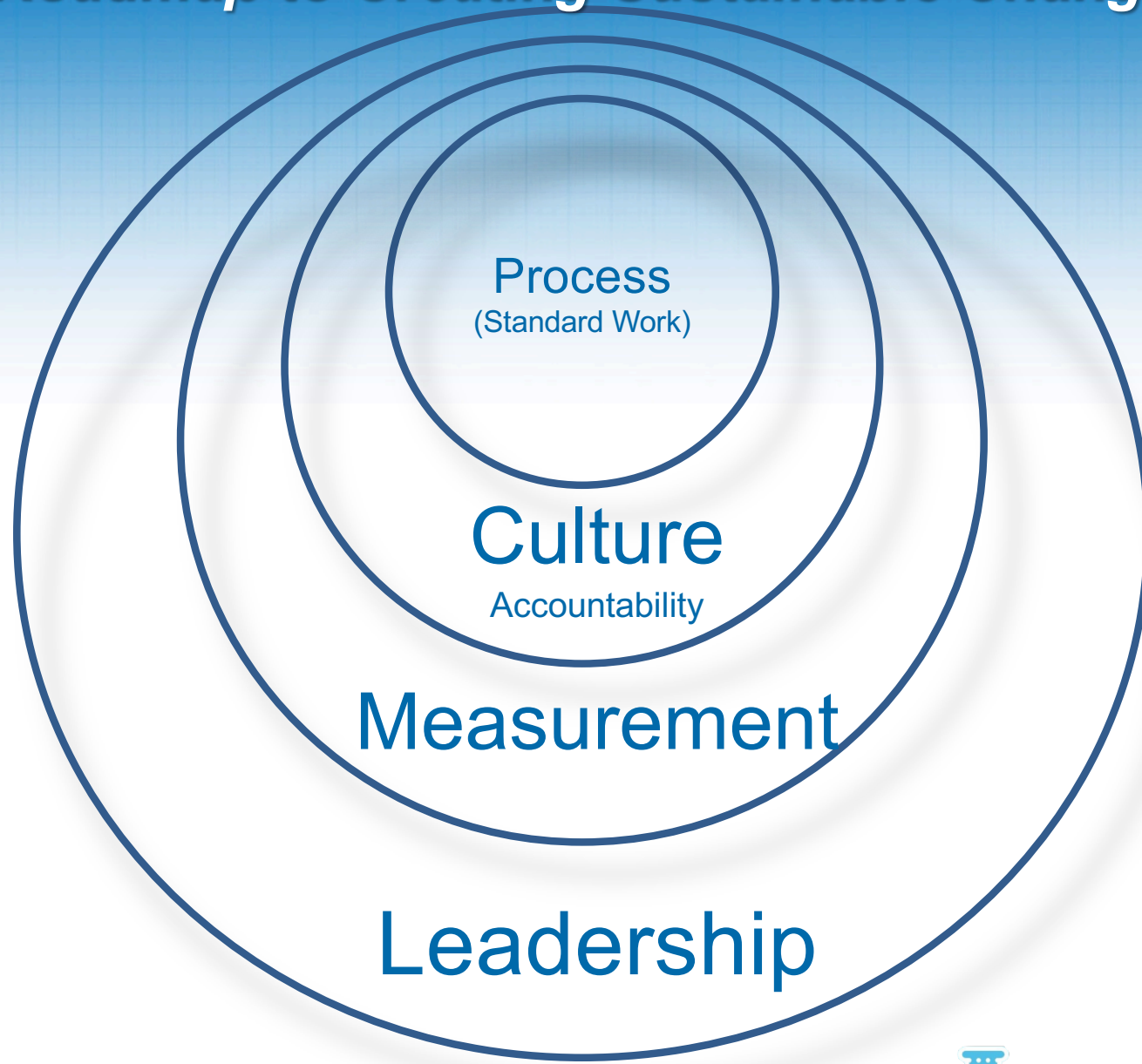


Roadmap to Creating Sustainable Change



Leadership Actions

Item	Action	Did?	Critical?	Rank?
1	Identified desired Key Results and quantified them (Answered, "How do we know we won?")			
2	Created an interdisciplinary leadership change team of key stakeholders			
3	Recruited and effectively created engagement and alignment with key physician champions			
4	Identified likely barriers and developed a plan to overcome them			
5	Revised appropriate Policies & Procedures mandating the use of new processes (Codifying our work)			
6	Determined the culture needed to support our change and prescriptively created that culture			
7	Coached low performers (if needed) & imposed consequences where needed			
8	Created & followed a systematic communications plan explaining the "why" and "how"			
9	Created & followed a systematic leadership rounding program to support the change			
10	Revised annual performance reviews & job descriptions to support use of new processes			
11				
12				



Measurement

Item	Action	Did?	Critical?	Rank?
1	Selected change initiative metrics that are consistent with hospital strategic goals			
2	Selected key results that energize and motivate front line staff & physicians			
3	Created and implemented a data collection and analysis system to measure results			
4	Collected and analyzed “leading” data (e.g. behaviors) to predict success on “lagging” data (e.g. results)			
5	Transparently shared leading and lagging data with the frontlines			
6	Posted data (scorecards) that comply with the “10 feet - 3 seconds” rule			
7	Systematically and frequently updated the transparently shared data (scorecards)			
8				
9				



Culture of Accountability



Item	Action	Did?	Critical?	Rank?
1	Provided teamwork and communications training to support the change initiative			
2	Provided experiential, interdisciplinary training on cross-checking & speaking up when a problem with patient care is perceived			
3	Implemented (or have already) a 'No-retribution" policy			
4	Implemented (or have already) an "Escalation Policy"			
5	Implemented (or have already) & systematically used a Recognition & Reward Program			
6	Implemented (or have already) and systematically used a Good Catch Program			
7	Revised appropriate Policies & Procedures with verbiage supporting/requiring cross-checking and speaking up when a problem with patient care is perceived			
8	Created a system to train new hires on cross-checking and speaking up			
9				
10				



Process

Item	Action	Did?	Critical?	Rank?
1	Used scientific process improvement tools (Lean, six sigma, PDCA, etc.) to create new processes			
2	Used frontline staff to create & implement new processes			
3	Used frontline physicians, where appropriate, to create & implement new processes			
4	Provided training and education to all team members on the use of new processes			
5	Implemented Leader Standard Work to support ongoing improvements and refinements of new processes			
6	Assigned a specific owner of each new process so staff know who to approach with suggested improvements			
7				
8				

