

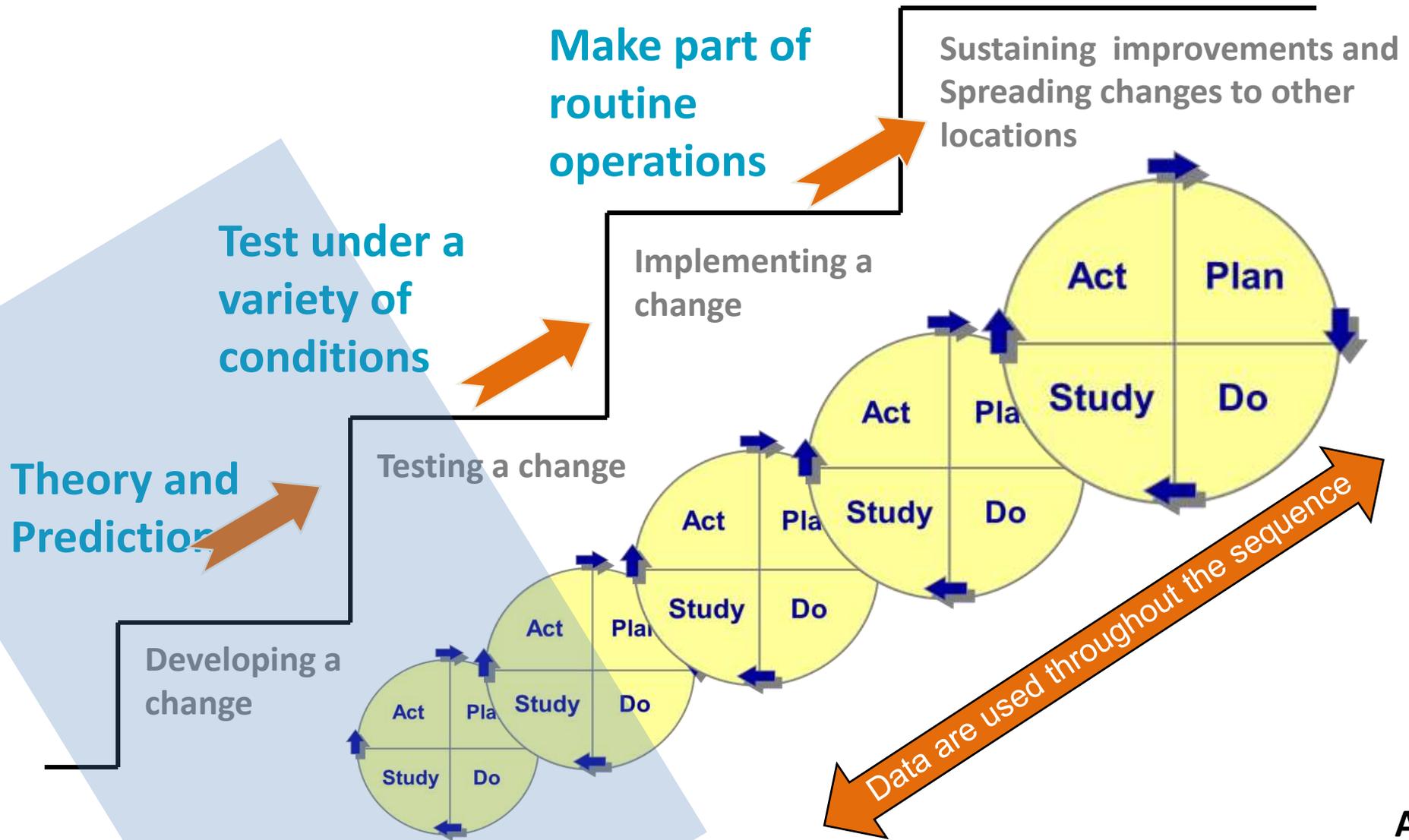
Scale Up and Spread

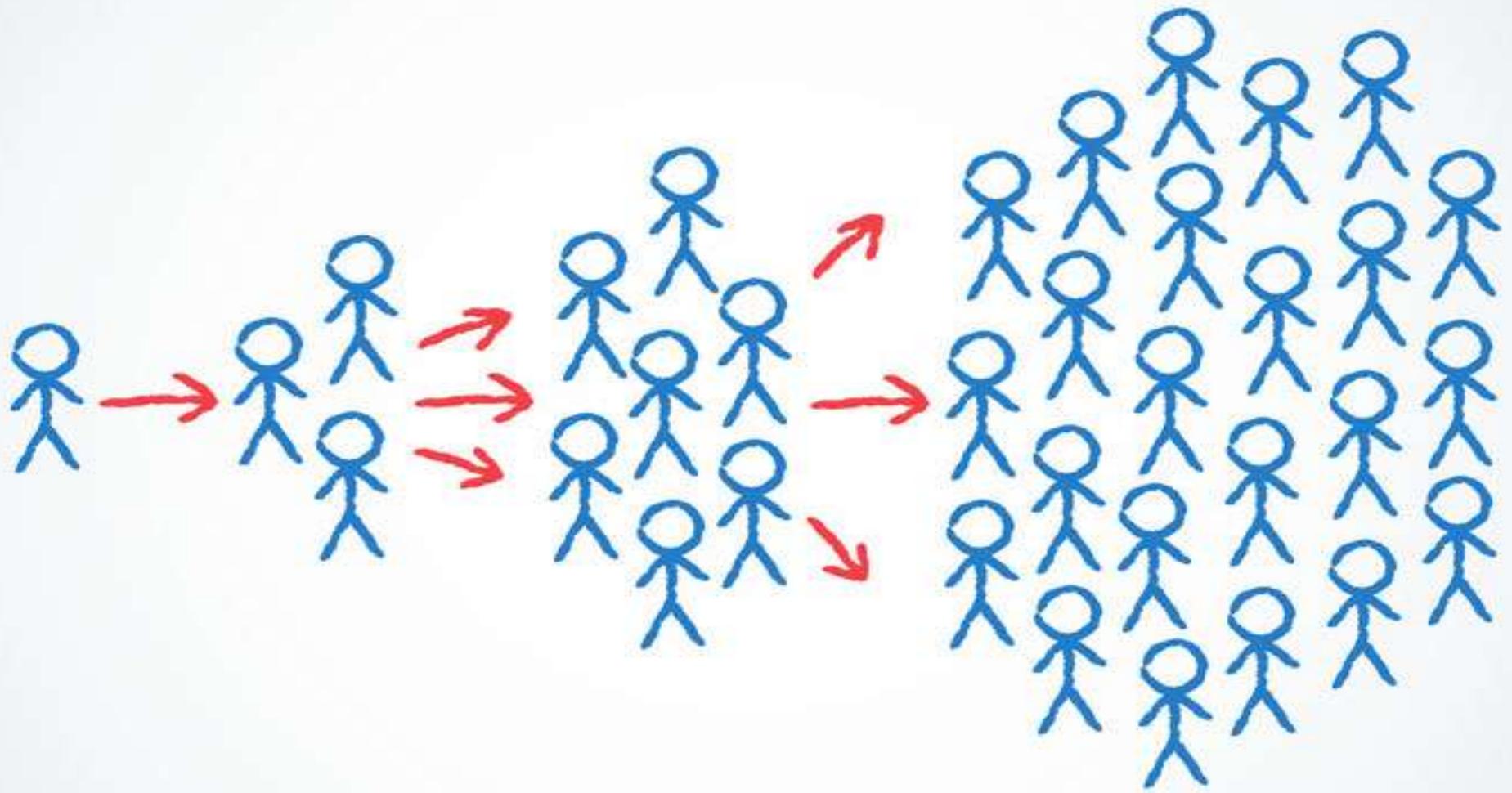


#Qlconf

The Sequence of Improvement

Scale-up and Spread





Spread

New working methods developed in one setting are **adopted**, perhaps with modifications, across an organisation



Scale-up

A more conscious, deliberate process in which new working methods are tested by an increased number of teams, increasing degree of belief they work and overcoming system/infrastructure issues that arise.

