

ED PIP: Control and Roll Out Phase

Overview

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Roll Out Phase Overview

Purpose

- To transition to the “new way” of doing things
- To provide a structured approach to taking the redefined solution/change idea to areas beyond the launch/pilot site
- To foster a continuous improvement environment where ongoing performance improvement is the expectation

Objectives

- Document a rollout plan detailing expected outcomes and learnings
- Document a process for implementing the solution/change idea in areas beyond the launch/pilot site
- Define the targeted areas for the roll out
- Identify resource requirements for the roll out and ongoing monitoring
- Ensure policies, procedures, roles and responsibilities support the new way of doing business
- Monitor metrics to ensure that roll out is occurring as planned
- Monitor metrics to ensure that expected outcomes are achieved
- Create a culture of continuous improvement

Key activities

- Appoint corporate champion and project team leader positions
- Ensure key stakeholders on board
- Develop and implement communication plan re: outcomes of pilot and rationale for roll out
- Establish outcome, process and balancing metrics
- Establish and roll out education plan
- Establish ongoing communication plan (feedback, coordination of key stakeholders)
- Develop process for ongoing refinement of processes (continuous improvement)

Outcomes and deliverables

- Solution/change idea implemented on all target units
- Solution/change idea has become standard operating procedure
- Affected policies, procedures, roles and responsibilities have been updated to support the new way of doing business
- Process in place for systematic monitoring of outcome, process and balancing metrics
- Accountabilities in place related to metrics



ED PIP: Control and Roll Out Phase

Work plan

Control and Roll-out: Outcomes and Timing



	Weeks 1-2	Weeks 3-4	Weeks 5-6	Weeks 7-8
Operating System	<ul style="list-style-type: none"> New processes in place and successful without team support in pilot unit New process design 'frozen' to support standard answer across staff, units Rollout training and materials finalized 	<ul style="list-style-type: none"> Rollout staff training completed New processes introduced on rollout units 	<ul style="list-style-type: none"> New processes in place on rollout units Ownership for new processes shifted to 'line' from 'project' 	<ul style="list-style-type: none"> New processes in place on all units Clear mechanism for changing processes in place to ensure consistency
Performance Management	<ul style="list-style-type: none"> Unit performance reviews happening daily in pilot units 	<ul style="list-style-type: none"> Understand opportunities to put targets, practices and performance into existing HR mechanisms (e.g. build targets into manager job description) 	<ul style="list-style-type: none"> Impact on rollout units tracked and reviewed daily by team 	<ul style="list-style-type: none"> 80% of all staff reviewing DART metrics each day
Culture & Capabilities	<ul style="list-style-type: none"> Skills learning 	<ul style="list-style-type: none"> Functional learning 	<ul style="list-style-type: none"> Skills learning 	
Communications	<ul style="list-style-type: none"> Senior leader(s) set expectations for rollout Rollout plan syndicated with participating unit leaders 	<ul style="list-style-type: none"> Prepare for Steering Committee Meeting Unit update to rollout units 	<ul style="list-style-type: none"> Steering Committee Meeting Hospital wide communication 	<ul style="list-style-type: none"> Share learning's with other hospitals (e.g. case study, article)
Team Management	<ul style="list-style-type: none"> Team complimented by representatives from participating units 	<ul style="list-style-type: none"> Team problem solving 	<ul style="list-style-type: none"> Team event 	

There are items listed as "skills or functional learning". This refers mainly to the focused training for information and tools found within this toolkit.



ED PIP: Control and Roll Out Phase

Guides

During the *control and roll out* phase, teams should focus on harnessing what they learned in the pilots to successful roll out to other areas

One guide has been highlighted to support you in achieving the goal of this phase



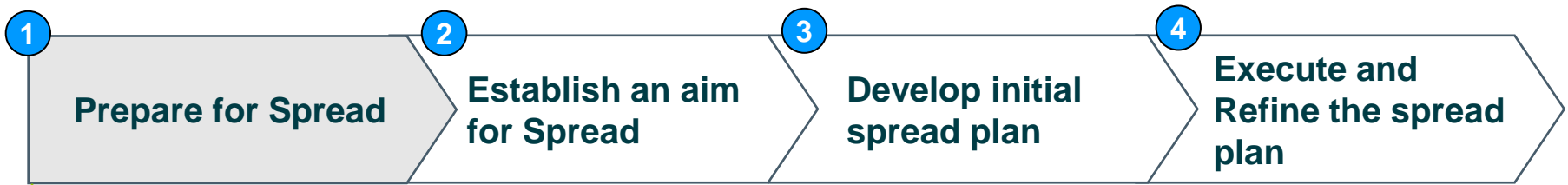
	Guide	Description
1	Spread of Initiatives	Transfer successful changes to potential target areas

