

SOLUTION: Introducing Change Methodology to Leaders

WHY DO YOU NEED A STANDARD FOR CHANGE WITH YOUR LEADERSHIP TEAM?

Change is hard. Changing behaviors is doubly difficult. Creating a standard for leaders so that they can be successful and have some guidance for effective change is just GREAT leadership and is also how you would like to support your leadership bundle and insure successful change.

I have, far too often, spoken with healthcare leaders and assessed healthcare organizations that have not adopted a specific improvement methodology or tools to facilitate their efforts toward excellent results and ongoing improvements. Leaders are, in essence, left to their own accord to know how to improve.

The HOW: We recommend, at a minimum, that you put PDSA as a requirement for all change initiatives, projects, and implementation plans for change.

Plan-Do-Study-Adjust

Please watch out for the following to happen!

Even with an adopted improvement methodology, known by all leaders, we recognize a common issue that can surface. When improvement opportunities abound all around us, it can lead to the prioritization of too many improvements at the same time.

This can lead to the “shortchanging” of the improvement process.



If you shortchange the improvement process, you may see some positive benefit of the innovations; but it is when you stay true to the process that you can garner the greatest results.

When there are long lists of innovations and improvements to be made, we may shortchange the improvement process as a way to quickly move on to the next thing, and the next thing. So, the organization moves millimeters towards many things, versus moving leaps and bounds in regard to the few most improvement things.

For instance, an may take on a cycle of "Plan-Do" - move on to the next thing - "Plan-Do" - move on to the next thing, etc. This can often lead to a culture of change fatigue and "flavor of the month" change mentality, making all future changes even harder for employees to trust and adopt. As you can see, it is the "Study-Adjust" steps that are the most common to be missed or short changed. Stay the course. Reap the results.

Move MILES instead of MILLIMETERS.

Many of your leaders may ask " When do I need to use this?". I had the same issue as a leader. I was not building buildings and bricks and mortar. I was a process improvement sort of gal. I could see the organizational aspect of putting everything in a template ahead of time and following it!

What happened to me is what happens to every leader. The WHIRLWIND would strike prior to my meeting with my team to do the "Study-Adjust", and good would be good enough. I would move on to the next thing.

Or, even worse! I would not garner key stakeholder involvement(aka, I would NOT form an employee team), and then would be left with a failed project that I needed to patch up in the Study-Adjust process. I would lose trust from my employees , and spend MORE time fixing what I had started.

Effective Change management takes time. Like all of our other proactive leadership solutions- that time you take to do things very well, and to strive for innovation and greatness is worth its weight in GOLD.

Many of our most successful partner organizations have REQUIRED change improvements/innovations out of each department. The requirement that you MUST be innovating and improving is a GREAT one. It is what we should be doing as leaders, right?

Likely, all leaders were making improvements in the first place, they were just not following a template and adhering to PDSA. This gets leaders in the habit of using this extremely valuable tool.

If your leaders need a WHEN to use PDSA for improvements, below are some examples of the WHEN:

When :

- Eliminating Waste: You can analyze any activity your organization performs or resource your organization uses to ensure it adds value.
- Understanding and Optimizing Inventory: Understanding how and where inventory exists within your organization, and how it moves, can uncover opportunities to reduce waste and save money.
- Improving Workflow: You can ensure that work flows as efficiently and effectively as possible in an organizational process.
- Managing Time: You can analyze the time it takes for your organization to accomplish certain tasks and how to shorten those time cycles.
- Reducing Unnecessary Variation: Reducing variation in many processes makes results more predictable and reduces errors.
- Redesigning Systems to Reduce Errors: You can analyze and redesign your systems, so they are less susceptible to human error.
- Improving the Work Environment: Improving the work environment for employees can improve performance throughout your organization.

Call to Action:

Place a PDSA template in the hands of your employee driven teams and leaders and Just Start!



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PDSA Task Force Action Plan

Process Improvement:

Action Items	P/D/S/A	Responsible	Target Completion Date	Comments/Status
STRUCTURAL				
Task Force Organized	P			
Goals Established*	P			
Meeting Scheduled	P			
Developed	P			
Update Shared Drive	P			
DATA				
Action Items	P/D/S/A	Responsible	Target Completion Date	Comments/Status
Baseline Metrics Collected**	P			
Ongoing Data Collection Process Defined/Assigned	P			
Ongoing Data Reporting/Monitoring	S			
Evaluation of Data/Outcomes after Implementation	S			



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*Goal(s) for Improvement:

**Key Baseline Metrics:

Action Items	P/D/S/ A	Responsible e	Target Completion Date	Comments/Status s
RESEARCH/ANALYZE				
Research: Evidenced and Best Practices	P			
Evaluate Current Practice	P			
Action Items	P/D/S/ A	Responsible e	Target Completion Date	Comments/Status s
DEVELOP NEW/IMPROVED PRACTICE				
Develop Policy/Guidelines	P			
Create Resources/Tools	P			
Action Items	P/D/S/ A	Responsible e	Target Completion Date	Comments/Status s
IMPLEMENT NEW PRACTICE				
Approval(s)	D			
Documentation/IS Changes	D			
Physician Education	D			



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Staff Education	D		
“go live” (beta and/or big bang)	D		
Support for “go live”	D		
Action Items	P/D/S/ A	Responsible	Target Completion Date
EVALUATE & ADJUST			
Key Stakeholder Interviews &/or Rounding	S		
Data Analysis	S		
Determine/Implement Adjustments to Process	A		



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