System View: Population + Administrative Unit

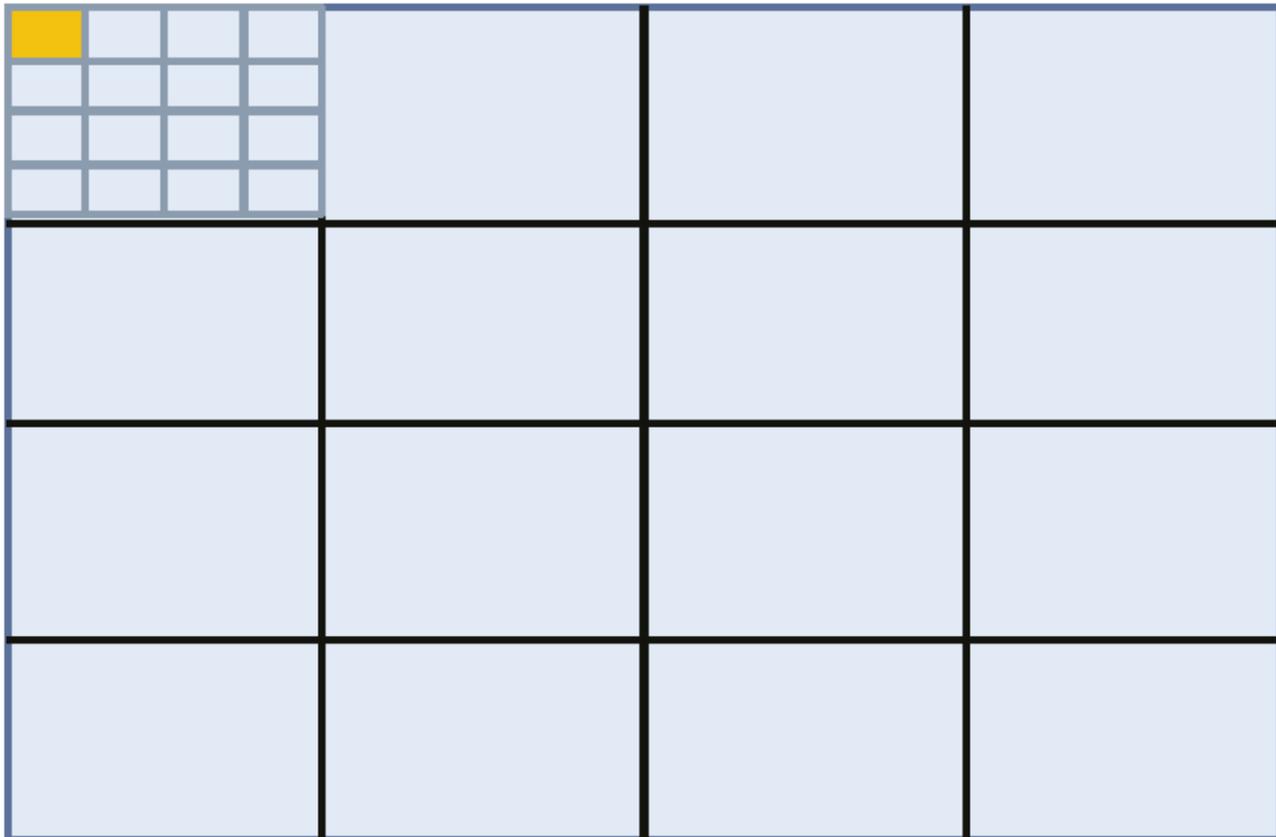
e.g. 2 million people: 16 hospitals



System View: Population + Administrative Unit

e.g. 2 million people: 16 hospitals

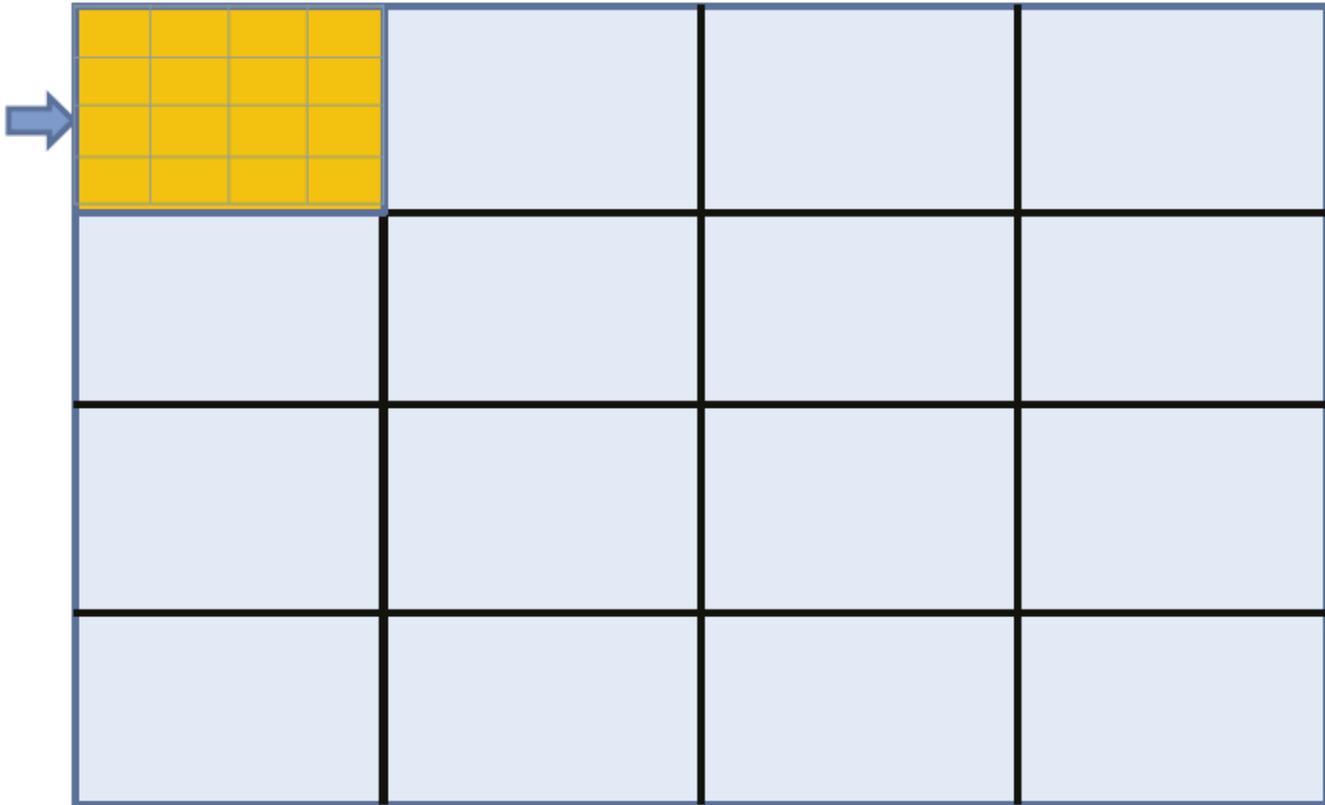
Start with
1 ward out
of 16



System View: Population + Administrative Unit

e.g. 2 million people: 16 hospitals

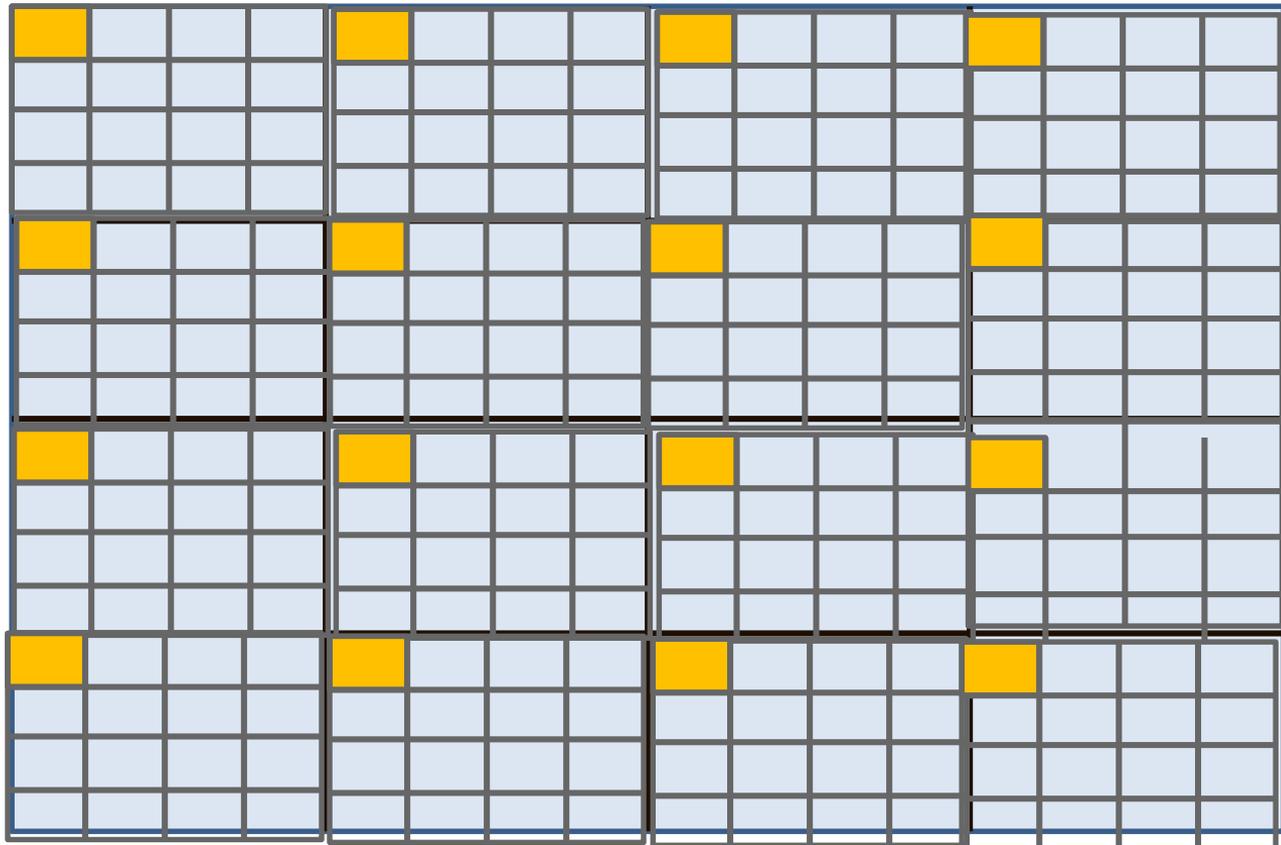
Scale up task 1:
scale up to all
wards in
hospital



System View: Population + Administrative Unit

e.g. 2 million people: 16 hospitals

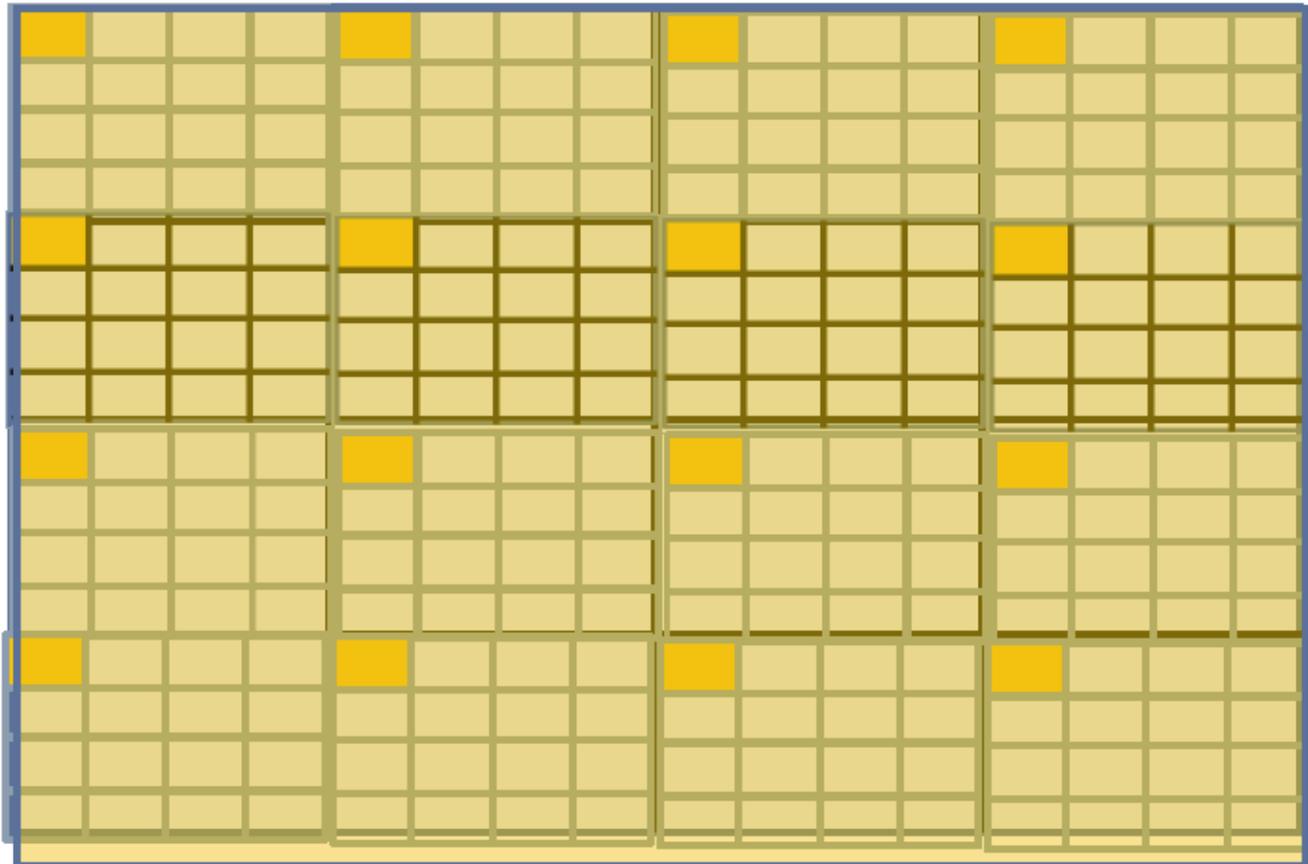
Scale up task 2:
seeding scale up
across region



System View: Population + Administrative Unit

e.g. 2 million people: 16 hospitals

Scale up
task 3:
Going to
full scale





“As the bits of the cube start moving, keep communicating and coordinating”

Rosabeth Moss Kanter, Harvard Business School

Time for a story...

Stat. Soc. 42.
An^o Dñi 1596
Obijt Juno. 1618



Intervention ship – 3 tsp lemon
juice per sailor per day
No fatalities from scurvy

Control ships – no intervention
110/278 sailors dead from scurvy



How long do you think it was until provision of citrus fruits became standard practice in the British Navy?