Spread of Initiatives – Overview

<p>Outcome</p>	<ul style="list-style-type: none"> ■ The change initiative is successfully implemented and sustained in all applicable hospital departments/units.
<p>Definition: 'What is it?'</p>	<ul style="list-style-type: none"> ■ “Spread” is closing the gap between <i>known</i> best practices and <i>common</i> practice. Spread accelerates improvements within and between healthcare organizations ■ “Spread” means that the learning that takes place in any part of an organization is actively shared and acted upon by all parts of the organization
<p>Objectives: 'What is it used for?'</p>	<ul style="list-style-type: none"> ■ Spread <ul style="list-style-type: none"> - Transfers a successful change initiative to the potential target populations e.g., Discharge bullet rounds model spread from pilot unit to all medical/surgical units - “Best practice” is adopted as standard practice in the target population/unit e.g., WHO Surgical Safety Checklist adopted in Surgical and Endoscopy suites - Standardizes best practices within and between organizations e.g., Successful use of discharge risk assessment tool spread to all medical/surgical units within the LHIN
<p>Benefits:</p>	<ul style="list-style-type: none"> ■ Knowledge and learning is enhanced across the whole organization
<p>When to use</p>	<ul style="list-style-type: none"> ■ When an improvement initiative demonstrates success in one area of the organization and improvements can be applied in other areas

Instructions for Use: Developing a Spread Plan

Preparing for Spread (1 of 4)



▪ **Before carrying out the plan, the organization needs to prepare to address the following:**

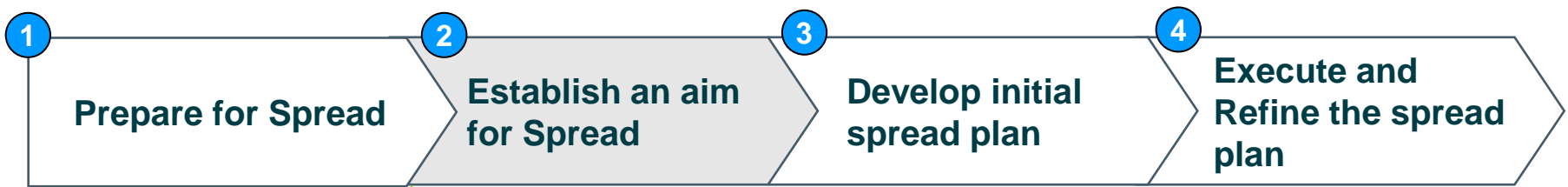
- Acknowledgement by the leaders that the project is a key strategic initiative, e.g., that this project aligns with corporate goals; spreading this change is an organizational priority; there are clear expectations that target units will participate – opting out is not an option
- Designation of both executive and day-to-day leadership for the project
- Finding evidence that the idea has been successfully implemented and that the implementation resulted in the outcomes the organization is hoping to achieve
- Designating resources to the project that are appropriate for the aim



- It is never too early to plan for spread

Instructions for Use: Developing a Spread Plan

Establish an aim for Spread (2 of 4)



The spread aim addresses the “who, what and where” of spread and should contain the following components:

- The target population (e.g., in-patients on medicine units)
- The specific goals you expect to achieve (e.g., We will reduce the length of stay in medicine by 1 day.)
- The specific improvements that will be made in the target population (e.g., All patients will have an expected date of discharge established within 48 hours of admission.)
- The time frame for the effort (e.g., within 6 weeks)



- Don't forget to ensure that your goals are realistic and achievable, otherwise, you risk losing the improvement gains and credibility established through a successful pilot

Instructions for Use: Developing a Spread Plan

Develop Initial Spread Plan (3 of 4)



Whereas the spread *aim* is the foundation of the organization’s spread plan, the **spread plan** addresses the *how* of spread and includes:

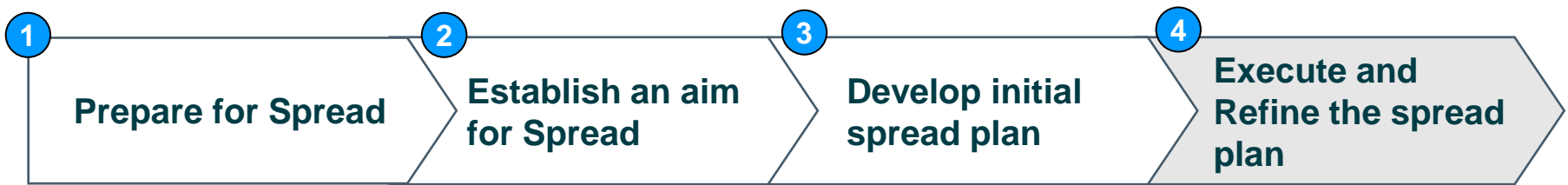
- Communication methods and channels to reach and engage the target population and target adopters
- A measurement system to assess progress in meeting the spread aims
- Anticipation of the actions needed to embed the changes into the organization’s operational systems



- Communication is pivotal in the transfer of knowledge to the target population and target adopters. Multiple modes and frequent messages are required

Instructions for Use: Developing a Spread Plan

Execute and Refine Spread Plan (4 of 4)



Implementation requires facilitation and close monitoring. Success depends hearing and responding to feedback about the spread process. Some methods for obtaining feedback include:

- Formal and informal reports from those in the target units (e.g., formal surveys, log book, informal check ins, walk-arounds, staff meetings)
- Regular communication between the staff on the pilot unit and staff on the units targeted for spread (to provide both encouragement and tips)
- Using data to assess progress. Responsibility for monitoring the data needs to be embedded in someone's role to ensure that the improvement is sustained



- The implementation team must actively respond to changes in the internal/external environment which affect performance of the change idea e.g., infectious outbreak
- In the spirit of continuous improvement, each unit should continuously monitor the data while continually seeking better results

Example: Developing a Spread Plan (1 of 7)

Let's use the following six questions to help walk us through what to think as we develop a spread plan...

- A) Is there acknowledgement by the leaders that the project is a key strategic initiative?
- B) Does the spread project have the necessary resources and infrastructure?
- C) What is the organization attempting to spread?
- D) Have individuals been identified to lead the spread of the improvement?
- E) Has a set of measurements been created for the spread project?
- F) Has a communication plan been developed prior to spreading the change?

Example: Developing a Spread Plan (2 of 7)

A) Is there acknowledgement by the leaders that the project is a key strategic initiative?

Depending on the local environment and goals of the spread plan, the organization(s) has different options in determining how the change will be spread across the organization(s). This is ultimately a leadership decision. Some of the key considerations will include:

- Should the organization attempt to spread change as a bundle of ideas (e.g., Central Line Bundle) or as a single change at a time (e.g., central line dressing change)?
- Should spread initially be undertaken for all units within the same site (e.g., all medicine units at St. Elsewhere Hospital) or within fewer units at multiple sites (e.g., all short surgical stay units within the LHIN)?
- Will the target units be similar to the original test unit (e.g., medical units to medical units) or will you spread to units that are as different as possible from the original test unit and each other (e.g., medical units spread to surgery, paediatrics and obstetrics)?
- Will the earliest implemented change ideas be spread first or will ideas which appear to have the most impact spread first?

Example: Developing a Spread Plan (3 of 7)

B) Does the spread project have the necessary resources and infrastructure?

An improvement is much more likely to be spread if it is well integrated into the culture and core processes of an organization. In order to do so, organizational systems need to be adapted to support the change.

Checklist:

- ✓ Is there sufficient equipment, staffing and policy change to support the spread of the improvement?
- ✓ Has a detailed spread plan been developed including: identification of a target group, timing of the project's activities, and identification of the resources required to spread a change?
- ✓ Do the individuals responsible for spread have the necessary quality improvement and project management skills to manage the spread activity?



One of the pitfalls can be allowing for less than 40% of the project leader's time to devote to the project.

- Be clear about what the project leader will stop doing to make time for the project. Assign these duties to someone else if they are value added to the patients or to the organization. If they are not value added, stop doing them or reduce the time allotted.
- Monitor the time spent on the project to prevent erosion of the project leader's time and attention from the project.

Example: Developing a Spread Plan (4 of 7)

C) What is the organization attempting to spread?

