

Three Anchors of sustaining workflow changes



A team collaborative activity

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SIGNAL
KEY

Sustainability

Keep changes going.

Enforce habits to create New Normal, new model of care. Requires new habits of management and leadership.

Spread

Take changes to scale.

Take changes that have been tested and implemented in one team or site, to all teams and/or to additional sites.



• Different projects require different work



• Quality improvement project model



• Why many projects fail long-term



• 3 Anchors: how to make changes last



• Make it real: team meeting

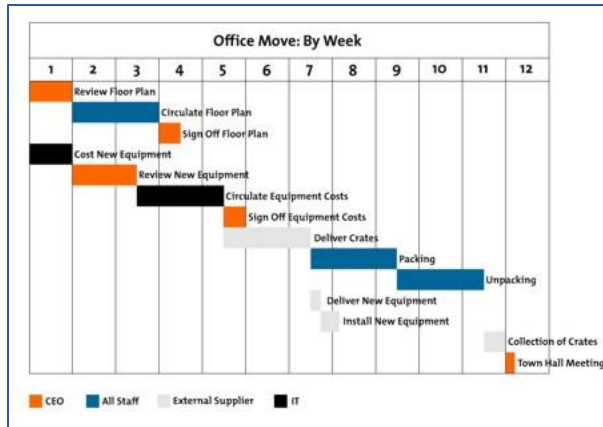


• Share ideas, questions, next steps



Projects and projects

1



2

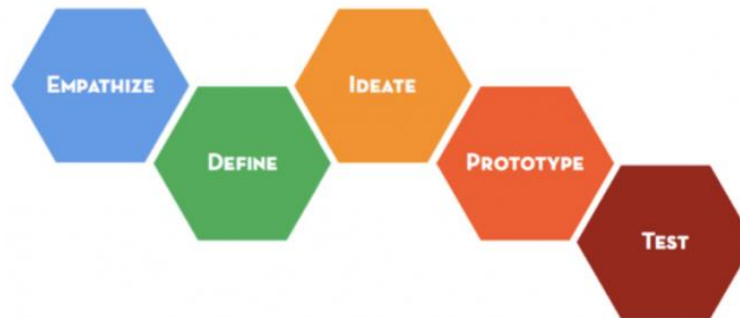


One Page Problem Solving (A3)

| | |
|---|---|
| <ul style="list-style-type: none"> • <u>Problem Statement</u> <ul style="list-style-type: none"> - Target vs. actual - 10 point guideline | <ul style="list-style-type: none"> • <u>Countermeasures</u> <ul style="list-style-type: none"> - What - Who - When |
| <ul style="list-style-type: none"> • <u>Background & Supporting Data</u> | |
| <ul style="list-style-type: none"> • <u>Target Condition</u> | |
| <ul style="list-style-type: none"> • <u>Root Cause Analysis</u> <ul style="list-style-type: none"> - Ishikawa diagram - 5 Why | <ul style="list-style-type: none"> • <u>Check & Adjust</u> <ul style="list-style-type: none"> - Process metric - Results metric |

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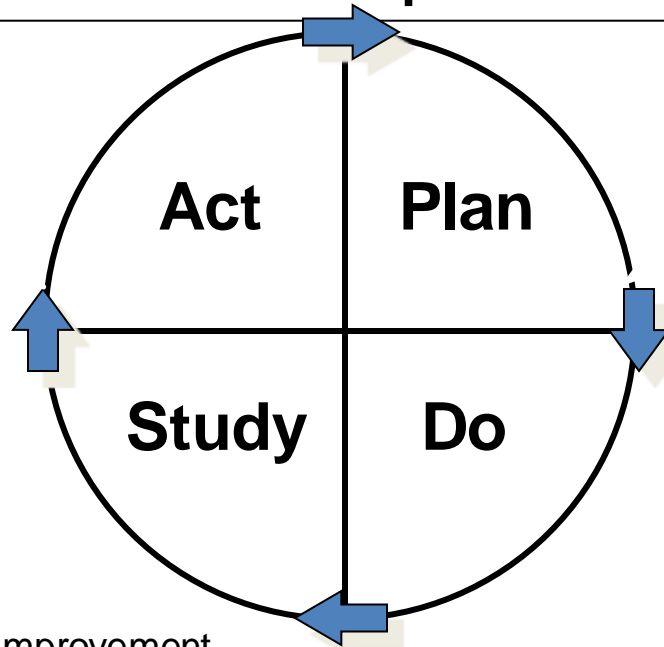


Model for Improvement

What are we trying to accomplish?

How will we know that a change is an improvement?

What changes can we make that will result in improvement?



From Associates in Process Improvement.



Credit: British Film Archive

C.C.5-19

Why many projects fail to produce long-term changes

We work in complex systems.

Command and control doesn't work.

Need a systematic process

to move from active project to sustainability.

- **Clarity on what worked**
- **Ongoing monitoring of performance**
- **Accountability for new habits**

Sustainability



Three Anchors *(see Framework)*

1. Measure, monitor, communicate
2. Document specific changes
3. Manage for learning

Sustainability Work Plan

Team meeting time



- **Start with page 1** if staff teams need monitoring and support to keep doing new work tasks, and the formal project phase is over and ending soon.
- **Start with Page 3** if you do not have a specific project in mind where success needs to be maintained.