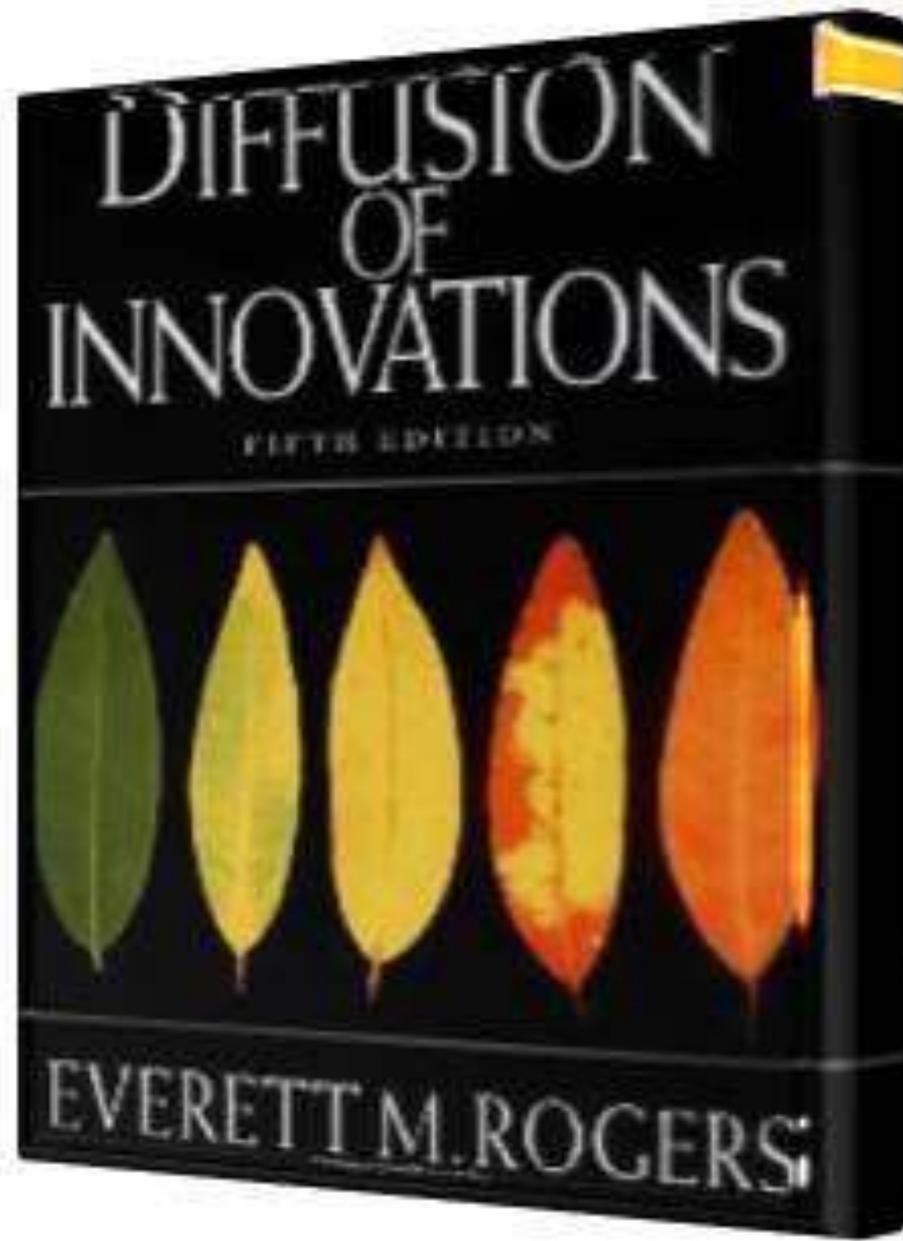


Why?

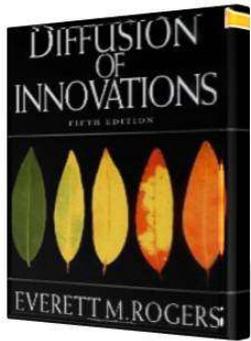


“Strong evidence for an innovation is necessary, but not sufficient, to result in its adoption”

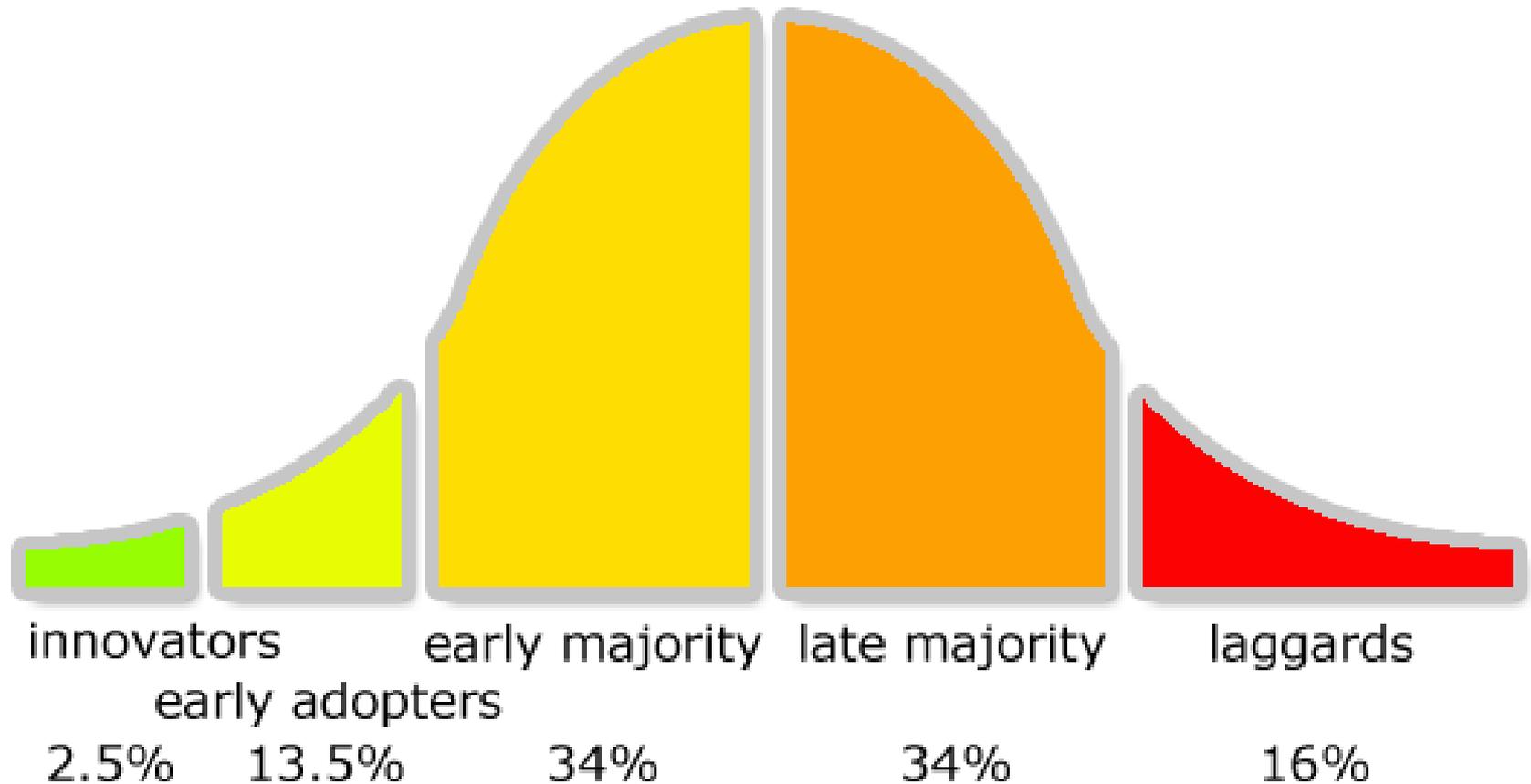
Mark Freeman, 2012, The International Journal of Management Education



Everett Rogers (1962)

