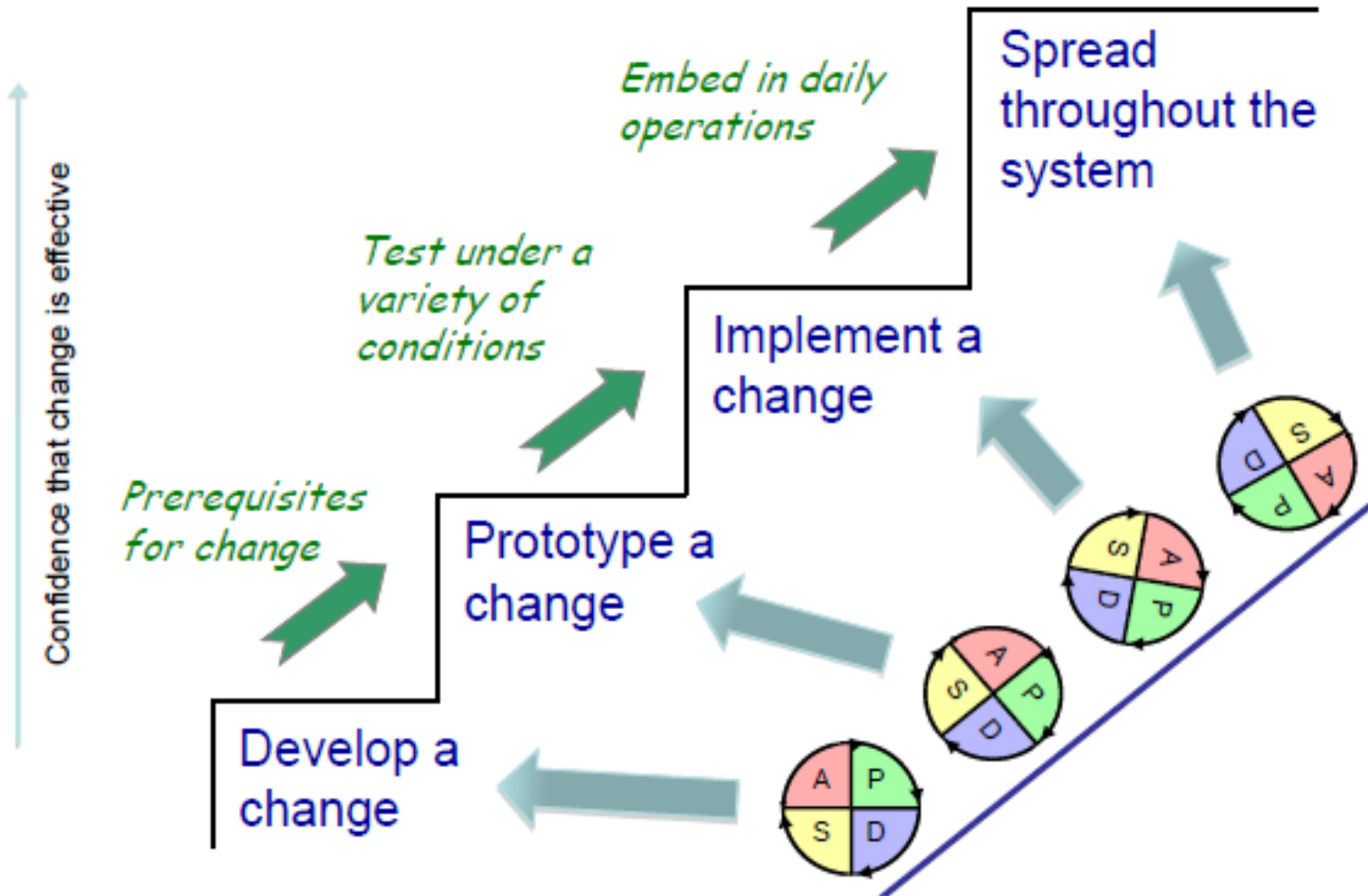


# Testing to implementation

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# The steps to change



# Implementation of change

- Focus is on the activities one takes after testing has shown the change is positive and leads to improvement, but before spreading the change to brand new areas of the organisation.
- Scope of implementation is to make sure the infrastructure is in place to make the change long-lasting and successful.
- Implementation is about how to make a change an integral part of the system.

