

Making and Disseminating CHANGE

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Speaking for hundreds of other people

Making & Disseminating Change

Every profession has a different leg on it.

■ **Influentials and the Intervention (Rogers)**

- Rogers E. (1982). *Diffusion of Innovations*. Free Press.

■ **Welcoming environment (PPM)**

- Van de Ven A. (1980) Problem solving, Planning and Innovation: test of the program planning model. *Human Relations*. 33(10); 771-.

■ **Processes (NIATx)**

- Gustafson D, Johnson K, et al (2011). The NIATx Model. NIATx Foundation.

The NIATx Story

- Pretty successful
 - “We got NIATx’d”
 - Over 3200 SUD organizations in US have “adopted” it.
 - NIATx being institutionalized
 - Led to some pretty interesting changes
 - Eliminate appointments
 - Use technology
- **How did it happen?**
- **Take home messages?**



Stages of the Story

- Preparation
- Problem exploration
- Solution exploration
- Solution development
- Adaptation and testing
- Dissemination
- Sustainability

Prepare

- Visionaries – Victor Capoccia; Fran Cotter
- RWJF and Feds funded
 - Program office
 - Outsiders (U of Wisconsin)
 - Name (Paths to Recovery)
- Marketing

Take home messages

- **Support from opinion leaders**
- **Start up funds w incentives to join**
- **Outsider as change leader**
- **Market**

Problem Exploration

- Walk through (I got admitted)
- Thru site visits we saw agencies first hand
- Created stories and got attention
- Set key goals
 - Reduce time to treatment
 - Increase admissions
 - Patients stay in treatment

Take home messages

Personally experience the problems

Walk through

Stick to a few simple, measurable goals

Solution Exploration

Reach outside the field

- Literature review
 - Deeply know your customer
 - Buy into CEO goals; not CEO buy-in
 - Ideas from outside the field
 - Rapid cycle change
 - Influential change leader

- Outside leaders ID promising practices
 - McDonalds:
 - Two customers; 5 menu items; Fast
 - Mass Communication scientists:
 - Return next time (not whole season)

Take home message

Reach outside the *field* for ideas

- Analogous problems in other *fields*
- Find best organization in that field
- What makes them so good.

Solution Development

- **Create simple change model**
 - Walk through (personally experience)
 - Few aims and measures
 - Fast small changes
 - Coach and learning sessions
- **Create Demo Program**
 - Day long promotional meetings
 - Small grants
 - Walk through and report
 - Change something in 3 weeks

Take home message

- **One simple measure**
- **Rapid, Cycles testing**

Solution adaptation and testing

- Tried on ten agencies
- External evaluator
- Modified our model
 - Not enough cycles
 - Projects too complex
 - Measures too complex
- Had second round of new agencies

Take home message

Seek and celebrate criticism early on

Force field analysis

Strengths	Modifications Weaknesses

More Tests

- Many more demonstrations (229 more sites)
 - Federally sponsored program
 - State led programs
 - Move from administrative to clinical practices (EBPs)
 - With and without financial incentives
- Cadre of coaches
- Change leader academies
- Randomized trial (200)
 - Establish scientific validity
 - Coaching is key

Take home messages

- **Must test under multiple conditions**
- **External evaluator builds credibility**
- **Continued support from sponsor**

