



# Spreading Improvement



*Northern California LS 2*  
*September 2007*

# Objectives

- Understand factors that affect spread
- Understand improvement team role in assisting with spread
- Evaluate if a change is ready for spread

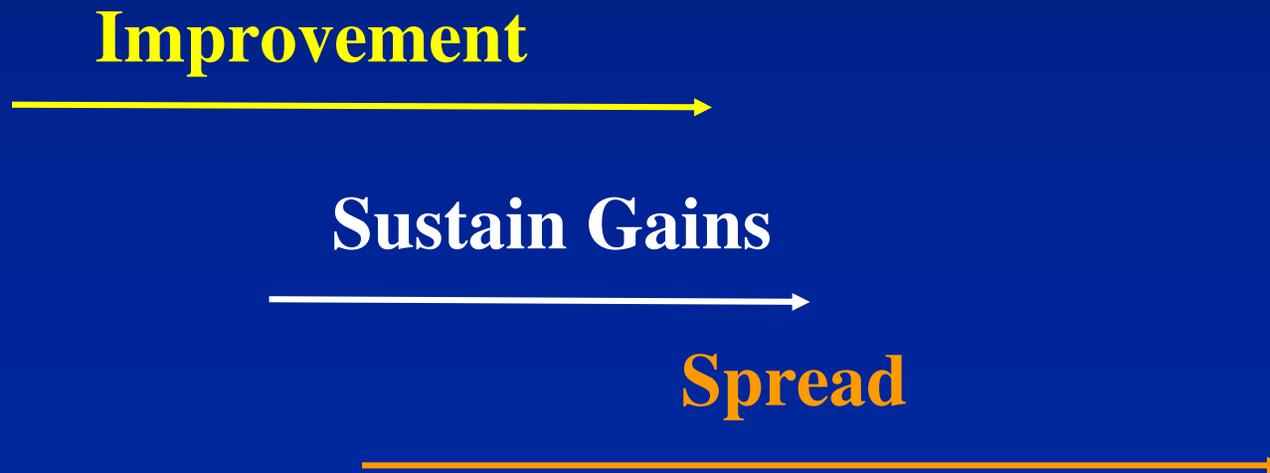
“There is nothing more difficult to plan, more doubtful of success, nor more dangerous to manage than the creation of a new order of things....”