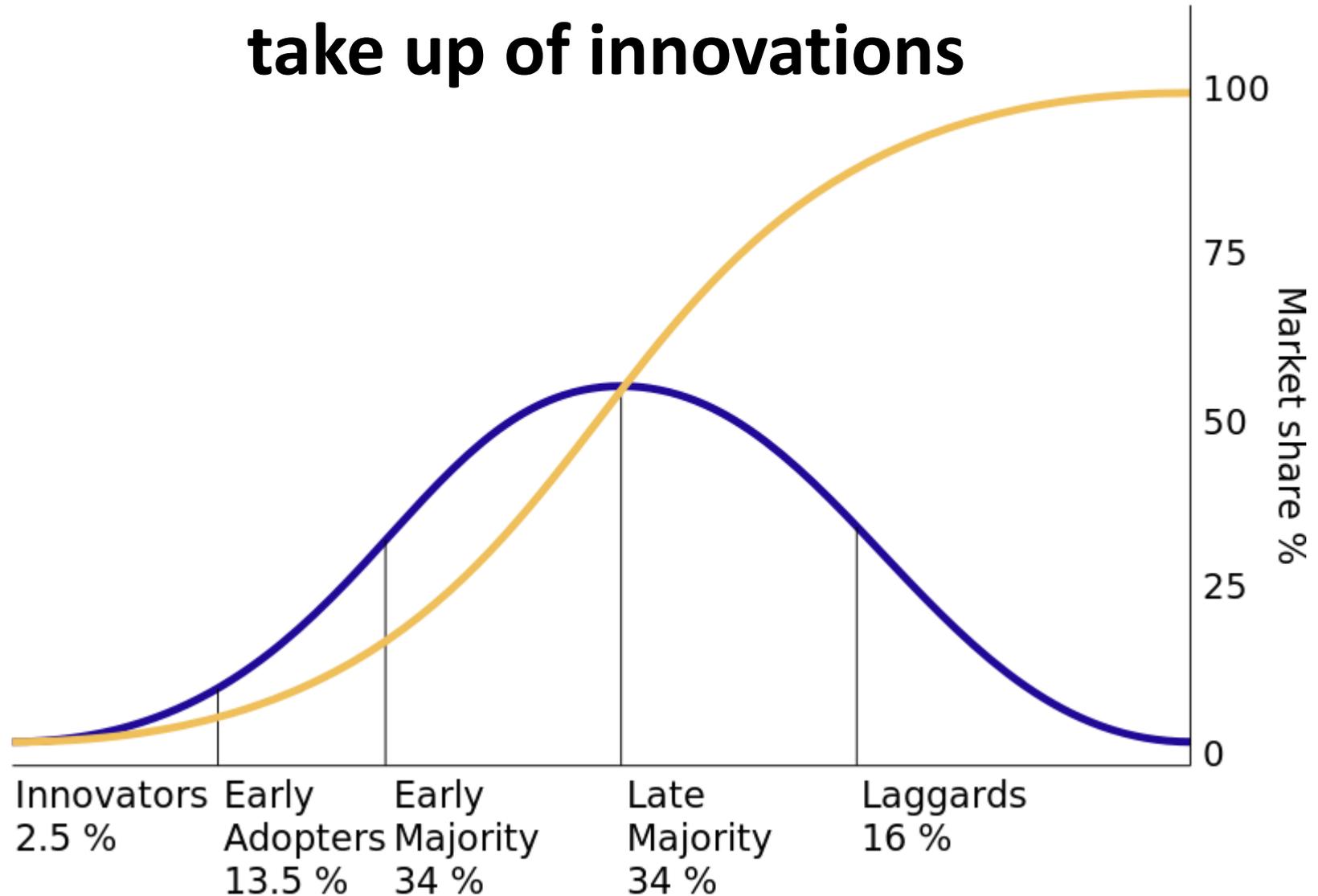


Readiness to take on new ideas



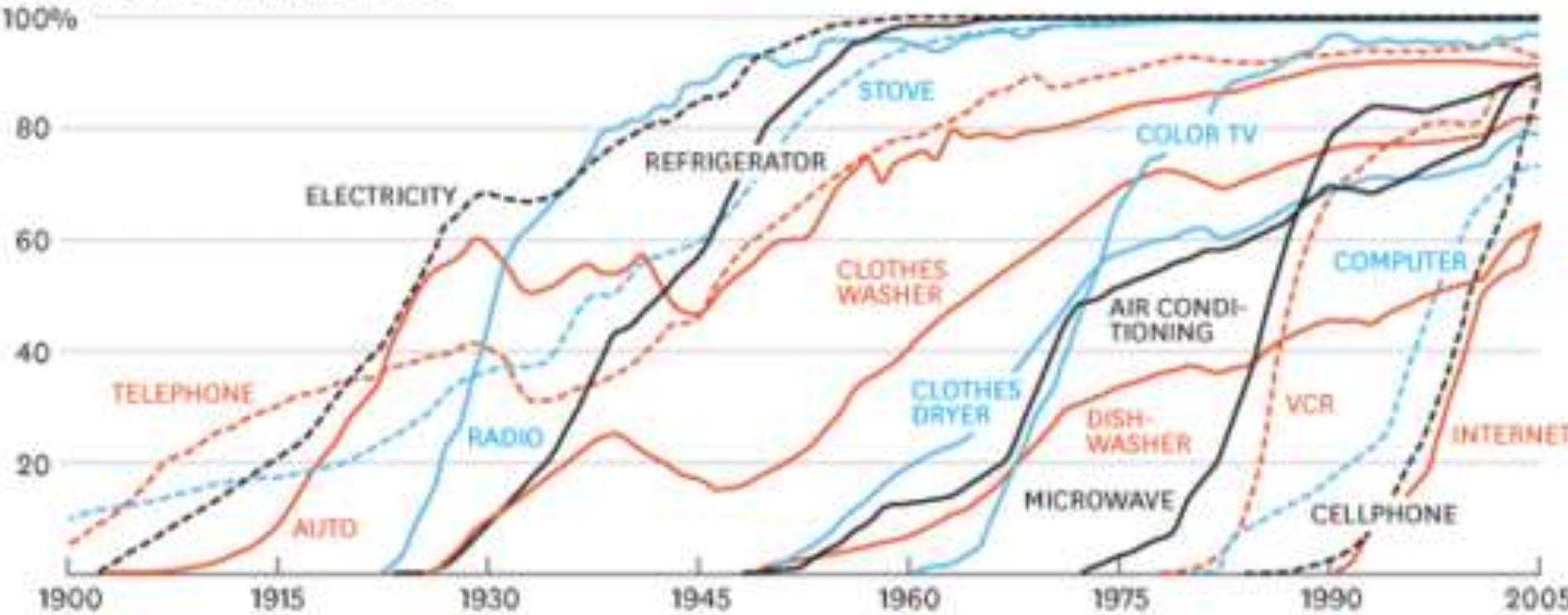
The “S” curve...

What readiness for change means for take up of innovations



CONSUMPTION SPREADS FASTER TODAY

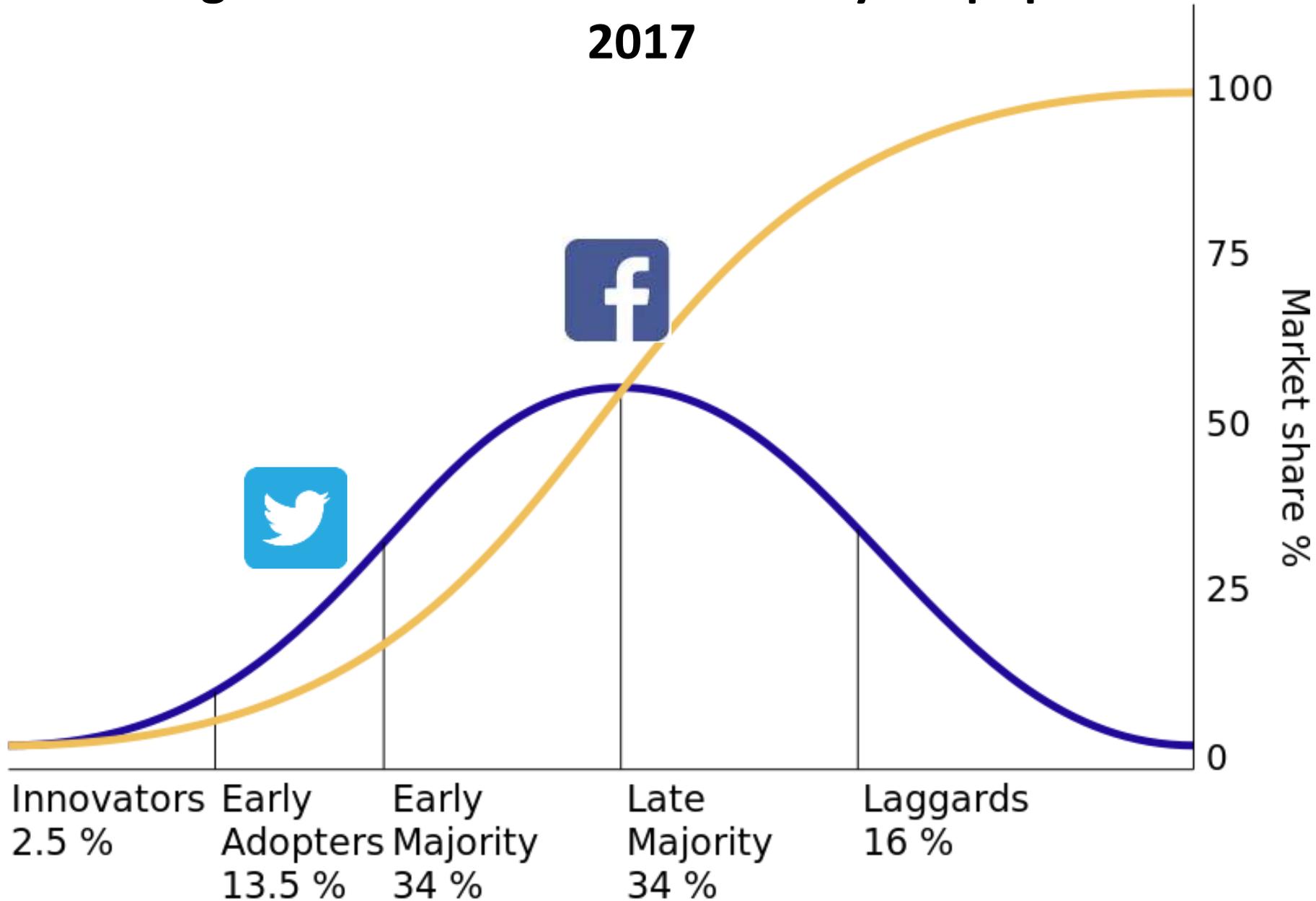
PERCENT OF U.S. HOUSEHOLDS



SOURCE MICHAEL FELTON, THE NEW YORK TIMES

HBR.ORG

% usage of Twitter and Facebook by UK population 2017



How much diffusion of these innovations has there been amongst the people in this room?



Experiment: How to diffuse ideas further?

Instructions

- In a moment we are going to ask you to have conversations with each other about these 3 areas of innovation (either using Twitter, using Facebook or being active in a QI project)
- You need to be in small groups of 2-4 with at least one person who is a user of one of the innovations and others who are not
- Decide on one innovation to talk about at a time
- Existing users, you are trying to convince others to try changing their behaviour to use the innovation.
- You will have 10 minutes for this exercise. Try to have at least 2 conversations with different people...
- And finally... 1 more move...

Discussion: the benefits of using this innovation

Experiment: How to diffuse ideas further?

Instructions

- In a moment we are going to ask you to have conversations with each other about these 3 areas of innovation (either using Twitter, using Facebook or being active in a QI project)
- You need to be in small groups of 2-4 with at least one person who is a user of one of the innovations and others who are not
- Decide on one innovation to talk about at a time
- Existing users, you are trying to convince others to try changing their behaviour to use the innovation.
- You will have 10 minutes for this exercise. Try to have at least 2 conversations with different people...
- And finally... 1 more move...

Facebook **Twitter** **QI**

**So what affects the
rate of adoption of a
new idea?**

MiniDisc, the forgotten format

Twenty years ago, Sony launched a format that promised CD clarity and cassette convenience - but the world just wasn't interested. Why not?



“It took a decade to make any impression on the mainstream –

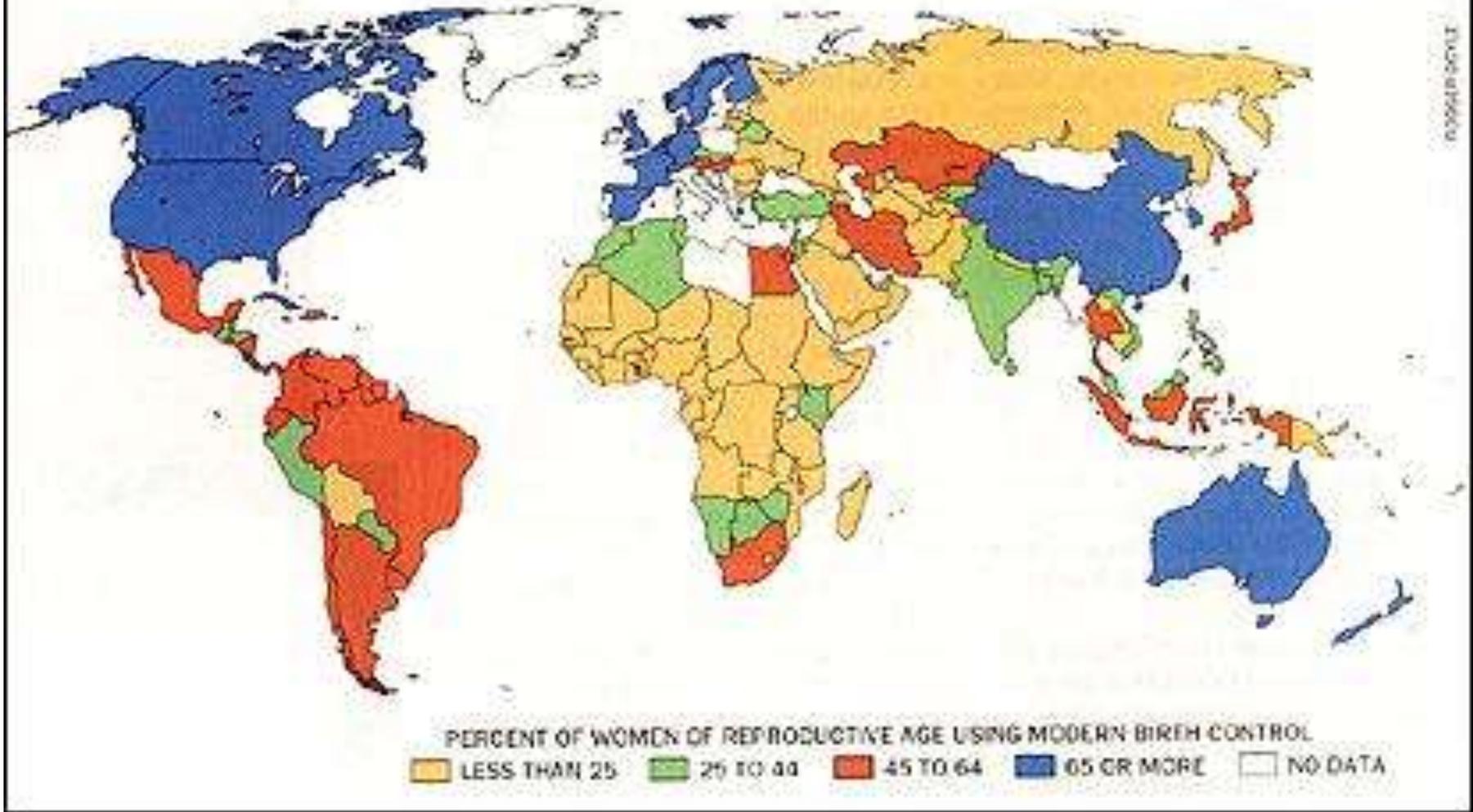
people stuck with cassettes for recording, and Walkmen and Discmen for portability –

and almost as soon as it did, it was killed by the MP3 player”

Relative advantage

A

World Birth-Control Use



Compatibility

A

Dvorak keyboard™

A faster, more comfortable
typing experience.



