Assignment to responsible parties

- Best practice
- Show video of role-playing
- Promote initiative
- Support from staff
- Retailer unit champions
- Communication from manager
- Send out in Friday
- Cover in unit board meeting
- Cover in staff meetings
- Competencies
- Add to annual
- Add to initial competencies
- E-mail to physicians
- E-mail to staff
- Formal insurance to staff
- Change of shift report
- measurements
- Post notices and
- Leader rundown on initiative
- Webinar service

*Figure 2*

Elevate safety

- Least 7 days
- Information for AT
- Ways to deliver
- Must pick at least 7

Resources

- Provide appropriate
- Ways to deliver
- Message utilizing the
- Communicate the

Tools

- Create a Marketing
- Message and etc. in Time

Document the simplified

- Work form
- Standardized to observe (at least 75%)
- Adhere process to system

- Measure
- Time-frame goals and
- Confirm the population

- Spreading Change
Problem Statement

- Define the problem we are trying to solve:

  Elevate safety
Map the Ideal Process

- Map those improvements in the process improvement.
- Identify opportunities for utilization this map to the process here.

Do not include improvements currently functioning. Do map the process as it is.

Use these symbols to map the process:

Current Process

Gap Analysis: Map the Safety
Current State Process Map

Elevate Safety
Consider the IOM Aims for Improvement:

- Patient-centered
- Equitable
- Effective
- Timely
- Safe

Set Goals

- Set targets for completion
- Data collection process

- Align with organizational goals
- Stretch goals

- Benchmarks
- Utilize comparative data

Elevate Safety
<table>
<thead>
<tr>
<th>List strategic, practical reasons</th>
<th>It's important to work on this now because:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name better hoped for results</td>
<td>By working on this we expect to:</td>
</tr>
<tr>
<td>Name end point</td>
<td>The clinical care process ends with:</td>
</tr>
<tr>
<td>Name start point</td>
<td>The clinical care process starts with:</td>
</tr>
<tr>
<td>Name the clinical process</td>
<td>The aim is to improve the quality and value of:</td>
</tr>
</tbody>
</table>

Elevate safety

In order to fully define each goal:
Answer the following questions in:
Visible location to increase transparency and buy-in.

Line staff that link to unit level measures. Post front-line measures in a
line staff that link to unit level measures. Post front-line measures in a

Front-line Measures – Define Measures that are meaningful to front-

Front-line Measures – Define Measures that are meaningful to front-

tracked on a periodic basis.

Level measures, that link unit contributions to enterprise goals and can be
Level measures, that link unit contributions to enterprise goals and can be

Unit Level Measures – Define Measures, consistent with enterprise
Unit Level Measures – Define Measures, consistent with enterprise

departments/divisions back to pillar goals and can be tracked at an enterprise level across all

Enterprise Level Measures – Define Measures that link the initiative
Enterprise Level Measures – Define Measures that link the initiative
met measures and goals defined
- Ensure that identified changes impact the
- Identify needs and priorities
- Understand causality
- Understand the current process

Utilize the current state process map to:

Gap Analysis
Coalition Building – Key Questions

➢ Identify Key Stakeholders:
  ○ Who does the process impact?
    ➢ Consider the following potential stakeholders: Physicians, Nurses, Radiology, Pharmacy, Laboratory, Physical Therapists/Occupational Therapists, Patients, Administrative Staff, Family Members, Payers, Suppliers, Vendors

➢ Map the stakeholders:
  ○ Who are the advocates of change?
    ➢ Identify a champion

  ○ Who are the opponents of change?
    ➢ Consider involving opponents in the decision-making process to gain buy-in

➢ Select a team:
  ○ Ensure that the team consists of the appropriate players to make decisions about the change and implement the change
Create Vision and Urgency

- Seeing
  - An important factor in motivating change is concrete visual evidence
  - Tangible evidence of the need for change can create momentum
  - Connecting the need to change with the audience's perspective is key
  - Be sure to utilize data to communicate the change clearly and concretely

- Feeling
  - An emotional call to change may be the most effective driver
  - Emotion and feeling may create passion and drive for key stakeholders
  - Harness the feelings that already exist about the problem

- Changing
  - Compose a vision for change within your coalition based upon feedback

