



EDUCATION

OUR PASSION IS PREVENTION™

Becoming A Change Champion

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Objectives

After This Presentation, You Will Be Able To:

- **Discuss Change Evaluation Process**
- **Recognize Change Evaluation Criteria From Different Points Of View**
- **Describe Eight Elements Of Change**
- **Use Culture Change Techniques To Sustain Improvements**

Change Evaluation Process

- **New Product Or Practice Identified**
- **Information Gathered, Discussed**
- **Outline Process For Evaluation**
- **Conduct Trial**



Change Evaluation Process...

cont'd.

- **Analyze Data**
- **Communicate Status**
- **Implement Or Reject**

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Change Evaluation Criteria Points Of View

- **Clinical**



- **Financial**



- **Materials Management**



- **Administrative**



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Group Exercise (10 mins.)



- **Group**
 - List Clinical Considerations



- **Group**
 - List Materials Management Considerations



- **Group**
 - List Financial Considerations



- **Group**
 - List Administrative Considerations



Clinical Criteria

- **Indications For Change**
- **Ease of Use / Acceptability**
- **Advantages / Limitations**
- **Efficacy**
- **Complexity / Pieces / Functionality**
- **Single Use Or Reusable**
- **Reprocessing Or Sterilization**
- **Support / Service**

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Financial Criteria

- **Cost / Value Analysis**
- **Compliance With GPO**
- **Reimbursement**
- **Efficacy**
- **Sterilization / Processing**

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Materials Management Criteria

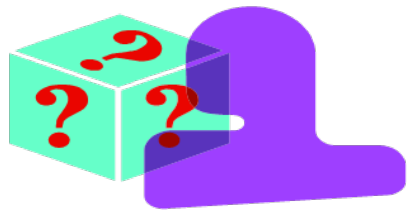
- **Replace / Reduce Inventory**
- **Comparable Products**
- **Specialty Use**
- **Volume Protection**
- **Confusion / Waste**
- **Vendors**
- **Contracts**

Administrative Criteria

- **Strategic Goals**
- **Best Practice / Deficit Action**
- **Risk Management / Liability**
- **Standards & Regulatory Control**
- **Environmental Impact**



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Identify The Change

- **Is It An Object, Procedure Or An Outcome?**
- **Why Do You Wish (Need) Change?**
- **Any Precedent For This Change?**
- **Can You Identify A Success?**
- **Issues Already Recognized With This Change?**