Complexity/Simplicity

Actively encourage an experimentation culture



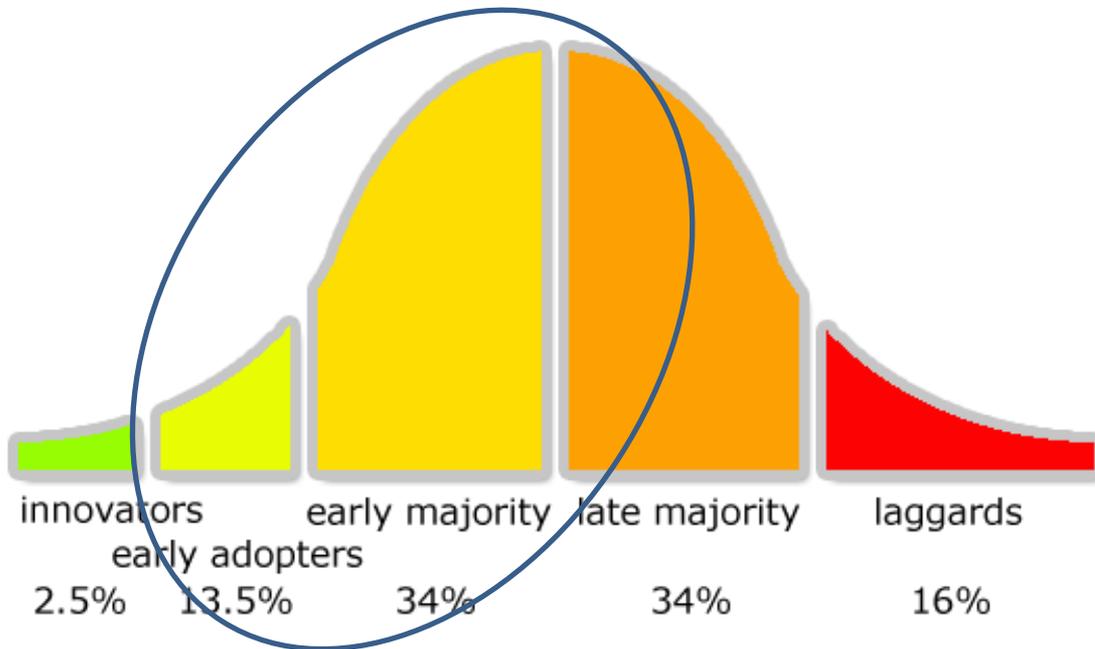
Trialability



Observability

A

Rodgers' guidance on how people experience change

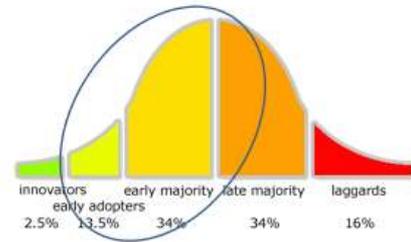


Concerns about
risk and
uncertainty



The need for
reassurance and
trust

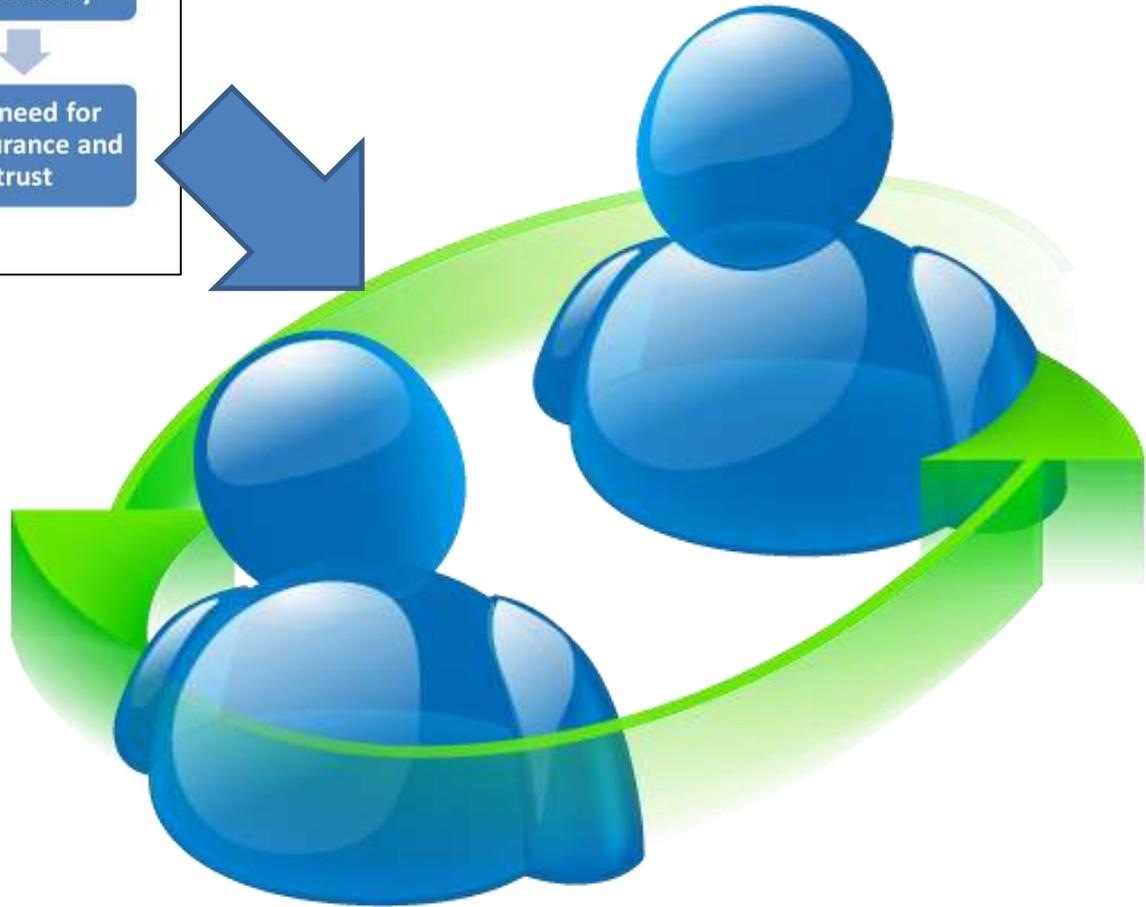
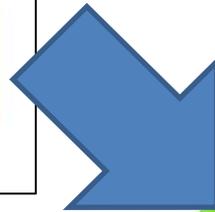
Rodgers' guidance on how many people experience change



Concerns about
risk and
uncertainty



The need for
reassurance and
trust



1. The power of peer to peer

Rodgers' guidance on how people experience change



2. Reinvention by adopters

Attributes of Innovations that successfully spread

- 1. Relative Advantage**
- 2. Compatibility**
- 3. Complexity/Simplicity**
- 4. Trialability**
- 5. Observability**

How people experience change: Key drivers

- 1. Peer to peer**
- 2. Reinvention by adopters**

What kind of methods tend to be used for adoption?

Optional

Collective

Authority

What kind of methods tend to be used for adoption?

Optional

Collective

Authority

Collaborative

Executive mandates

Wave sequence

Natural diffusion

Campaigns

Extension agents
(training & mentoring)

Affinity group
(disseminate superior
model to other sites)

Emergency mobilization

Hybrid approaches

A

9 Methods for spread and scale up:

Massoud, Donohue, McCannon 2010

1. **Natural diffusion** - spread ideas without intentionality
2. **Campaigns** - shared, quantitative aim connected to a targeted social system (evidence-based intervention, measurement, communications, and distributed field operations)
3. **Collaborative** (physical or virtual) – networked structured learning and exchange around shared aims, measures, and goals
4. **Extension agents** - spread through training and mentoring.
5. **Emergency mobilization** – rapid efficient assembly of plans, materials, supplies.
6. **Affinity group** - develop superior model, then dissemination to other sites in the system.
7. **Executive mandates** – policy, guidelines, protocols
8. **Wave sequence** - systematic spread within integrated multi-level systems
9. **Hybrid approaches** - where combined elements from different approaches form a new approach.

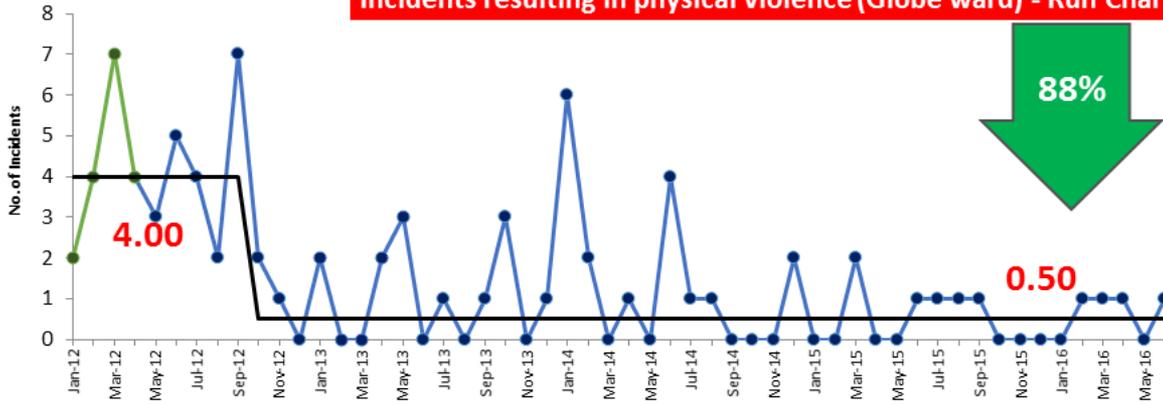


Make connections!