*-Nicolo Machiavelli, The Prince*

# Creating a New System



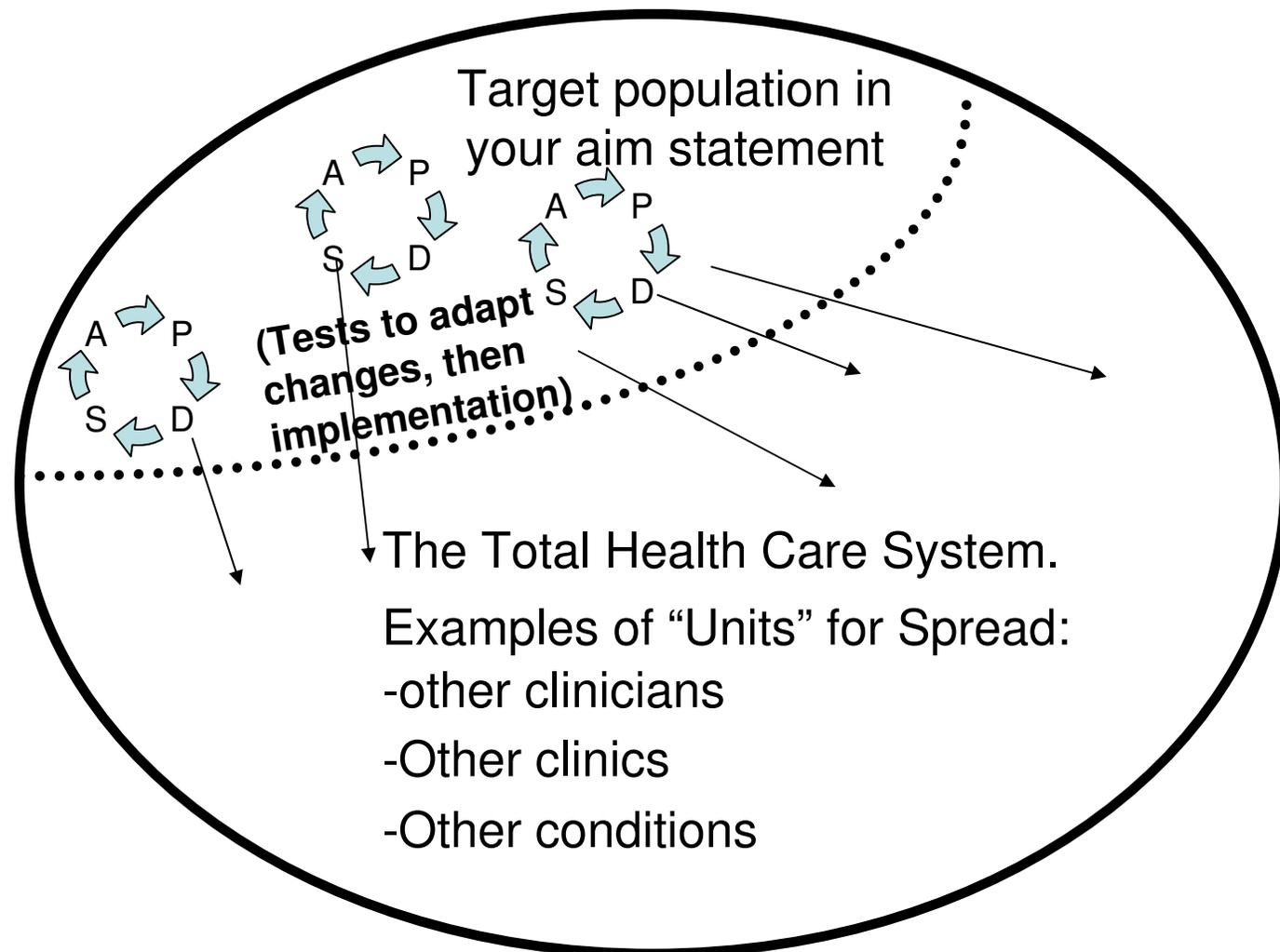
BETTER



# Spread: How we get others to *adopt* new ideas

## Spread to Whom and Where?

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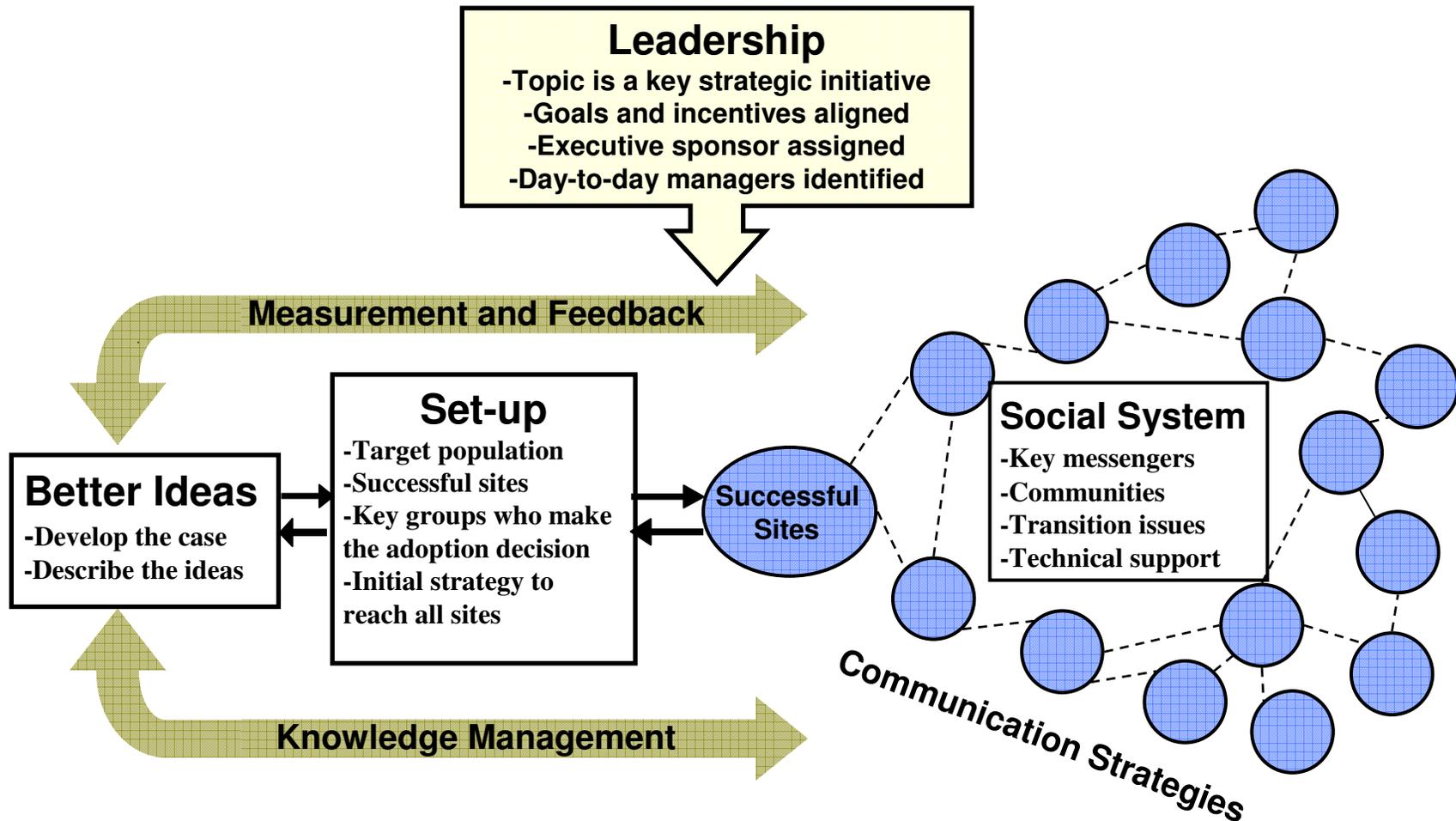