**Testing:** trying and adapting existing knowledge on small scale. Learning what works in your system.

- Change is not permanent.
- Failure very useful here, even expected (25% to 50%).
- Fewer people impacted than during implementation.

**Implementing:** making this change a part of the routine day-to-day operation of the system in your pilot population.

- Don't expect failure here.
- Design or redesign supporting processes to maintain the change (processes include feedback and measurement systems, job descriptions, procedures, new employee training, and so on).
- More people impacted than during testing.
- Increased resistance compared to testing.
- Generally requires more time than testing.

# Criteria for deciding when to implement change

Staff readiness to make change

Current situation		Resistant	Indifferent	Ready
<b>Low confidence</b> that change idea will lead to Improvement	Cost of failure large	Very Small Scale Test	Very Small Scale Test	Very Small Scale Test
	Cost of failure small	Very Small Scale Test	Very Small Scale Test	Small Scale Test
<b>High confidence</b> that change idea will lead to Improvement	Cost of failure large	Very Small Scale Test	Small Scale Test	Large Scale Test
	Cost of failure small	Small Scale Test	Large Scale Test	Implement

# Breakout

- Work in DHB teams.
- Which ideas on your driver diagram are ready to be implemented?
- Feedback to the session.

# Key principles for implementing complex changes effectively

1. Managing implementation as a series of cycles
2. Providing support (in the form of data feedback, leadership attention and ongoing coaching) during and after implementation to assure that improvement is achieved and maintained
3. Recognizing and addressing the social aspects of implementing a change

# Strategies for implementation

## Three approaches

- ‘Just do it’
  - Simple change, tested successfully.
    - Do use at least one cycle to implement.
- Parallel approach
  - Phase in change by operating it side by side w/existing system.
    - More complex. Plan on needing more PDSA cycles to implement.
- Sequential approach
  - Think about implementation of all the changes with all of your staff.
    - Should they be implemented one at a time with all staff?
    - Should they be implemented all at one time with selected staff?



# Practices to make improvement permanent

- Standardisation: changing from what we currently do, all the time, to a new way of doing things, all the time (policy and procedure redesign).
- Documentation: job descriptions, data collection etc.
- Training: orientation of new employees – retraining of existing employees.
- Measurement: how will information change in flow, monitoring and feedback.
- Resourcing: procurement and logistics.

FIGURE 8.1 | IMPLEMENTATION CHECKLIST.

Description of change:					
Implementation dates: From      to					
<b>Predicted impact of change on key measures:</b>					
	Measure	Current level of performance	Predicted level after change		
1					
2					
3					
4					
5					
6					
7					
8					
<b>Processes or products affected by the change:</b>					
	Processes or products affected	Process or product owner	Number of people affected	Change in standard? Yes/No	Predicted acceptance High/Med/Low
1					
2					
3					
4					
5					
6					
7					
8					
<b>Documentation of change:</b> Materials/forms defined. Comments: Procedure defined. Comments: Equipment defined. Comments: Change request procedure. Comments: Changes in job descriptions or role statements. Comments:					
<b>Impact on training:</b> Training procedure defined for implementation. Comments: Training resources allocated. Comments: Training schedule complete. Comments: New employee training procedure complete. Comments:					
<b>Measurements required:</b> New measurements defined. Comments: Measurement procedures defined. Comments:  Measurement responsibilities defined. Comments: Measurement review scheduled with responsibilities. Comments:  Analysis of data responsibility assigned. Comments:					

# Breakout

- Work in DHB teams.
- Take one idea which is ready for implementation and apply the checklist and discuss various aspects of implementation.
- Discuss and decide the implementation approach ('Just do it', Parallel, sequential approach).
- Feedback to the session.

# Spread

Spreading improvement means:

- having people implement good ideas beyond the initial locations.
- adapting change to areas or populations other than your pilot populations.