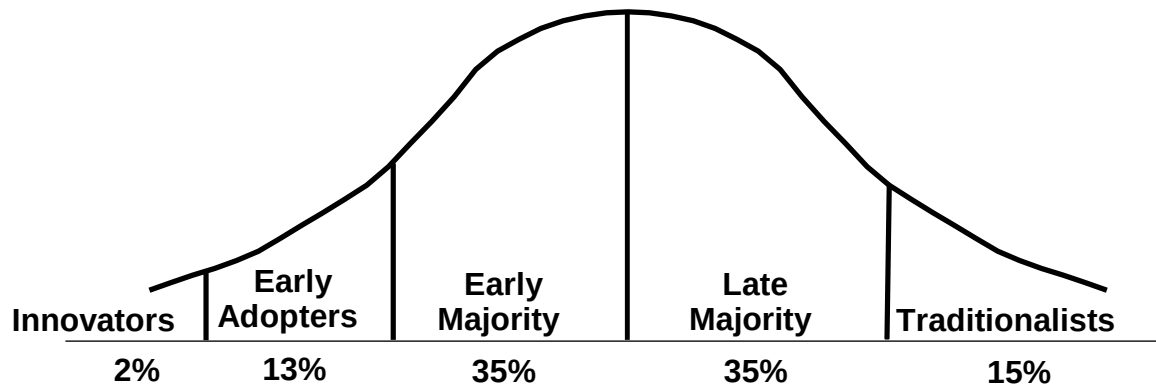


Spreading Change: Key Points

How Innovations Spread:

Involve the right people ◇ Develop a plan for spread

The Sender and Receiver (Adopter Categorization)



Innovators:

- Fastest adopting group
- Venturesome
- Tolerate risk
- Fascinated with novelty
- Not opinion leaders
- Have money to take risks
- Locally tend to be socially disconnected

Early Adopters:

- As they go, so will the system go
- More socially integrated than Innovators
- Role models, opinion leaders
- Convey evaluation to near-peers
- The “strength of weak ties”

Early Majority:

- Local networks, local communication
- Interact frequently with peers
- Seldom opinion leaders
- Deliberative

Late Majority:

- Will adopt innovation when it appears to be the new status quo
- Learning channels are local, watch for local proof
- Don’t think of remote resources as either trustworthy or interesting

Traditionalists:

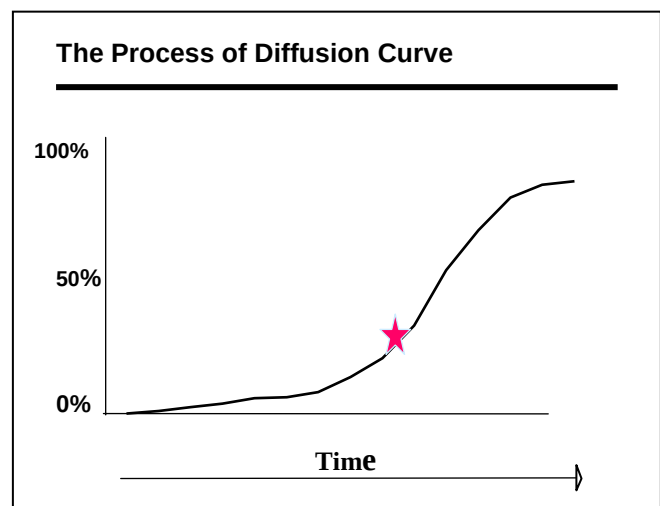
- Past is point of reference
- Make choices that are wise and useful to community or organization

The Phases of Spreading Change

1. Create the will to change

When you bring the next participants in, describe to them how the new way is:

- Relatively advantageous** compared to their current system. Share data that shows this
- Compatible** with their current values and needs. Use testimonials from champions
- Simple** to do
- Observable:** show them results
- “Trial-able:”** Encourage them to test small-scale changes



2. Adopt and adapt the change

- Describe the key components of the change.
- Develop aims and measures for initial sites.
- Segment the target population and include representatives from the segments in the initial sites.
- Anticipate the transition costs and reduce them.

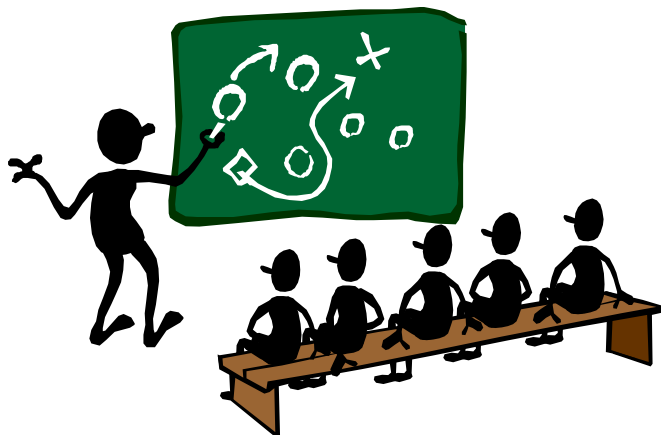
3. Spread the change:

Promotion and Communication

- Explain why a change is needed.
- Tell people who is on the original team.
- Assume the role of ambassador for change.
- Use the attributes of a successful change as an outline for your communication.
- Continue the communication as changes are developed and tested.
- Make measurements of progress visible.
- Publicize the results of the tests and implementation
- Use various media.

Team Approach for Re-invention

- Consider establishing a team to implement the change in each new area of patient population.
- Develop videotapes and brochures to kick off and communicate the changes to each new team.
- Ask each new team to use the Model for Improvement.
- The pilot teams serve as experts.



4. Sustain the change:

Review and Guidance

- Insist on monthly one-page reports from each team involved in the spread.
- Conduct a one-hour monthly review with each team.
- Ask for specific items or help that the teams need.
- Use the collaborative for help and advice.
- Develop system-wide measures to evaluate progress of spreading improvements.

Investment in Support Services

- As the spread progresses, some support services (information services, finance and reimbursement, medical affairs, etc.) may become overwhelmed.
- Recognize this during the initial testing and plan for the necessary resources.
- The support groups should learn from the pilot team the resources required

Examples of Transition Costs

- Time away from caring for patients.
- Developing new care processes.
- Establishing new financial arrangements.
- Acquiring computer software.
- Developing a database.
- Training (resources and participants time).
- Making changes to the budget.
- Short-term reduction in productivity because of the learning curve.

Managing Spread of Improvement: Some Lessons Learned

- Need a plan based on logic and existing situations. It doesn't just happen spontaneously.
- Need an infrastructure to spread change (training, communication plans, alignment with organizational strategies, etc.).
- Assess groups and individuals for readiness.
- Let other sites "re-invent" the changes.
- Make maximum use of organization's information technology (intranet, website, etc.)