# *Leadership's Role in Spread*

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- Leadership
  - Topic is a key strategic initiative
  - Goals aligned with other projects/incentives
  - Executive sponsor and spread leaders assigned
  - *Plan for improvement teams to connect with executive sponsor*
- Set-up for Spread
  - **Are pilot sites successful?**
  - Identify key groups who make adoption decision
  - Plan to reach all units for spread

# A Framework for Spread



# What the *Improvement Team* Can Do to Help with Spread

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- *Have results* to show
- Help to make the case for change
- Help understand and anticipate resistance
- Communicate with leadership
- Make it easier for others to do the work
  - Provide examples of PDSAs
  - Share tools
  - Host a site visit to show new process (tacit knowledge)
- Be a messenger to a new site – more than anything, peer to peer communication leads to adoption of new idea.

# Adoption of a new idea is a DOING thing!

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“BETTER  
IDEAS”

COMMUNICATED

In a certain way



Happens  
over time

Thru a **SOCIAL** system

## Exercise: Reflect on one or both of the following and share with a neighbor

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Think back to 2 different times:

1. A time when you were one of the last to adopt something new and
  2. Another time when you were one of the first people to adopt something new idea.
- What made you one of the last?
  - Why were you one of the first?

Report Out: Do we hear common themes?

## Factors Related to Adoption

Does the new thing or idea seem like it would make your life or work better?

Would easily it fit in with everything else?

