

How to 'spread' best practice

Ways and hindrances...

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#1 BESTSELLER

An A-Mazing Way to Deal with Change
in Your Work and in Your Life

Who Moved My Cheese?

Spencer Johnson, M.D.

Leading transformational change

John Kotter Harvard Business Review, 2000

- Establishing a sense of urgency
- Forming a powerful coalition
- Creating a vision
- Communicating the vision
- Empowering others to act on the vision
- Planning for and creating short term gains
- Consolidating improvements and producing still more change
- Institutionalising new approaches



Diffusion of innovations in service organisations

A systematic review

Greenhalgh T, Robert G, Macfarlane F, Bate P, and Kyriakidou O, *Diffusion of innovations in service organizations: systematic review and recommendations*. Milbank Quarterly, 2004. **82**: p. 581-629

*“Let it
happen”*

*“Help it
happen”*

*“Make it
happen”*

Defining features

**Unpredictable,
unprogrammed,
uncertain, emergent,
adaptive, self-
organising**

**Negotiated,
influenced,
enabled**

**Scientific, orderly,
planned, regulated,
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systems ‘properly
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Assumed mechanism

**Natural,
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Social

Technical

Managerial

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Metaphor for spread

Emergence,
adaptation

Knowledge
construction,
sensemaking

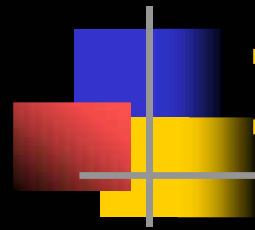
Diffusion

Negotiation

Knowledge
transfer

Dissemination,
cascading

Re-
engineering



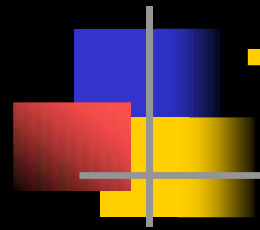
Implementation process

- Leadership, vision, resources
- Internal communication
- External collaboration
- Reinvention
- **Feedback on consequences**



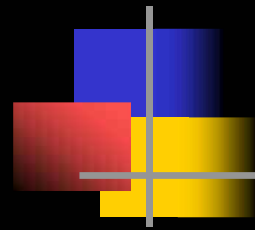
The organisational context

- Structural determinants
- Absorptive capacity
- Receptive context
- System readiness



The outer context

- Socio-political climate
- Incentives and mandates
- Inter-organisational norm setting and knowledge exchange (“fads and fashions”)

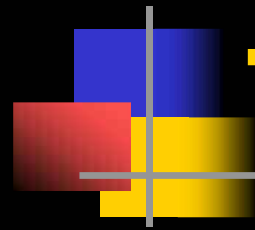


European Practice Assessment

Measurement of practice organisation

Aims

- Stimulate 'measurement' and 'comparisons' of practice organisation
- Identify 'good' practice in family medicine
- 'Spread' good practice



The research context

- Clinical 'quality of care' indicators are becoming used in primary care.
- Organisational measures are being developed
- **Unanswered question**: correlation between 'organisational' measurements and clinical outcomes (indicators).

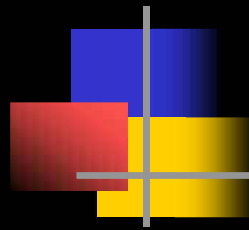


After Assessment...