Violence reduction at ELFT

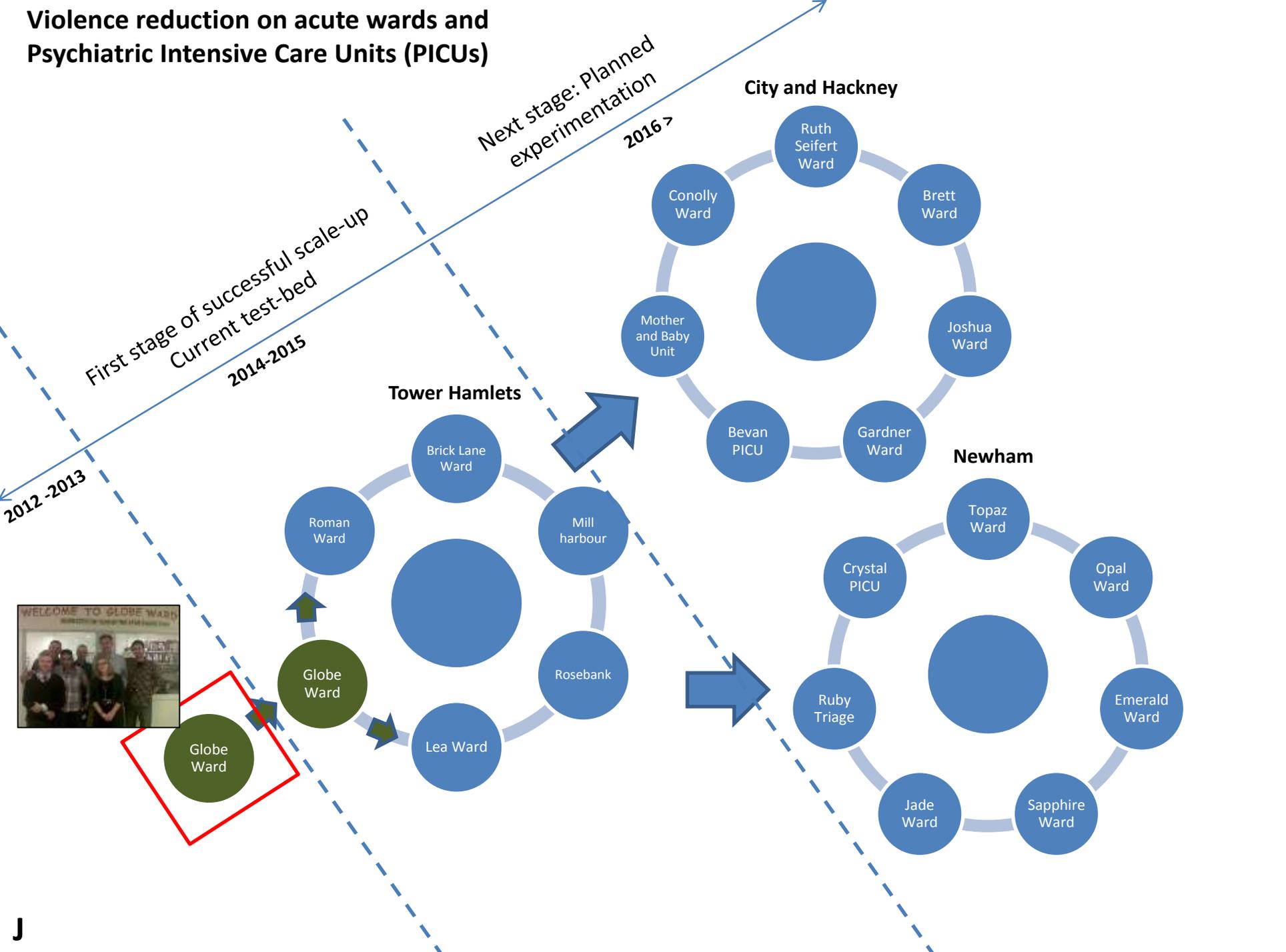
Our (current) journey of scale-up and
diffusion...

Incidents resulting in physical violence (Globe ward) - Run Chart

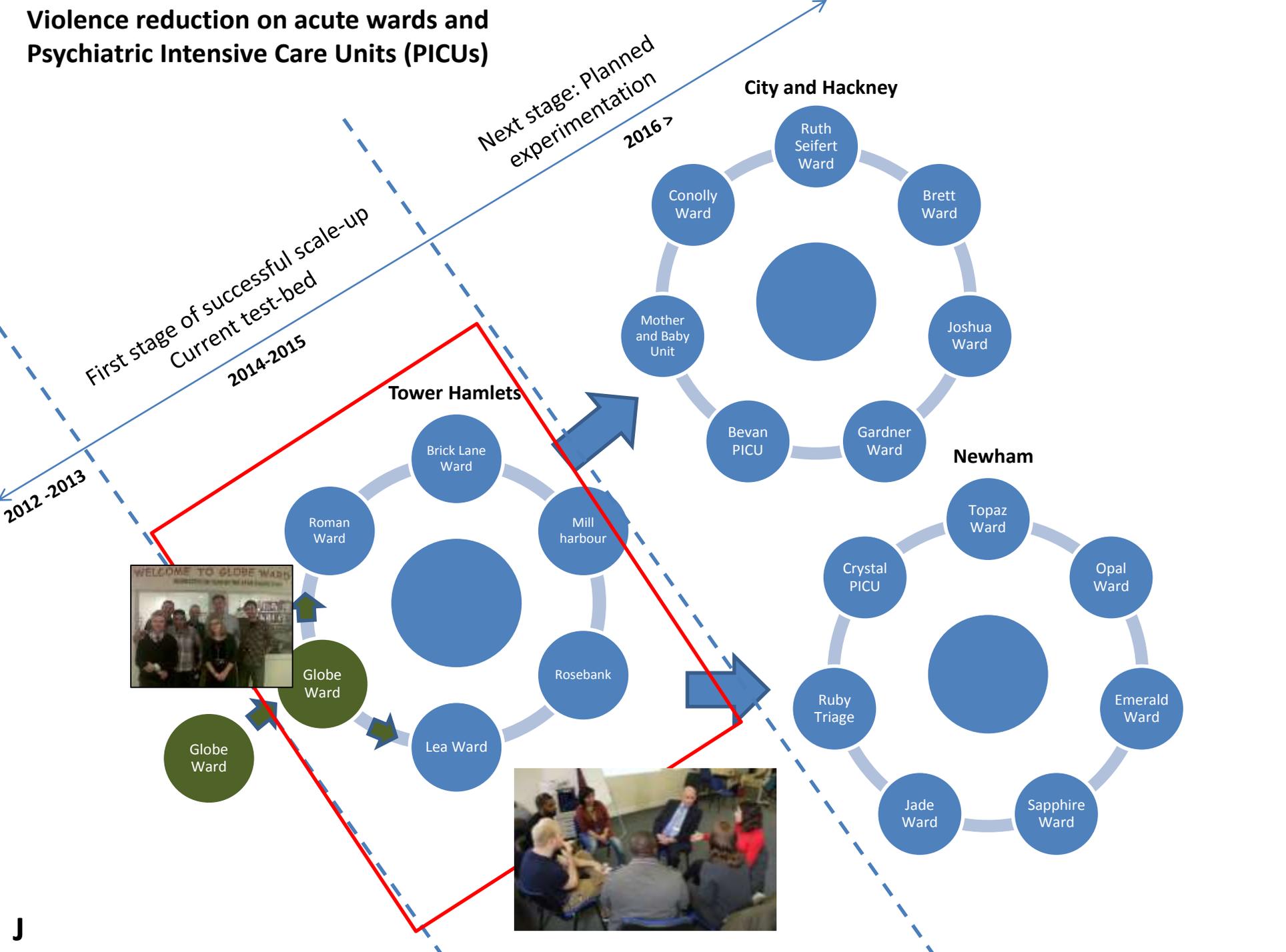


2012

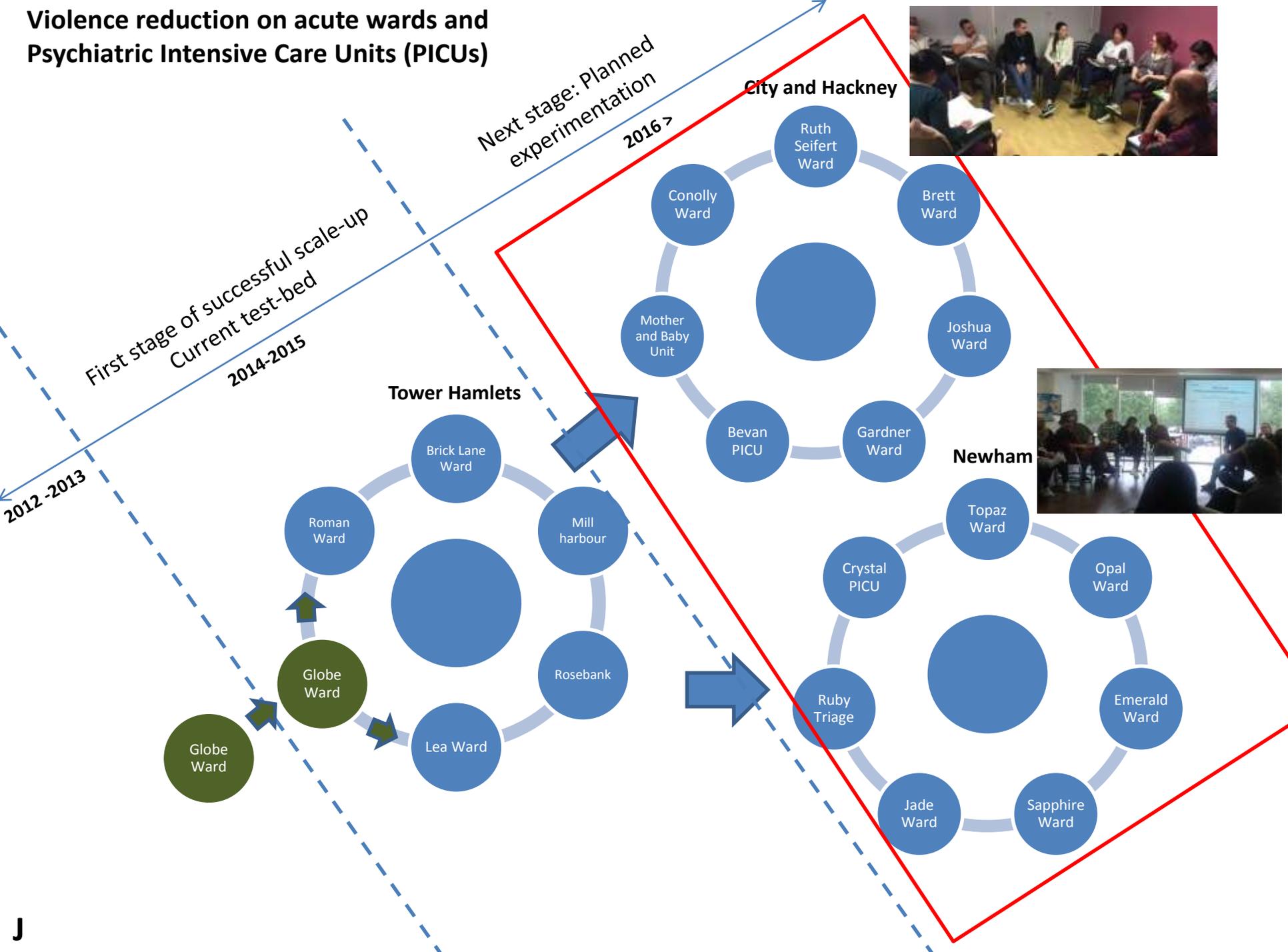
Violence reduction on acute wards and Psychiatric Intensive Care Units (PICUs)



Violence reduction on acute wards and Psychiatric Intensive Care Units (PICUs)