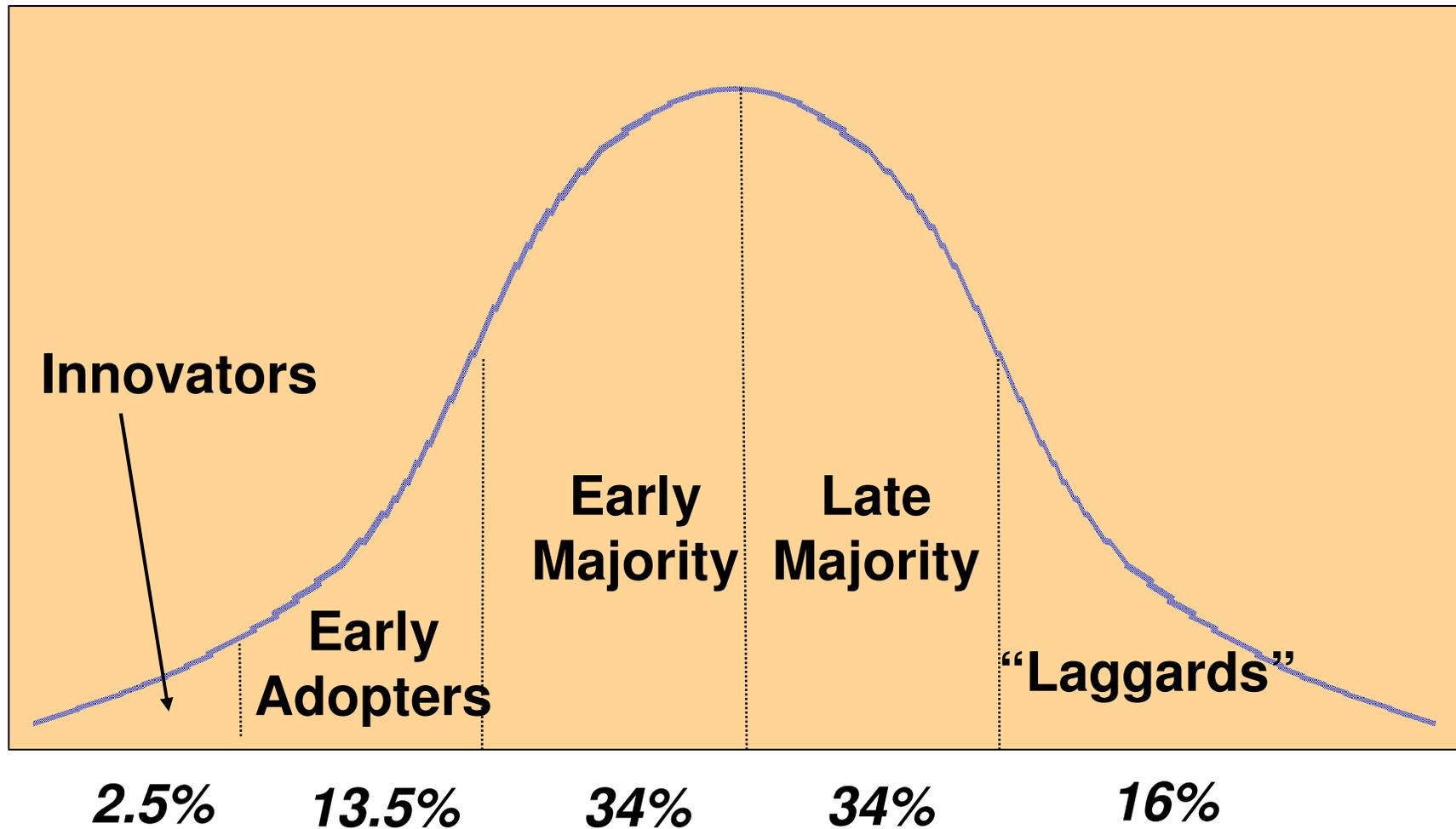
How difficult or simple is it to understand and use?

How easy is it to try out before adopting?

Could you observe the new idea in action?

# Adopter Categories

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*from Rogers, 1995*

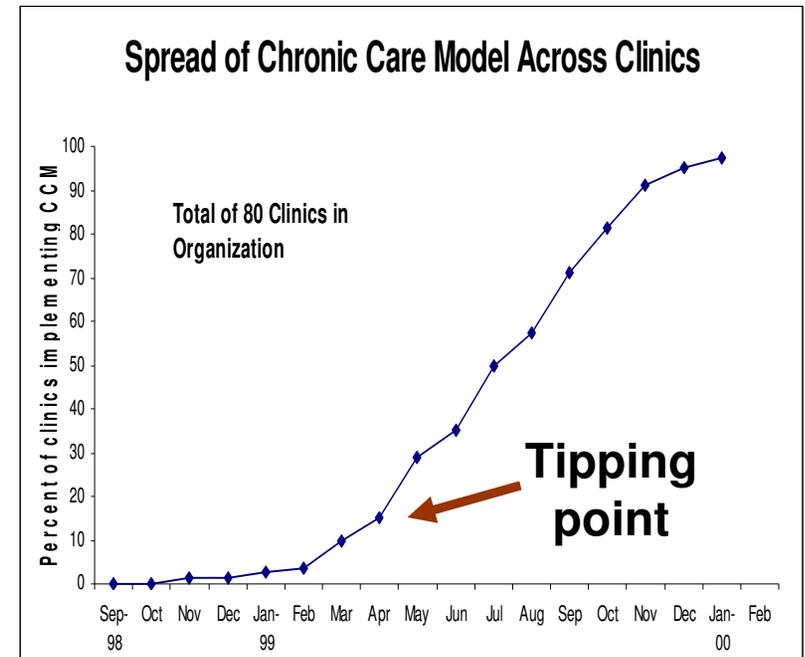
# The “Tipping Point”