Interventions designed to improve organisational systems: some examples

- Continuous Quality Improvement using outreach team support
- Quality circles
- Collaboratives and networks
- Benchmarking activities
- Peer assist workshops

Benchmarking



European Practice Assessment

- Basis: Organisational measurement
- Integrated data (practitioners managers, and other staff)
- Standard comparable data
- Feedback / Organisational Development processes will be critical
'next steps'



CQI support to family

practices: Engels, Grol et al

- **Intervention:** 1, Assessment (VIP tool), followed by, 2, series of outreach visits by change facilitator to implement 'quality improvement cycles'
- **Method:** Observational evaluation 26 practices
- **Results:** 3.6 improvement projects initiated per practice; only 50% of organisations sustained work after withdrawal of facilitator



CQI support to family

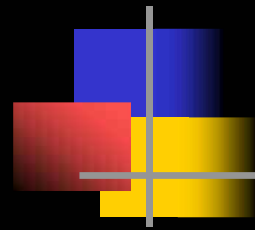
practices: Engels, Grol et al

- **Intervention:** 1, Assessment (VIP tool), followed by, 2, series of outreach visits by change facilitator to implement 'quality improvement cycles'
- **Method:** Randomised controlled pre/post test with practices free to choose QI topic.
- **Results:** Significant effect on number and quality of projects. Measurement problems affected determination of effect on management systems.

Quality Circles:

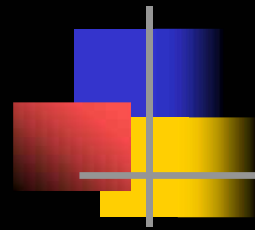
Szecsényi et al

- **Intervention:** Primary care doctors were allocated to a quality circles.
- **Method:** A controlled before-after study of 177 doctors in Germany.
- **Results:** Reduction of the proportion of patients who received a prescription and the mean prescription costs per patient, increase in the proportion of generic drugs.

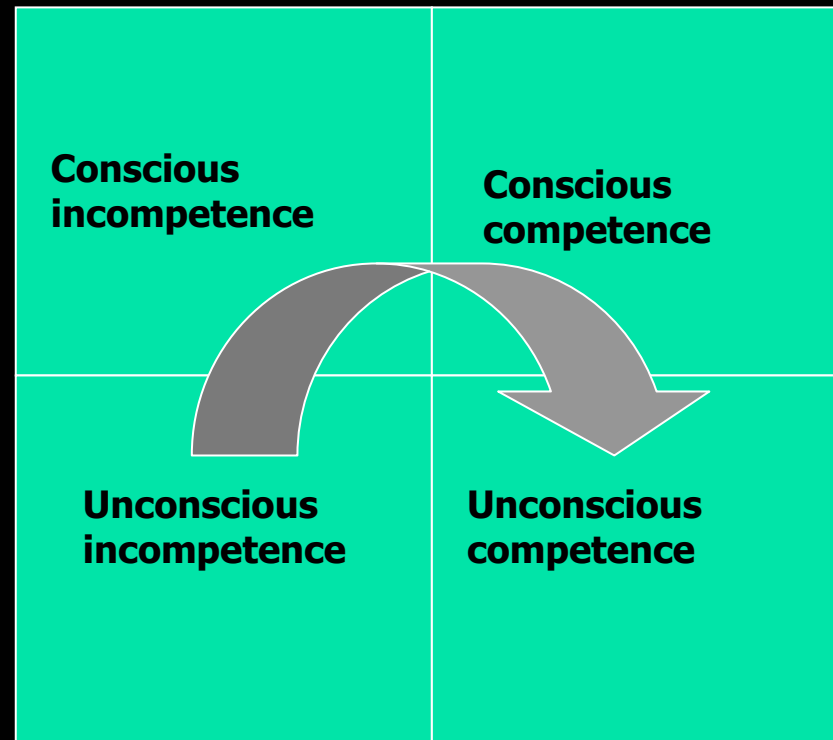


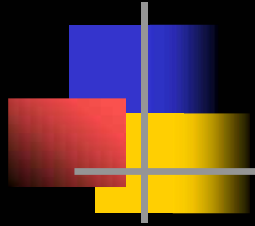
Peer Assist Workshops

- **Intervention:** a team asking for help. People are invited from other organisations and groups to share their experience, insights and knowledge.
- **Experience:** Described in BP Global (Practical Knowledge in Learning Organisations, Collison and Parcel, 2004)