**Defining Vision**

Clearly state the vision for the future (after the change). Identify the key elements where improvements will be made. Ensure that the vision is motivational and that all levels of the organization can identify. The vision should be succinct (one page in length or less).
Create an Action Plan

- Based upon the gap analysis and ideal process map, list the priorities for change (in order of importance):
  1) 
  2) 
  3) 
  4) 

- Identify and Analyze the Restraining & Driving Forces:

<table>
<thead>
<tr>
<th>Drivers</th>
<th>Barriers</th>
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<tbody>
<tr>
<td>Priority 1</td>
<td>○</td>
</tr>
<tr>
<td>Priority 2</td>
<td>○</td>
</tr>
<tr>
<td>Priority 3</td>
<td>○</td>
</tr>
<tr>
<td>Priority 4</td>
<td>○</td>
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</tbody>
</table>

- Identify the Unintended Consequences and Benefits:

<table>
<thead>
<tr>
<th>Unintended Consequences</th>
<th>Unintended Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priority 1</td>
<td>○</td>
</tr>
<tr>
<td>Priority 2</td>
<td>○</td>
</tr>
<tr>
<td>Priority 3</td>
<td>○</td>
</tr>
<tr>
<td>Priority 4</td>
<td>○</td>
</tr>
</tbody>
</table>

- Identify resources and support needs:

<table>
<thead>
<tr>
<th>What resources will you need?</th>
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</thead>
<tbody>
<tr>
<td>Priority 1</td>
</tr>
<tr>
<td>Priority 2</td>
</tr>
<tr>
<td>Priority 3</td>
</tr>
<tr>
<td>Priority 4</td>
</tr>
</tbody>
</table>

- Utilize "Model for Improvement" to develop Who, What, When, and Where

- Define Roles & Responsibilities:

<table>
<thead>
<tr>
<th>Task</th>
<th>Responsible Person</th>
<th>Due</th>
<th>Associated Measure</th>
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<tbody>
<tr>
<td>○</td>
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</tbody>
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VANDERBILT UNIVERSITY MEDICAL CENTER
Steps

- Define unit or area for small test of change
- Define Education Plan
  - Timeframe
  - Responsible Person
  - Information to be conveyed
  - Consider and incorporate evidence-based practice
  - Constituents in need of education
  - How will the information be communicated?
    - Consider using 7 ways for 7 days
- Define Implementation Plan
  - Timeframe
    - Coordinate with availability of resources needed as defined above
  - Responsible Person
  - Steps to put new process into place
  - Include communication plan
    - 7 ways for 7 days
  - How will you create buy-in?
  - How will you leverage your coalition to increase adoption of the change?
  - How will you overcome restraining forces? Avoid unintended consequences?
- Define Monitoring Plan
  - How often will measures and goals be checked?
  - Based upon results of implementation of change, reevaluate the effectiveness of the program. Do changes need to be made to the plan?
  - How long will the change be tested on a small scale?
  - Define larger population for large-scale test of change?
  - Define timeframe for large-scale test of change
<table>
<thead>
<tr>
<th>Date:</th>
<th>Define Measure</th>
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<tbody>
<tr>
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<table>
<thead>
<tr>
<th>Large Scale Pilot</th>
<th>Periodically Record Measures for Pilot</th>
<th>Elevate Safety</th>
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</thead>
<tbody>
<tr>
<td></td>
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</table>
Spreading the Change

Identify the following for final implementation:

<table>
<thead>
<tr>
<th>Population</th>
<th>Timeframe</th>
<th>Goals</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
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</table>

Define Standardized Process:

- 

Define any exceptions necessary for adaption to individual units:

________________________________________
Document final process to be implemented. Utilize flowchart and include any adaptations to policies and procedures as necessary:
Utilize the Vision and Measures to develop simple Marketing Tools:

{Initiative Title Here}

{Insert Vision & Compelling Data Here}

{Statistic to be Tracked}

Previous best

{Reminders}

{Additional Data & Messaging}

{sub-tag line}

{Initiative Tag Line}
### Monitor Change

<table>
<thead>
<tr>
<th>Define Measure</th>
<th>Unit Level Measure</th>
<th>Front-line Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Date:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>