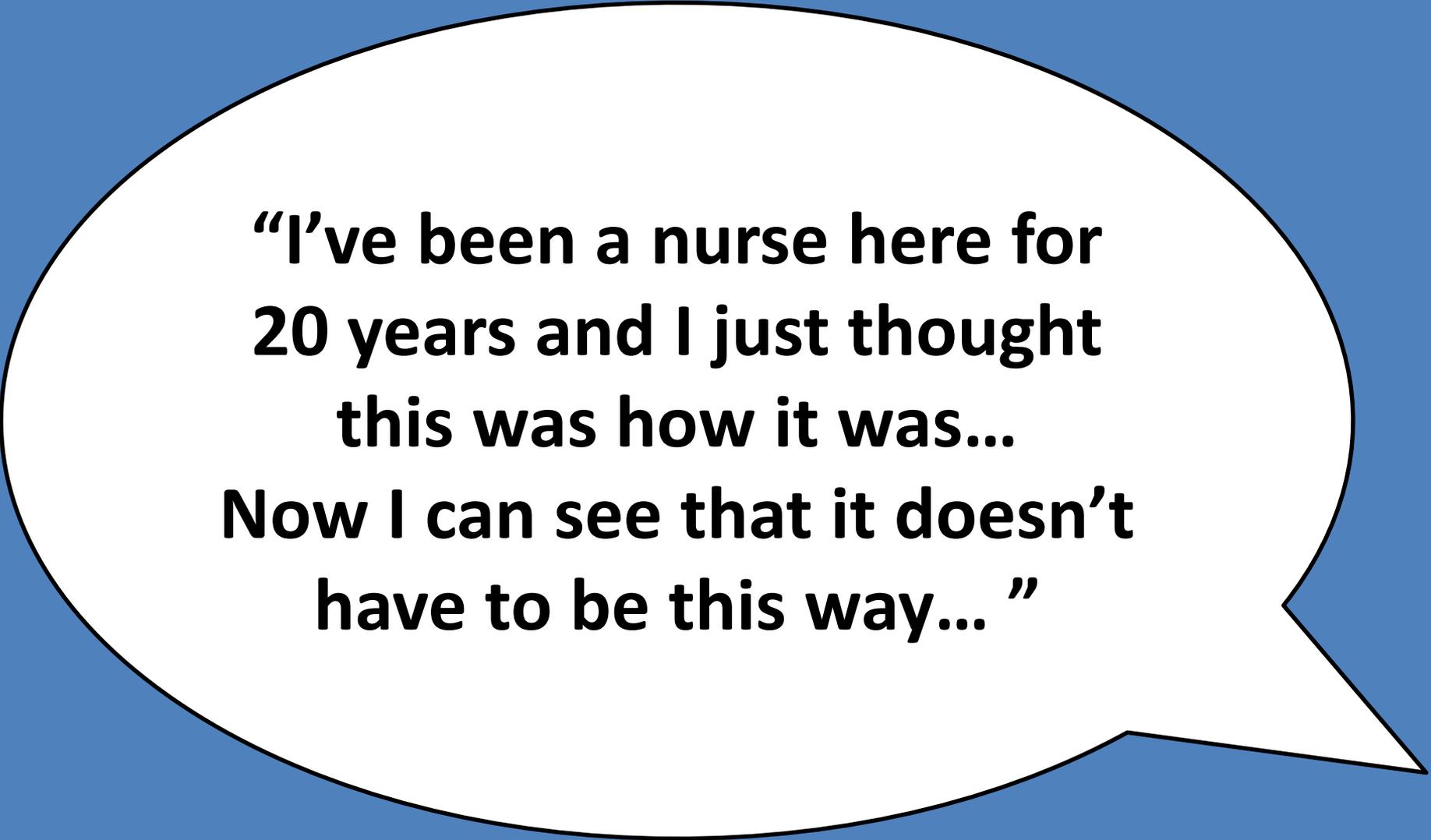
Violence reduction on acute wards and Psychiatric Intensive Care Units (PICUs)





“Whenever I have the opportunity to hear more about this work, I’m reminded of the time Andy Cruickshank came to see me to say that he wanted to work on violence reduction...

I will be very honest with you now and say that I was rather sceptical of whether he would be able to work on this and whether change was truly possible in this area...”



**“I’ve been a nurse here for
20 years and I just thought
this was how it was...
Now I can see that it doesn’t
have to be this way...”**

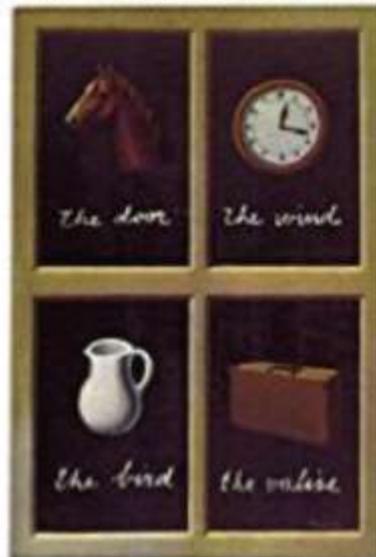


WAYS OF SEEING

JOHN BERGER

Seeing comes before words. The child looks and recognizes before it can speak.

But there is also another sense in which seeing comes before words. It is seeing which establishes our place in the surrounding world; we explain that world with words, but words can never undo the fact that we are surrounded by it. The relation between what we see and what we know is never settled.



The Surrealist painter Magritte commented on this always-present gap between words and seeing in a painting called *The Key of Dreams*.

The way we see things is affected by what we

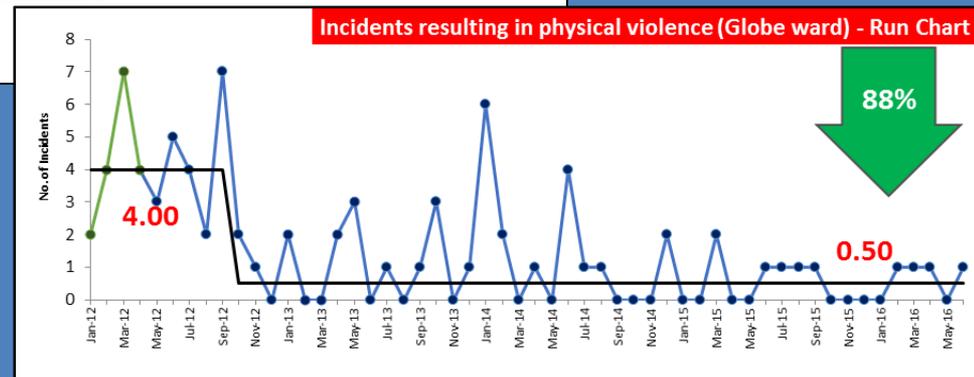


“Whenever I have the opportunity to hear more about this work, I’m reminded of the time Andy Cruickshank came to see me to say that he wanted to work on violence reduction... I will be very honest with you now and say that I was rather sceptical of whether he would be able to work on this and whether change was truly possible in this area...”

“I’ve been a nurse here for 20 years and I just thought this was how it was... now I can see that it doesn’t have to be this way”

The Attributes of Innovations

1. Relative Advantage
2. Compatibility
3. Complexity/Simplicity
4. Trialability
5. Observability



XXXXX Ward: Feelings / Experiences / Impact

- Scared
- Rejected
- Am I in the right job?
- Anger
- Let down
- Inadequate
- Anxious
- Divided
- Feeling am I the only one feeling this way?
- Feeling alone
- Why me?
- Not feeling supported
- Disappointed
- Gets to a point and you can't be bothered
- Low self-esteem
- Start questioning yourself >> what have I done wrong?
- Feeling like I don't want to come to work
- Feeling low
- Feeling let down
- Sometimes encourages people to kick-off >> normal culture
- Affects staffing levels >> injury, sickness
- Reduced resources (property damage)
- Reduced patient interaction time
- Service users feeling scared
- Wouldn't have faith in the service if I was a service user
- Would add to service users wanting to leave, but they can't
- Not therapeutic... aggravates things further
- Families feeling let down



The Attributes of Innovations

1. Relative Advantage

2. Compatibility

3. Complexity/Simplicity

4. Trialability

5. Observability

XXXXX Ward: Feelings / Experiences

- Scared
- Rejected
- Am I in the right job?
- Anger
- Let down
- Inadequate
- Anxious
- Divided
- Feeling am I the only one feeling this way?
- Feeling alone
- Why me?
- Not feeling supported
- Disappointed
- Gets to a point and you can't be bothered
- Low self-esteem
- Start questioning yourself >> what have I done wrong?
- Feeling like I don't want to come to work
- Feeling low
- Feeling let down
- Sometimes encourages people to kick-off >> normal culture
- Affects staffing levels >> injury, sickness
- Reduced resources (property damage)
- Reduced patient interaction time
- Se
- W
- in
- a service user
- Would add to service users wanting to leave, but they can't
- Not therapeutic... aggravates things further
- Families feeling let down

Safety Discussion in Community Meetings



Broset Violence Checklist

The Attributes of Innovations

- 1. Relative Advantage
- 2. Compatibility
- 3. Complexity/Simplicity
- 4. Trialability
- 5. Observability

WARD: ROSEBANK Safety Cross

DATE: 14/07/16

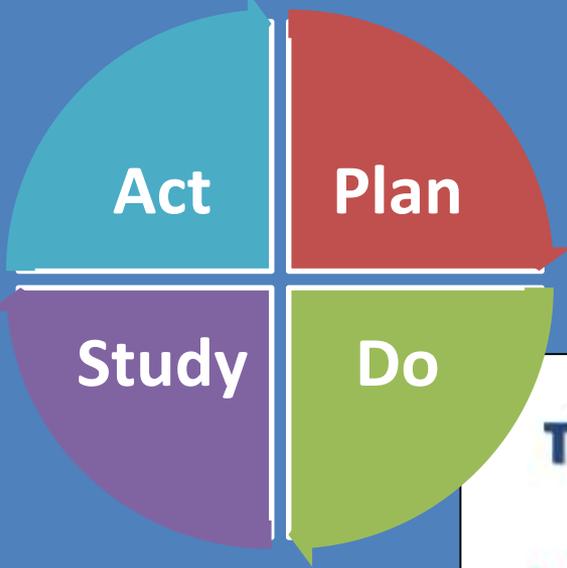
1:00	2:00
3:00	4:00
5:00	6:00
7:00	8:00
9:00	10:00
11:00	12:00
13:00	14:00
15:00	16:00
17:00	18:00
19:00	20:00
21:00	22:00
23:00	24:00

ROY - PHYSICAL

A



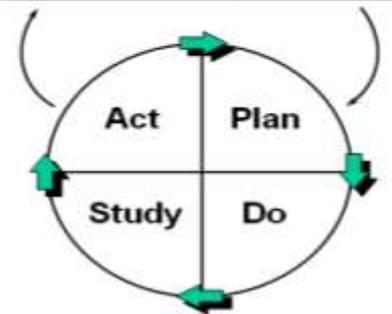
Safety Huddles



The Attributes of Innovations

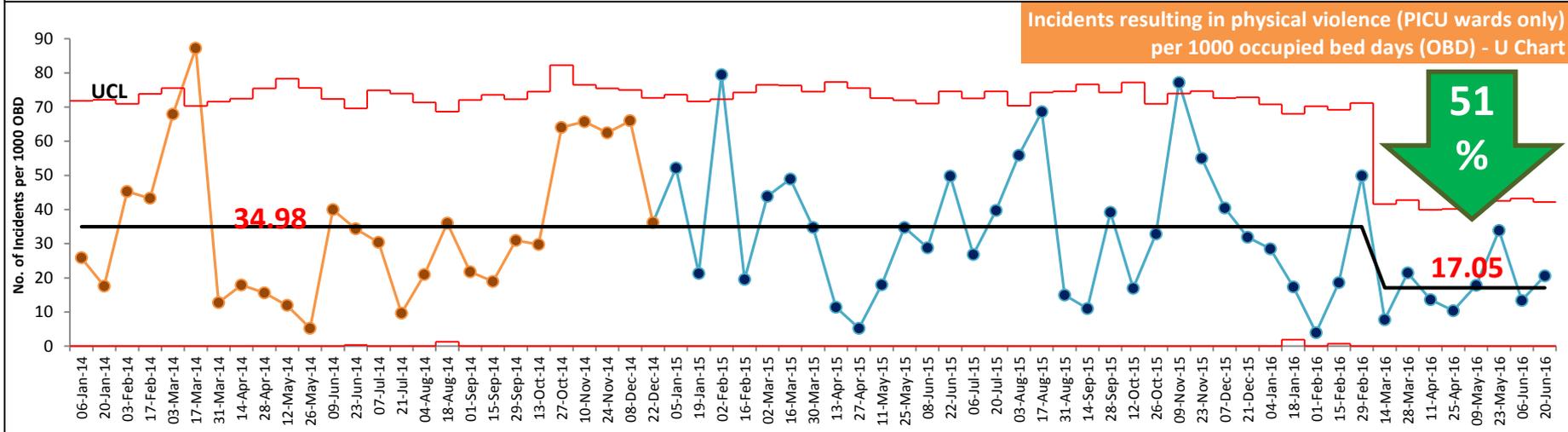
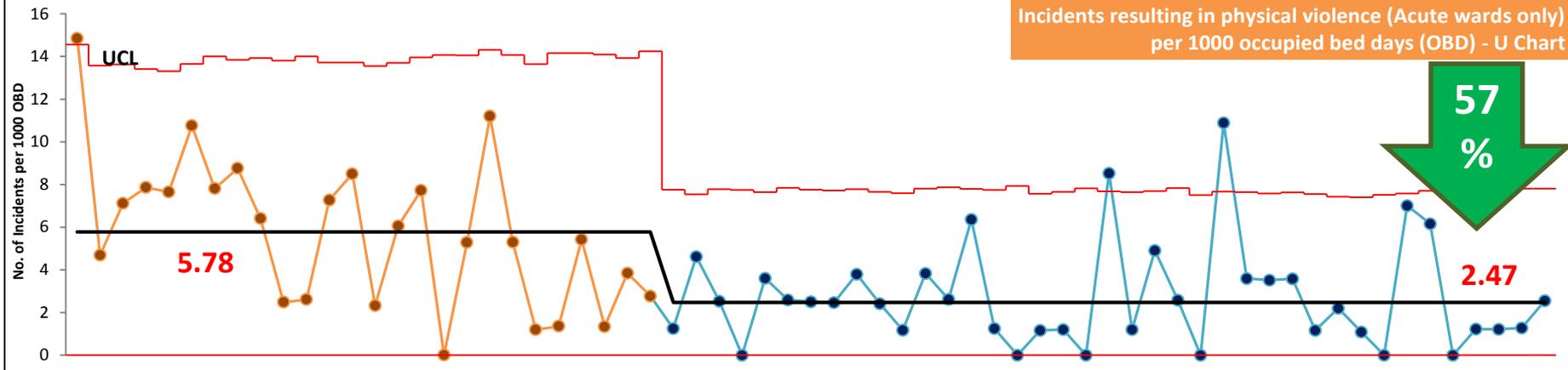
1. Relative Advantage
2. Compatibility
3. Complexity/Simplicity
4. Trialability
5. Observability