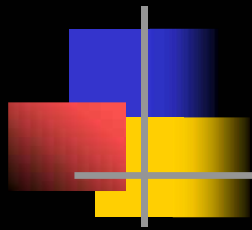
Peer Assist Workshops





Peer Assist Workshops





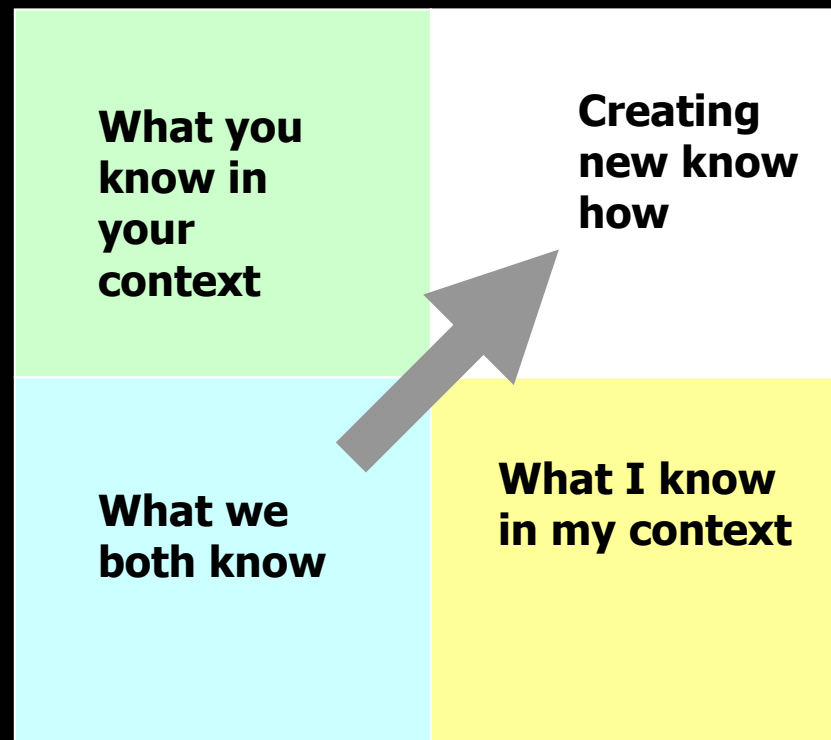
Peer Assist Workshops

What we know in our context

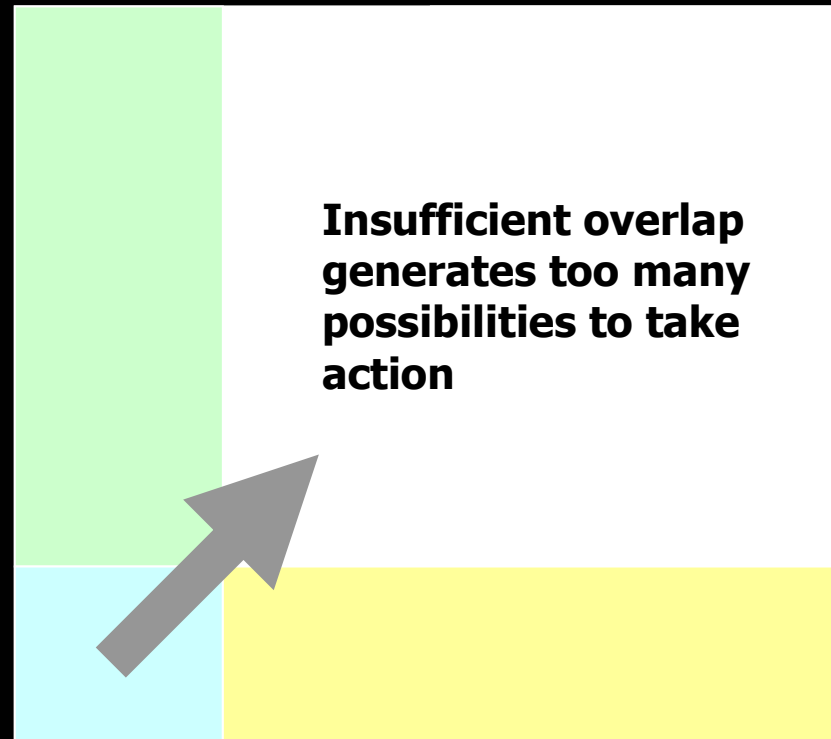
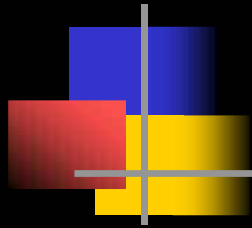