Dissemination

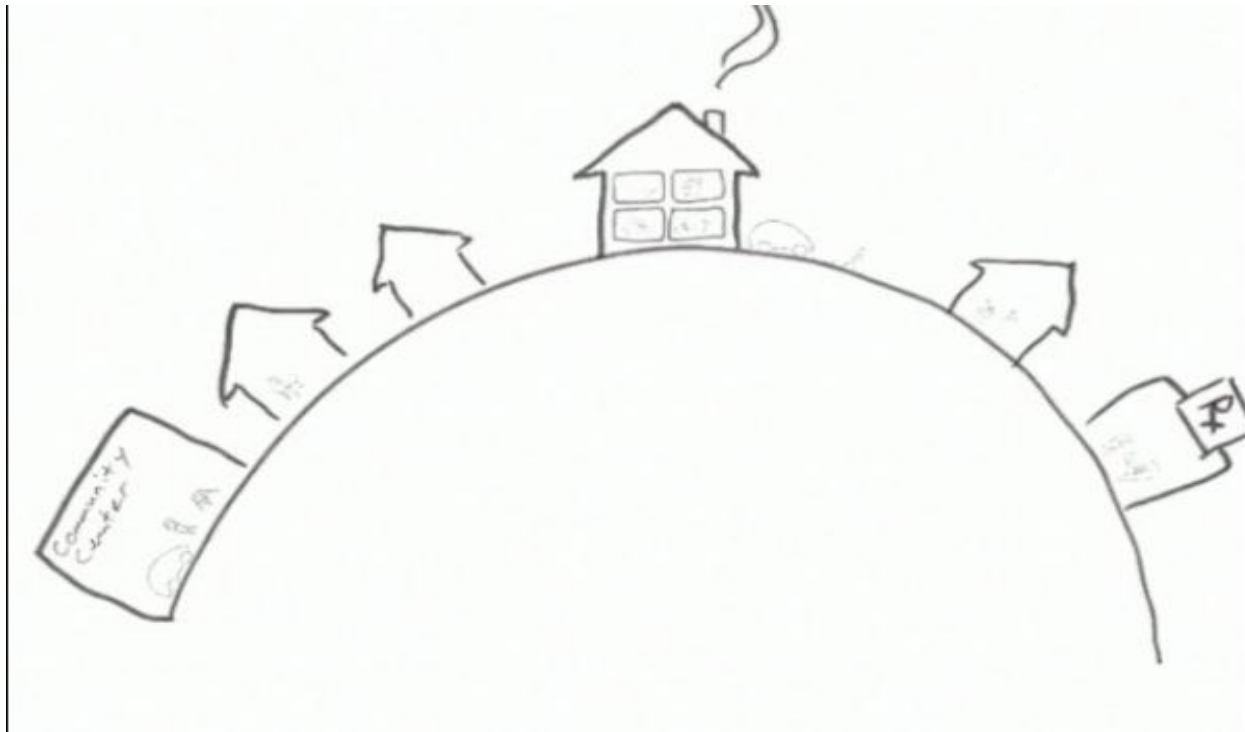
- Market the results
 - Annual meeting
 - Trade & scholarly publications & presentations
- Campaign
 - Theme - 55,000 lives (by using NIATx)
- Continued improvement
 - Essential ingredients study
 - Tool creation

Take home message

Market, Market , Market

OCM tool

Simplicity



Sustainability

- One person in charge - K Johnson
- Continued financial support
- ATTC national coordinating office
 - 14 ATTC programs.
 - Spread evidence based practices.
- Continued Innovation
 - Smart phone - ACHES and Seva
 - Computerized dissemination system

Take home message

Fit it into an existing program

Innovate & sustain at same time.

Ahah's of System Change

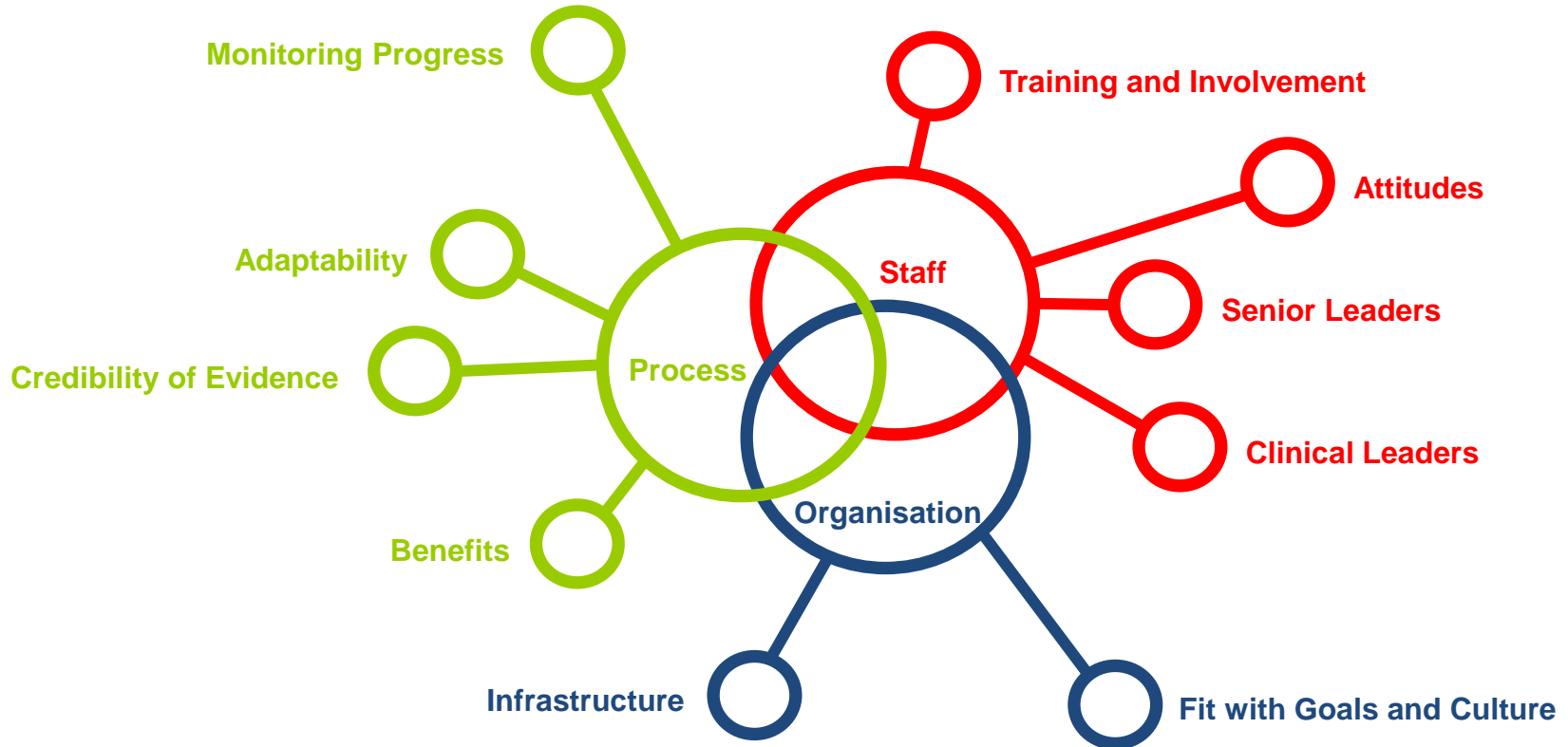
Preparation	<p>Simple aim</p> <p>Committed team</p>	<p>Very few simple measures</p> <p>Influential change leader</p>	<p>Simplicity in general</p> <p>Help the senior leaders</p>
Prob Exploration	<p>Nominal Group Technique</p>	<p>Personally experience</p>	<p>Make staff lives better</p>
Sol'n Exploration	<p>Essential ingredients</p>	<p>Why, Why . . . How, How</p>	<p>The best from outside</p>
Solution Development	<p>It is a family disease</p> <p>Very little training needed</p>	<p>Ideal systems</p>	<p>Improve customer lives</p> <p>What could ever go wrong</p>
Solution Adaptation	<p>Seek/celebrate criticism</p> <p>Get reactions early on</p>	<p>Strengths/modifications</p> <p>ID & work w opinion Ldrs</p>	<p>Rapid testing & adaption</p> <p>Outside experts endorse</p>
Implementation	<p>Sustainability leader</p>	<p>Five levers</p>	<p>Market, Market, Market</p>