Model for Improvement
What are we trying to accomplish?
How will we know that a change is an improvement?
What change can we make that will result in improvement?



The Attributes of Innovations

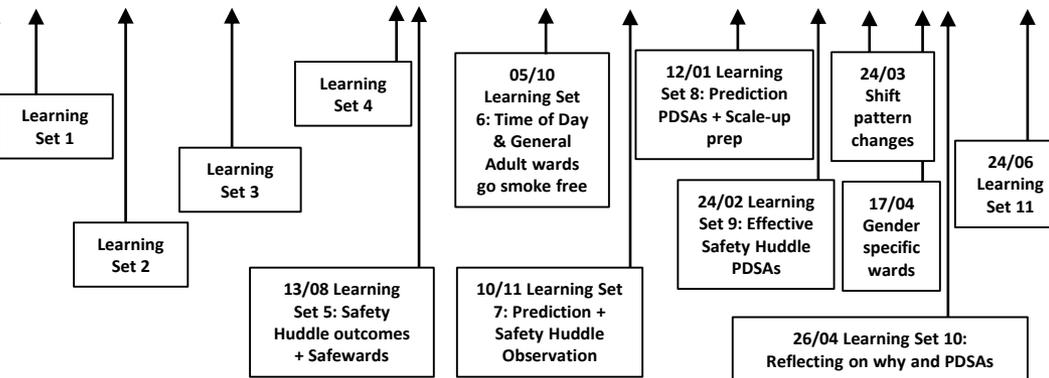
- 1. Relative Advantage**
- 2. Compatibility**
- 3. Complexity/Simplicity**
- 4. Trialability**
- 5. Observability**



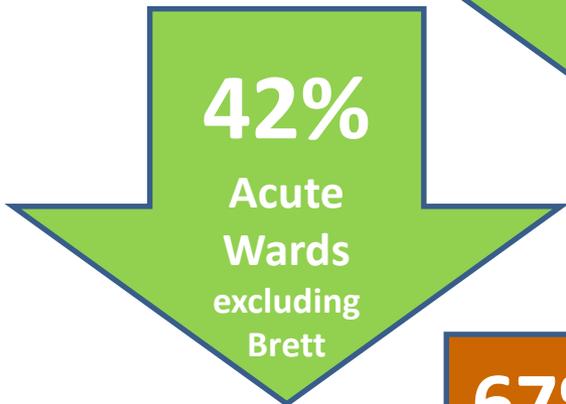
← **BASELINE DATA (BEFORE)** | **PDSA DATA (AFTER)** →

↑ Pre-work / engagement

↑ Testing begins



Hackney



Reductions we are seeing in data over time

Newham

“We’re no longer fire-fighting all the time...”

“I think there is a shift. Before we started this, no one talked about it. Now we are bringing it up, which says 'it is not ok' ”

“It is more calm and relaxed”

“I'm just really pleased that it's permeating out and patients are feeling able to broach the subject”

“It’s been a good few months... we are moving fast now”

“The team feels more confident and are having better discussions around issues that may arise”

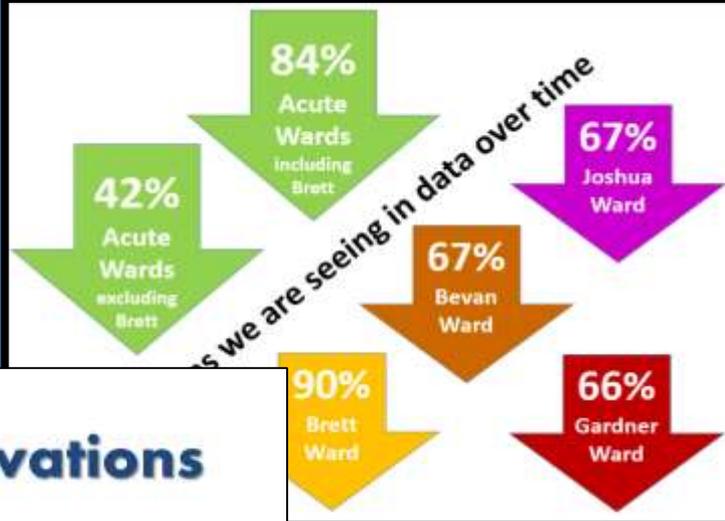
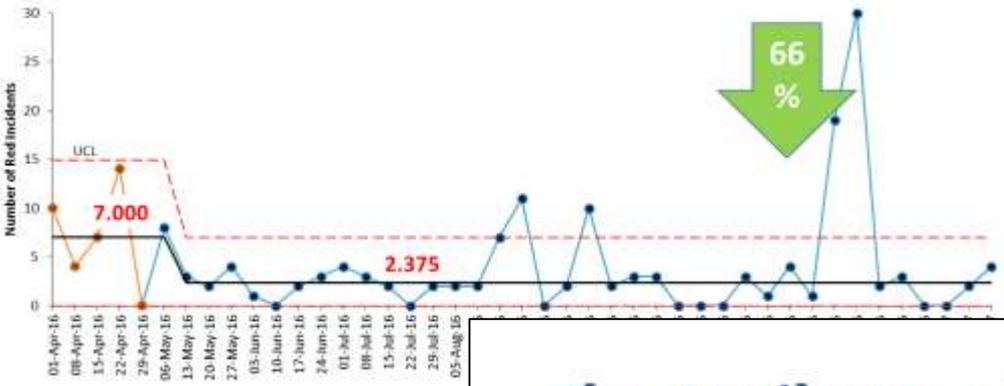
“A service user has said she is impressed by the atmosphere... ”

“4 months ago I was really scared to come to work, but it’s getting better”

“There’s a better therapeutic environment and patient satisfaction. You can feel the lowered levels of stress for staff and patients”

“Well, what can I say, the team are fantastic! Thank you for helping all the patients here. You save lives and give us a second and third chance”

Red Incidents recorded by week on the Safety Cross, (Gardner) - C Chart



The Attributes of Innovations

1. Relative Advantage
2. Compatibility
3. Complexity/Simplicity
4. Trialability
5. Observability

"I think there is a shift. Before we started this, no one talks are bringing it up, which says 'it is not ok'

"We're no longer fire-fighting all the time.."

"I'm just really pleased that it's permeating out and patient broach the subject"

"The team feels more confident and are having better discussions around issues that may arise"

"The team are talking about risk and making decisions - something that would never have happened 18 months ago"

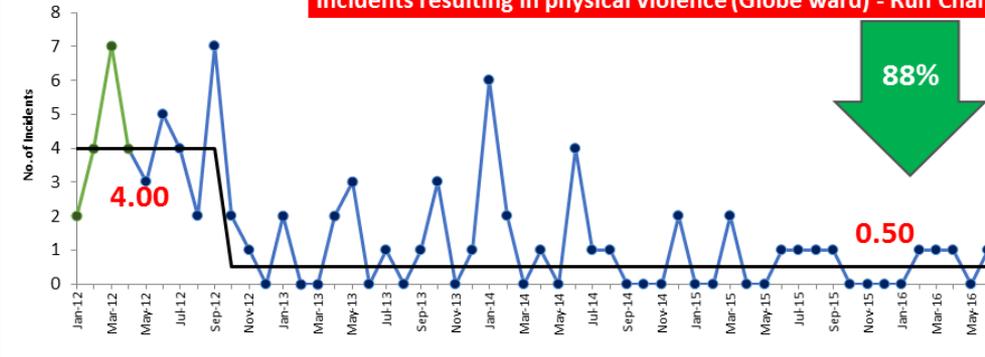
"4 months ago I was really scared to come to work, but it's getting better"

"I find them (huddles) an essential part of the shift; a space for us all to communicate and highlight risks to keep us safe"

"There's a better therapeutic environment and patient satisfaction. You can feel the lowered levels of stress for staff and patients"

"Well, what can I say, the team are fantastic! Thank you for helping all the patients here. You save lives and give us a second and third chance"

Incidents resulting in physical violence (Globe ward) - Run Chart



League	Player	Goals
Champions League	MARTIN	8
Champions League	Patricia Claire Steve Carmen	6-7
CHAMPIONSHIP	Sean	5
LEAGUE 1	Mark Monica Lynn	4
LEAGUE 2	Julian John Angie	2

THE CITY & HACKNEY VIOLENCE REDUCTION COLLABORATIVE

THE SAFETY HUDDLE-O-METER!

What is this work about?

The Reliability Race

The week of the 14th November, we are celebrating Staff Nurse Diana **YOUR SAFETY HUDDLE SUPERHERO!** She has investigated and attended the most amount of safety huddles this week. Well Done Diana!

STAFF APPRECIATION WEEK!

IT'S A REBIRTH! IT'S A PLANET! NO, IT'S...

Making it your own!

Reinvention by adopters

Data Mingle!

8:30am? 3:30pm?
 11:30pm?

STOP!.....

HUDDLE TIME!

The Bevan Ward team is aiming to do Safety Huddles 3 times a day to help us identify safety risks on the ward. These are quick stand-up meetings of the team.

Doing Safety Huddles is new for us, so sometimes it's hard to remember to do them. We hope this poster will help remind us... but if we've forgotten, please remind us too!



Lea Ward September Safety Huddle Champion
 George enjoying his prize

A man in a green tank top and dark shorts is sitting on the ground, looking exhausted and holding a medal. He has a race bib on his chest that says "FLORIDA" and "50677". A water bottle is visible to his left. The background is a blurred outdoor setting.

**RUN A MARATHON,
THEY SAID**

IT'LL BE FUN, THEY SAID

IF TRUMP
CAN RUN
SO CAN YOU



A

Key considerations

Leadership role

Context and
readiness

Energy and
Engagement

Phased
approach

Design of
support and
learning systems