

### Quality Improvement in the Social Services, Part 4: Spread and Implementation

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#### MEMO

From: The Boss To: Everyone

Starting Monday, we will be doing it all differently. Follow the attached protocols. What to do after a pilot improvement works? How to know when and how fast to spread an improvement?

How to implement an improvement designed for one place in another place?

### Robert Lloyd's Spreading Sequence



# Robert Lloyd's Seven Spreadly Sins

- Start large
- Find one person to do it all.
- Expect hard work and vigilance will solve all problems
- If a pilot works, expect it to work everywhere unchanged
- Require the person who drove the pilot to drive the spread
- Look at measures quarterly or longer
- Expect improvement in outcomes early without attention to process

### Three questions to consider in the

- spread
- How confident are you that the change is really an improvement?

• How large is the cost of failure?

• How ready are your people for this change?

		Resistant	Indifferent	Ready
Low confidence in improvement	Cost of failure large Cost of			
	failure small			
High Confidence in Improvement	Cost of failure large			
	Cost of failure small			Implement / Spread total 6

		Resistant	Indifferent	Ready
Low	Cost of			
confidence in	failure			
improvement	large			
	Cost of			
	failure			
	small			
High	Cost of			Large
Confidence	failure			Scale test/
in	large			spread fast
Improvement	Cost of		Large	Implement
	failure		Scale test	/ Spread
	small		/ spread	total
			fast	7

		Resistant	Indifferent	Ready
Low	Cost of			
confidence in	failure			
improvement	large			
	Cost of			Small scale
	failure			test/ slow
	small			
High	Cost of		Small	Large
Confidence	failure		Scale test/	Scale test/
in	large		slow	spread fast
Improvement	Cost of	Small scale	Large	Implement
	failure	test / slow	Scale test	/ Spread
	small	spread	/ spread	total
			fast	

		Resistant	Indifferent	Ready
Low	Cost of	Very small/	Very small	Very small /
confidence in	failure	slow	/ slow	slow
improvement	large			
	Cost of	Very small /	Very small	Small scale
	failure	slow	/ slow	test/ slow
	small			
High	Cost of	Very small /	Small	Large
Confidence	failure	slow	Scale test/	Scale test/
in	large		slow	spread fast
Improvement	Cost of	Small scale	Large	Implement
	failure	test / slow	Scale test	/ Spread
	small	spread	/ spread	total
			fast	9

### Repeated Use of PDSA Cycles



Small Scale Test

### Rogers' Diffusion of Innovation



# Everett Rogers: What will get diffused?

Everett Rogers Diffusion of Innovation

- Lots of Relative advantage
- High Compatibility
- High Trialability
- High Observability
- Low Complexity





### Designing for Dissemination

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- 1. Plan for D & I.
- 2. Plan for D & I early in intervention development.
- 3. Involve and partner w target users early.
- 4. Build on desires, needs of target users.
- 5. Design studies that will generate practice relevant data.

Rabin & Brownson, in D & I Research in Health, p. 34

### Don't Be Naïve About Change



Michie, S., Johnston, M., Lawton, R., Walker, A. (2005). Making psychological theory useful for implementing evidence-based practice: A consensus approach. Quality and Safety in Health Care, 14, 26-33.

### Behavior Change Wheel



### Implementation Strategies

Systematic intervention <u>processes</u> to adopt and integrate evidence-based innovations into usual care.

<u>Discrete</u> implementation strategies (system of reminders) <u>Multifaceted</u> implementation strategies (training + reminders)

<u>Blended</u> implementation strategies

# Plan Strategies

- Gather Information
- Build Buy-In
- Understand barriers
- Initiate Leadership
- Develop Relationships



# Educate Strategies



- Develop materials
- Educate
- Educate through peers
- Inform and influence stakeholders

### Finance Strategies

- Modify incentives for clinicians, consumers, reduce perverse incentives
- Facilitate financial support: place on formularies



### Restructure Strategies

• Revise roles



- Create new teams
- Change sites
- Change record systems
- Start new purveyor organization

# Quality Management Strategies

- Develop performance monitoring systems
- Develop tools for these systems
- Audit and provide feedback.
- Reminders



# Implementation Blueprint

**Planning Strategies** 

**Education Strategies** 

**Payment Strategies** 

Quality Management Strategies



# Specifying Implementation

Strategies

Name it.

Define it.

Specify it:

- a) the actor
- b) the action (an active verb statement)
- c) the action target
- d) temporality

Justify it.

Proctor, E.K., Powell, J.C. & McMillen (in press). Implementation Science.