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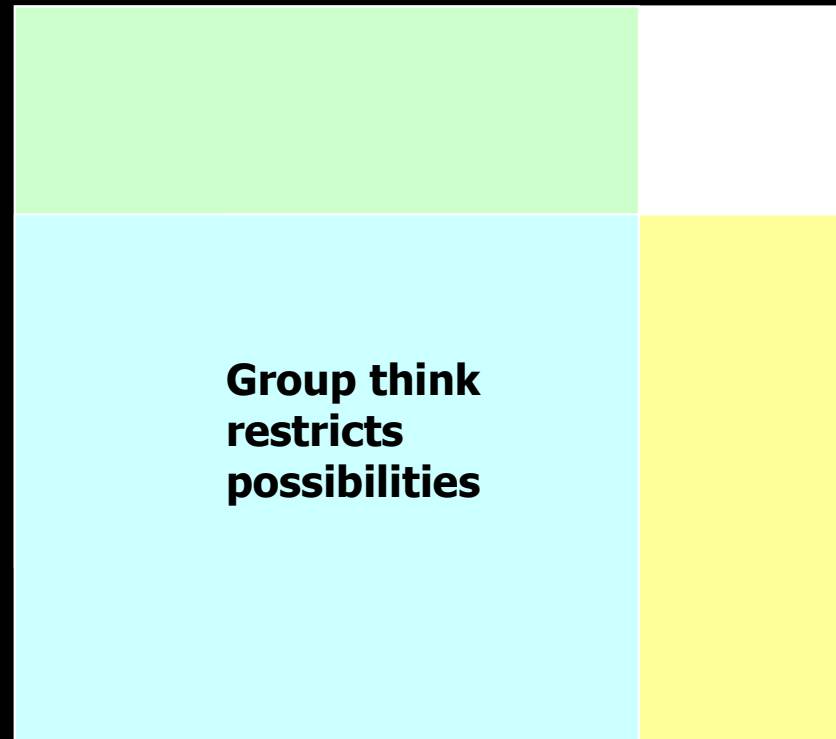
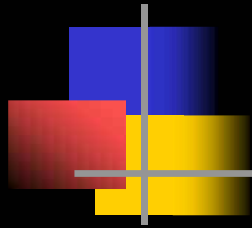
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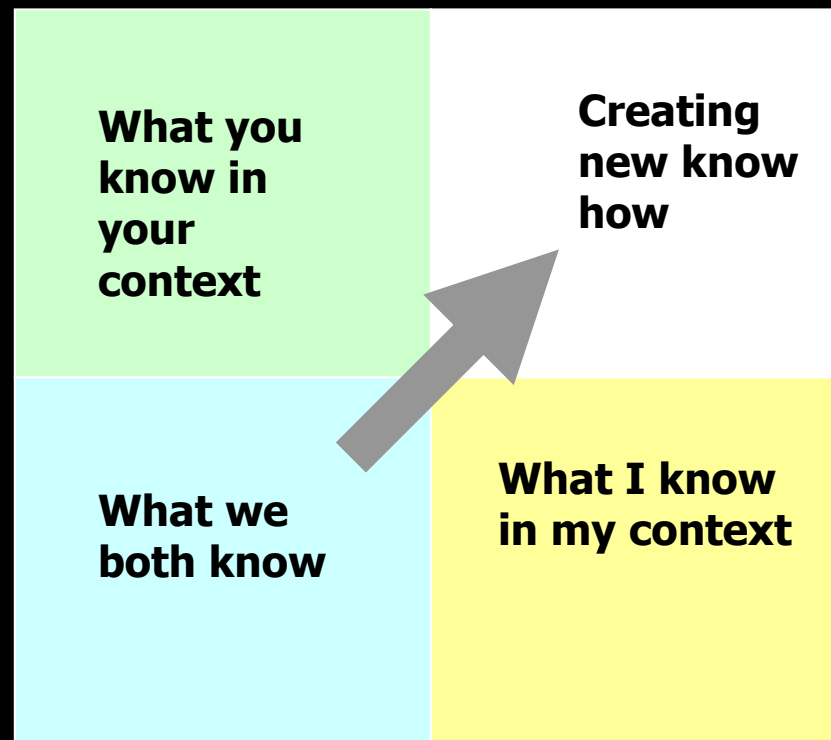