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Enhancement Systems Studies
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The NHS Sustainability Model

Core Areas and Factors

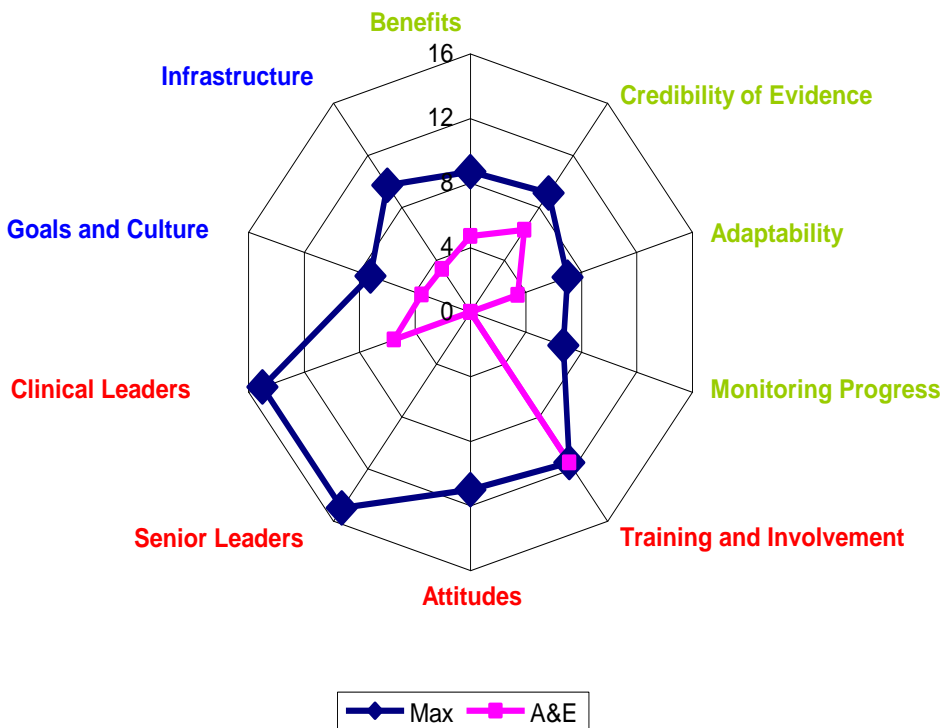


For further details on the Sustainability Model please refer to the link below:

<http://www.institute.nhs.uk/ServiceTransformation/Using+the+NHS+Sustainability+Model+and+Guide.htm>

Sustainability Model Output Graph

Sample Spider Graph



- Blue points represent maximum possible numerical score attached to each of the ten factors.
- Pink points represent score assigned by the assessment team to each of the ten factors for a specific project.
- The gap between blue and pink points shows the improvement potential for each of the ten Factors.