*“The name given to that one dramatic moment in an epidemic when everything can change all at once.”*

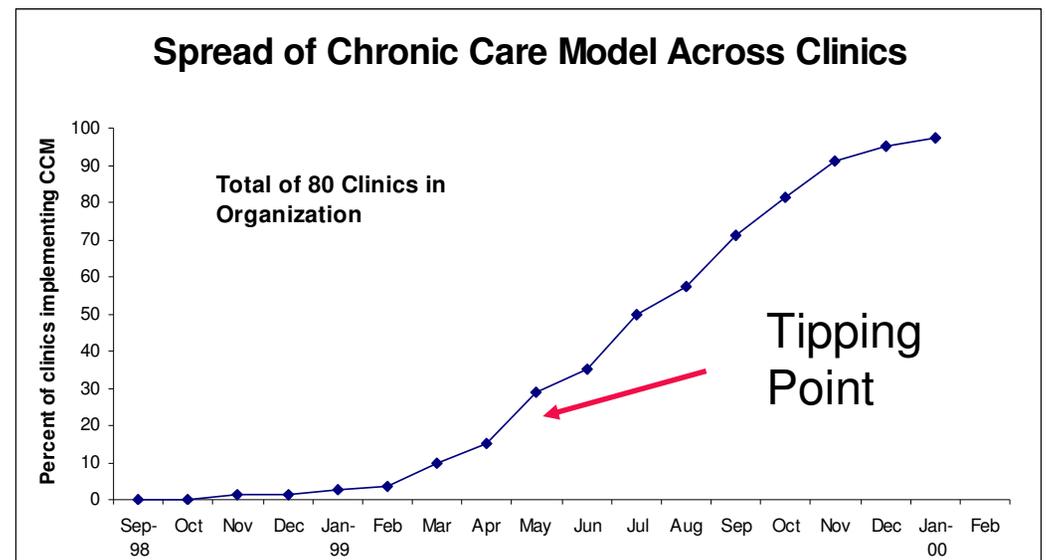
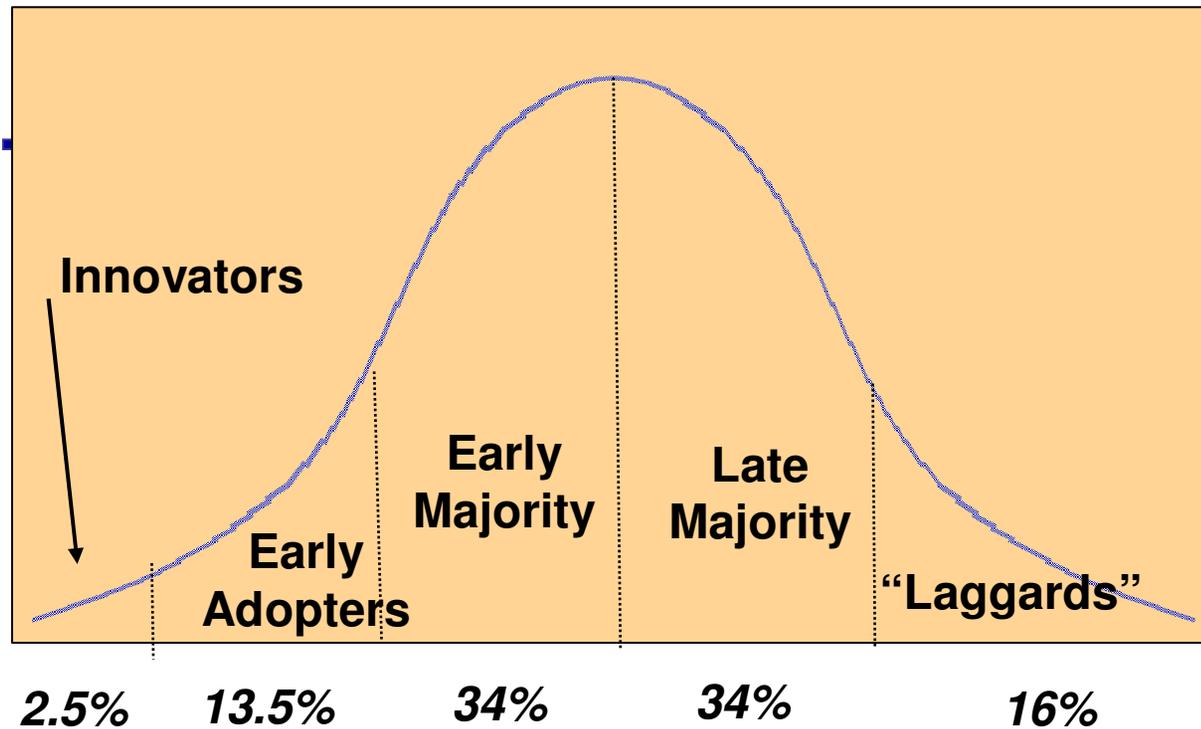
- M. Gladwell