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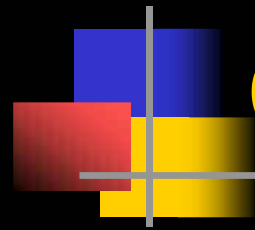
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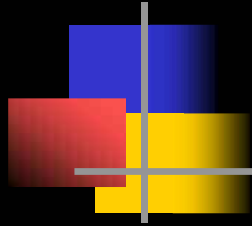
'Collaboratives'

- **Intervention:** Networks of interest, facilitated by resources and regular meetings.
- **Method:** Typically focus on previously demonstrated discrete change process, replicated and stimulated by social interaction, leadership and process and outcome reporting.
- **Results:** Variable outcomes. Empirical research emerging.



Group based process

- **Maturity Matrix Family Practice**
- A 'matrix' of step-dependent organisational dimensions is scored by a team in a dual process (individual and group discussion), led by an external facilitator.
- Current and aspirational levels are discussed and agreed
- Development priorities recorded
- Benchmark analysis and follow up visit agreed



Maturity Matrix Family Practice



“Self assessment is an intervention...”



Improvement Obstacles

Tough issues for healthcare 'organisations'

- Focus on the 'measure' not on improvement...?
- Debates over aims (accredit or improve)
- Debates about 'feedback' method
- Concerns about lack of organisational slack
- Lack of investment in learning capacity



Working at organisational levels

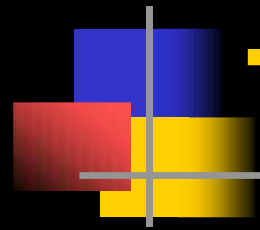
Interventions designed to improve organisational systems

- Learning from and with peers
- Learning whilst doing 'after action reviews'
- Learning after doing 'project review'
- Mechanisms to find the 'right' people
- Communities of interest, practice and expertise
- Capturing knowledge (distill and publish)



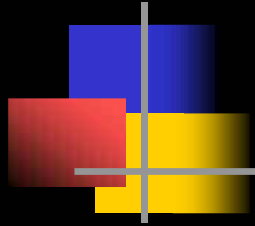
Implications for European Practice Assessment

- Continue refining the instruments and assessment methods
- Support the concept of 'assessment as learning'
- Create a suite of development interventions
- Help develop an evidence base for 'organisational learning'



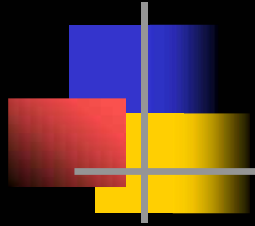
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Making it work in Europe ...

**“To understand Europe, you
have to be a genius ...”**



Making it work in Europe ...

“To understand Europe, you have to be a genius ... or French”