- Prior to initiating the spread of an improvement, the front-line staff and leadership team should agree on what is being spread.
- Is the team attempting to spread a specific change idea like bullet rounds or patient communication whiteboards? Or, is the team attempting to spread the change concept of improved interdisciplinary communication in order to improve the timeliness of discharge?
- Has the team identified which improvements could be adapted and which components of an improvement should not be adapted?
- For example, if spreading the idea of patient communication whiteboards, the location in the room may be adapted, but the use of the colour coding to indicate expected date of discharge must remain standard throughout the hospital.



Example: Developing a Spread Plan (5 of 7)

D) Have individuals been identified to lead the spread of the improvement?

- Different levels of leadership and support need to be allocated, depending upon the size and scope of a spread project.
- Each project should have an individual or team who are actively engaged in coordinating and implementing the spread plan and an executive sponsor supporting the work of the team.

Checklist:

- ✓ Is the spread team responsible for the early identification of barriers to spread?
- ✓ Has regular communication between the spread team and executive sponsor been established to avoid unnecessary delays?
- ✓ Are leaders at all levels who were involved in the initial development of the change prepared to leverage their skills and experiences when spreading the change idea?
- ✓ Does the spread plan leverage existing organizational knowledge to accelerate the spread?
- ✓ Are first-hand stories about the implementation of the change communicated assist in the spread of improvement?

Example: Developing a Spread Plan (6 of 7)

E) Has a set of measurements been created for the spread project?

- The measurement system should be able to identify any deterioration in performance gains and to monitor the rate of spread.
- The measurement system should be minimally invasive so that resources are not being unnecessarily allocated to data collection.

Checklist:

- ✓ Is the spread team able to monitor the impact of the change when spreading to new units or organizations?
- ✓ Has the spread team developed measurements which monitor the progress of the project so that the degree of spread can be communicated across the organization? For example, if the spread idea relates to timely discharges, the team could monitor the percentage of patients discharged before 1100 hours per unit.



A spread plan should detail an appropriate measurement system which includes two different types of measures:

- A set of measures that demonstrates the outcome of the changes implemented (e.g. process and outcome measures); and
- Measures that assess progress in achieving the spread aims – “engagement measures” – to check whether you are reaching the stakeholders you have identified as important to the adoption process.

Example: Developing a Spread Plan (7 of 7)



F) Has a communication plan been developed prior to spreading the change?

- Communication about the improvement is critical to any spread effort and should be specific to each change being spread. The spread team should consider both the method of communication and the message being delivered.
- Communication may be planned in waves: the first wave highlights the successes of the pilot unit; subsequent communication is more detailed, engaging the target adopters.

Checklist:

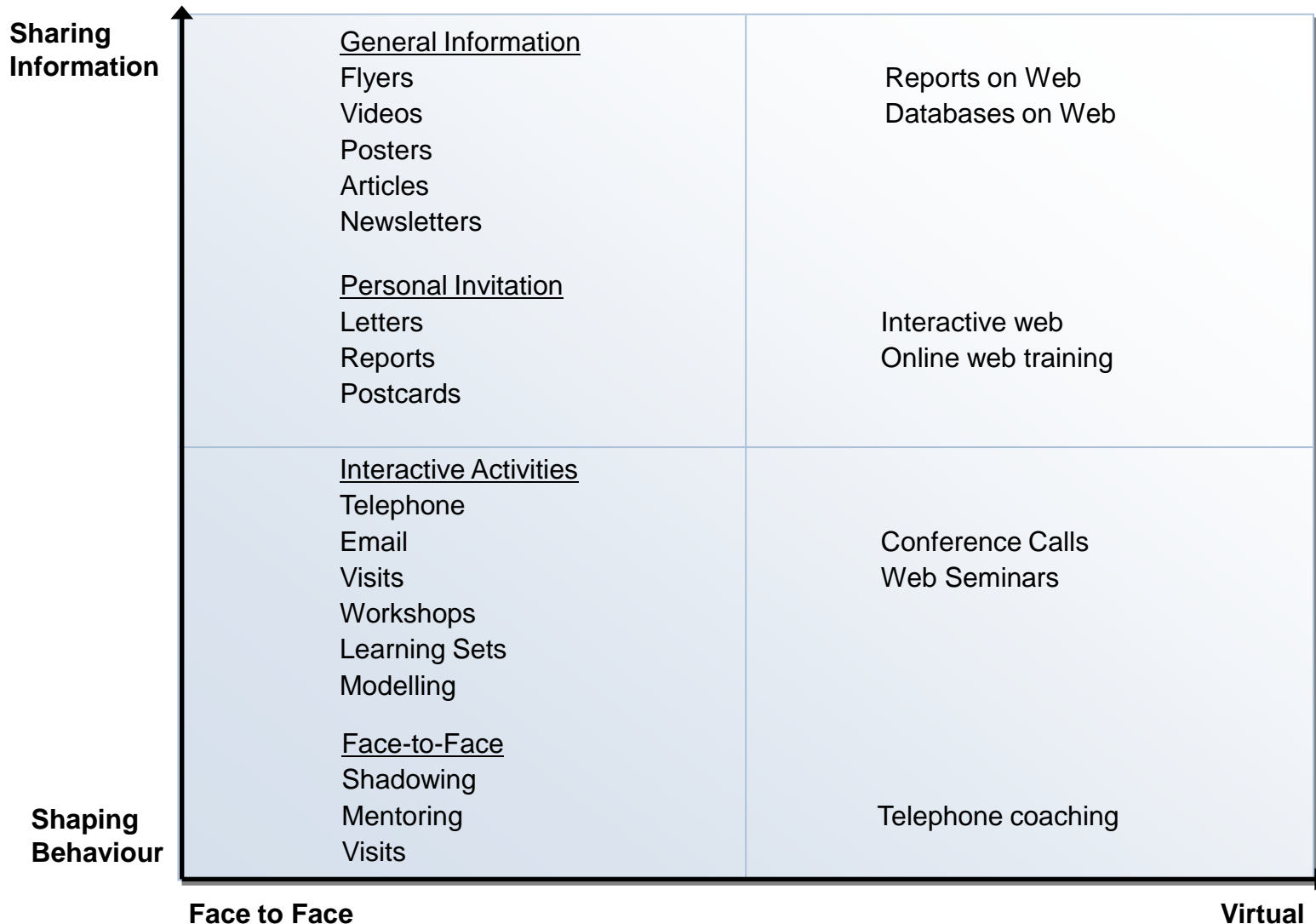
- ✓ Is there a communication plan that addresses the advantages of the change (supported by clear evidence) that is consistent with the values of the potential adopters?
- ✓ Is the message clear, easy to understand and tailored to target audiences ?
- ✓ Does the communication plan include different strategies including:
 - One-to-one discussions?
Technical knowledge is best communicated through interaction with colleagues e.g., clerical to clerical; physician to physician.
 - Newsletters?
 - Staff meetings?
 - Web based communication tools?
Some organizations are putting information on memory sticks; the staff download the information onto their IPODs or PCs and learn at a time that suits them.



Do not assume that because a memo was circulated, a sign posted, or an item was discussed at a staff meeting, that there is general awareness and understanding of the change idea you are planning to implement/spread. Most communication efforts are lost in the noise of the system, or the depth of the in-box!

Communication Mechanisms

Tailor your communication method to fit your different “who’s”



Checklist for Spread of Successful Change Ideas

- ✓ Is this change idea in alignment with my organization's strategic initiatives?
- ✓ Has the initial spread plan been developed?
- ✓ Is there an executive sponsor who is responsible for the spread?
- ✓ How will the executive sponsor be involved on an ongoing basis?
- ✓ Is there a person or team that will take responsibility for the day-to-day spread activities?
- ✓ Have a set of measurements been determined to monitor both the performance gains and the rate of spread?
- ✓ Has a communication plan been developed prior to spreading the change idea?
- ✓ Are there sufficient resources in place to ensure the success of this change?
 - Do the leaders have protected time to manage the spread?
 - Have you considered material resources?
 - Are infrastructure changes required?

Tips & Tricks: Spread of Successful Change Ideas

- The ultimate goal is to spread a sustainable change. Build sustainability factors into your spread plan.
- The organization must be crystal clear about what exactly is being spread. Does the organization want to spread a change concept where improvement ideas can be adapted in the target unit? Or does the organization want to spread a standard operating procedure that should not be unilaterally adapted?
- You are ready for spread when the staff say “enough talking about this. Let’s do it!”
- Communicate, Communicate, Communicate!!!



ED PIP: Control and Roll Out Phase

Checklist

Control and roll-out check sheet

Following transition from an improvement initiative, we recommend revisiting the key tasks/deliverables from initiative (including pilot and roll out) as a checklist to ensure you are set up to succeed in future improvement initiatives. The following represents a sample checklist for the activities related to the roll out phase.



- New processes in place in all units
- Metrics and tracking processes rolled-out
- Metrics owners identified
- Rolled out staff training completed
- Roll out plan implemented