*“The part of the diffusion curve from about 10 percent to 20 percent adoption is the heart of the diffusion process. After that point, it is often impossible to stop the further diffusion of a new idea, even if one wished to do so.”*

- E. Rogers



# Adopter Categories – Tipping Point



from Rogers, 1995

# Adopting is a *Process* over Time

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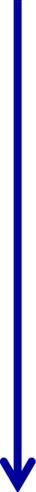
1. Pre-contemplation – Some/Little Knowledge about innovation
2. Contemplation - Think about trying- positive attitude about innovation
3. Preparation – Decision to seek more information and to *try* idea (not practice prescription) - PDSA cycles - very important!

*“Persuasion is not enough..... After adopters understand the new ways, they must be provided with the necessary guidance and ample opportunity to perfect the modeled activities under circumstances where they need not fear making mistakes.”*

*Albert Bandura*

# Adopting is a *Process* over Time

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4. Action - use innovation on regular basis (Implementation)
  5. Maintenance or Confirmation-important to *recognize* and shares benefits of innovation-helps validates choice and helps to hold gains (Sr. Leadership and spread is vital here)

# Adopting is a *Process* over Time

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People have different stages of readiness –  
Tailoring information becomes important

# The WAY in which we communicate is important

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## SHARE INFORMATION

## SHAPE BEHAVIOUR



General Publications  
flyers  
newsletters  
videos  
articles  
Posters  
“blast” emails  
websites

Public Events  
road shows  
fairs  
conferences  
exhibitions  
mass mtgs

Personal Touch  
letters  
cards  
postcards

Interactive Activities  
Conf. calls  
listserv  
visits  
workshops

One-to-one  
tailored site  
visit  
mentoring  
shadowing  
coaching

# How 'Spreadable' are your Improvements?

(1=not at all , 5=absolutely)

Factors	Score
Relative advantage - is this idea better?	
Compatibility with current system – does it fit in with everything else?	
Complexity – Is this idea easy to understand and use?	
Testability - How easy is it to try out before adopting?	
Observability - How visible are the results - ability to observe the change and its impact	

# Spread Exercise

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- Choose 2 key changes you have been testing in your project. Evaluate each change on each of the five factors **from the viewpoint of a potential adopter or “spread target”** point of view (not your point of view!). Use a 1- 5 scale:
  - 1 – not at all
  - 2 – mostly not
  - 3 – not sure
  - 4 – somewhat
  - 5 - absolutely
- Total the evaluations for each of the factors.
- How easy will it be to spread the change:
  - 25 = it will spread like wild fire
  - 5 = no chance of spreading in present form
- Which factors would you work on to increase the chance of spread? How?
- Report out some thoughts

# Spread Exercise

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- Pick one of your change ideas that you feel is ready for spread.
- Plan and deliver a 3 minute pitch that takes the 5 adoption factors into account.

# References

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