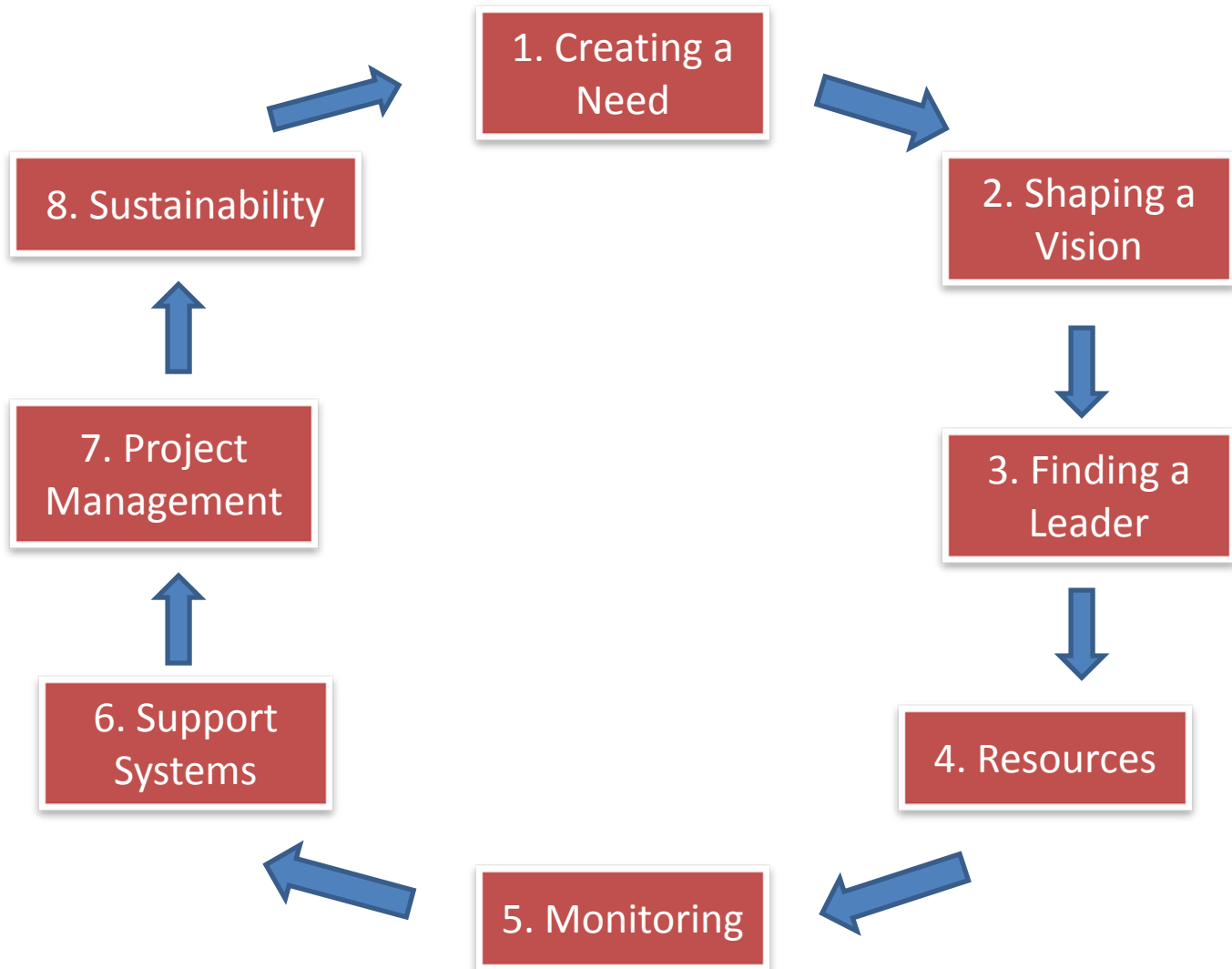


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Drivers Of Change In Healthcare

- **Institute Of Medicine (IOM)**
- **Institute Of Healthcare Improvement (IHI)**
- **The Joint Commission (TJC)**
- **Centers For Medicare/Medicaid Services (CMS)**
- **National Guidelines**
- **State Mandates**

8 Elements Of Change



IHI 5 Million Lives Campaign, 2008

Element 1: Creating The Need

- **Change Is Supported By:**
 - Data
 - Demand Or Demonstration
 - Need For Change Must Exceed Its Resistance & Acceptance Achieved

Ideas For Creating The Need

- Remember All Improvement Requires Change
- Present National Facts
- Present Facility Specific Data
- Personalize Data



Element 2: Shaping A Vision

- **Once People See The Need For Change, They Want To Know:**
 - Where Are We Going?
 - What do we want to accomplish?
 - What Will Success Look Like?
 - How will we know that a change is an Improvement?
 - What Outcomes Do We Want to See?
 - What change can we make that will result in an improvement?



Element 3: Finding A Leader

- The “Process Owner”
- Accountable
- Leads the Team or Coordinates Efforts Of Multiple Teams

Element 4: Resources

- People
- Time
- Supplies
- Education



Element 5: Monitoring

- **Develop Measures**
 - Consider Using National Data Definitions & Benchmarks
- **Data Collection**
- **Data Analysis**
- **Present Findings**

Research vs. Process Improvement Measures

	Measurement for Research	Measurement for Learning and Process Improvement
Purpose	To discover new knowledge	To bring new knowledge into daily practice
Tests	One large blind test	Many sequential, observable tests
Biases	Control for as many biases as possible	Stabilize the biases from test to test
Data	Gather as much data as possible, just in case	Gather just enough data to learn and complete another cycle
Duration	Can take long periods of time to obtain results	Small tests of significant changes accelerate the rate of improvement

From IHI Course QI 102: The Model for Improvement: Your Engine for Change

Element 6: Support Systems

- **Elements In Place That Assist In Sustaining The Changes**
 - Employees/Associates
 - Competencies/Performance Appraisal
 - Education
 - Rewards

Element 7: Project Management

- **Correct Team Members Recruited**
- **Time Commitments Scheduled**
- **Deliverables Clearly Defined**
- **Project Timelines Are Clear & Appropriate**

The Team (Alias The Change Gang)

- **Team Composition Is Critical**
 - All On The Same Side
 - Share Ideas & Limelight
 - Power Plays?
- **Project Management Is Teams Responsibility**
- **Make Meetings-Full**

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Element 8: Sustainability

**Locking In The Progress That Has Been
Made & Continually Building Upon It.**

Change Must Be Embedded In The Culture

- **Do Not Declare Victory Too Early**
- **Analyze Results, Adapt Change If Needed**
- **Hold The Team Together Past Implementation**
- **Review Results With "Naysayers"**
- **Monitor Results & Reinforce The Vision**
- **Celebrate & Advertise Teams Success**

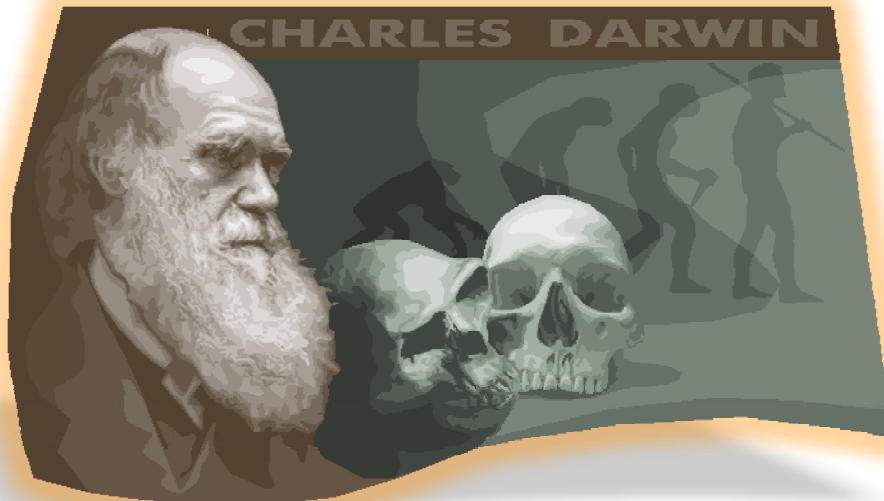
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Sharing of Stories

- **Can Anyone Share A Story Of A Successful Change? Why Was It Successful?**
- **Can Anyone Share A Story Of A Project That Was Not Successful? What Went Wrong?**

“It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change.”

Charles Darwin



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