



# Processen

Implementer med Succes - dag 4



## Program

9.00-10:00: Lesson learnt

10:00- 10:30: Opsummering på alle fire foregående elementer, -> processen og -> basic intro til PDSA

### **FRA VIDEN TIL HANDLING:**

10:30 - 11:30: Kendetegn ved løsningen.

11:30 - 11:45: plenum gennemgang - hvad I kommet frem til.

11:45 - 12:30: frokost

12:30 - 13:15: Indre og Ydre rammer - processen ovenfor gentages

13:15-13:30: plenum opsamling - hvad I kommet frem til

13:30- 14:15: Individens karakteristika + team - processen ovenfor gentages

14:15-14:30: pause

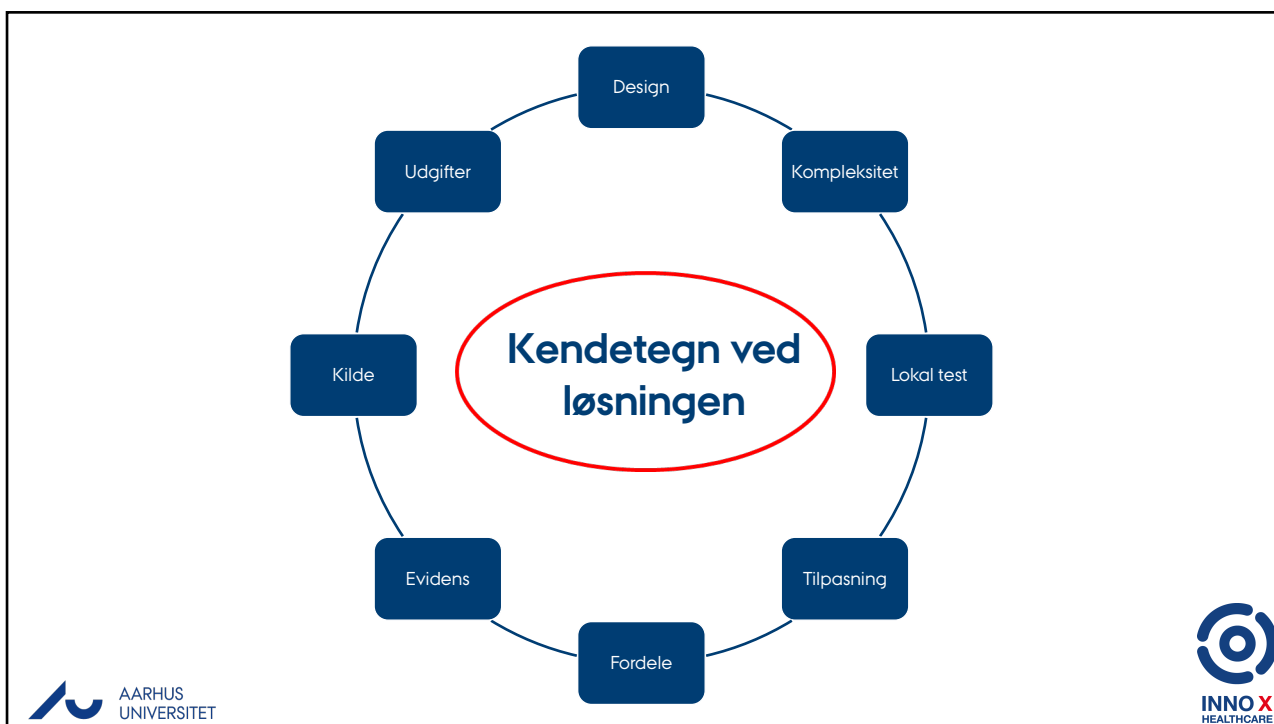
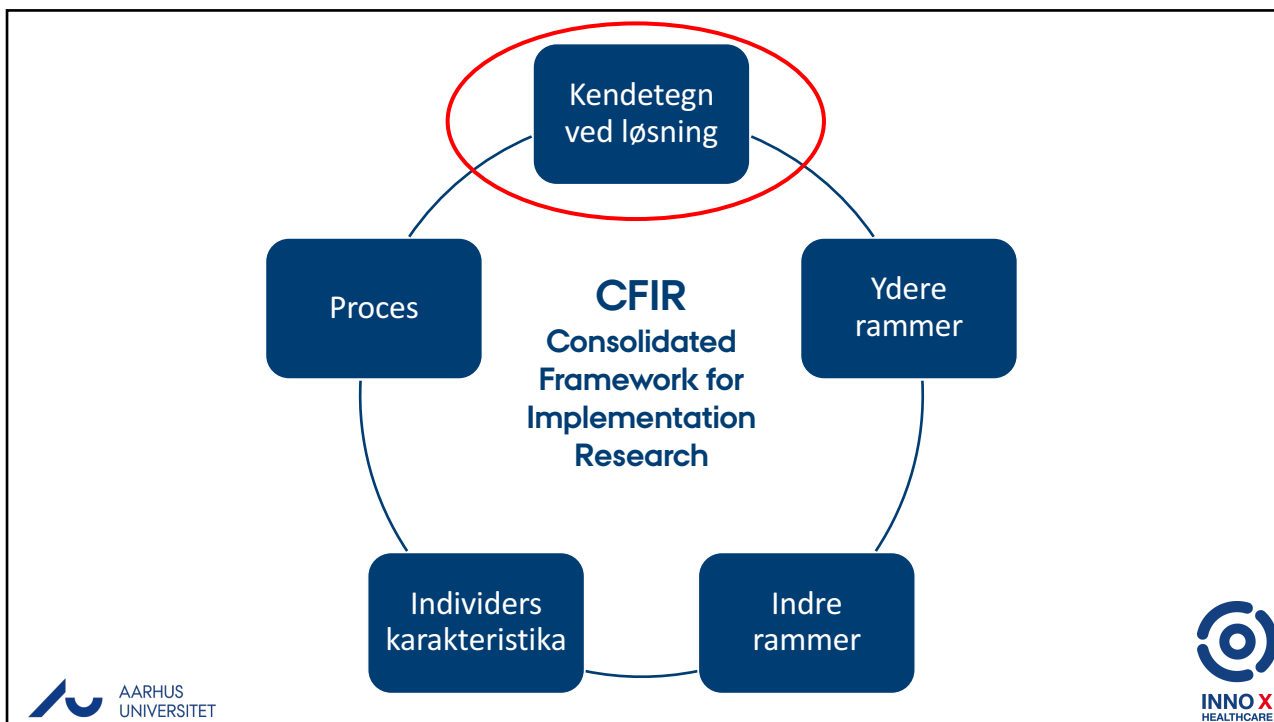
14:30 - 14:45: plenum opsamling - - hvad I kommet frem til

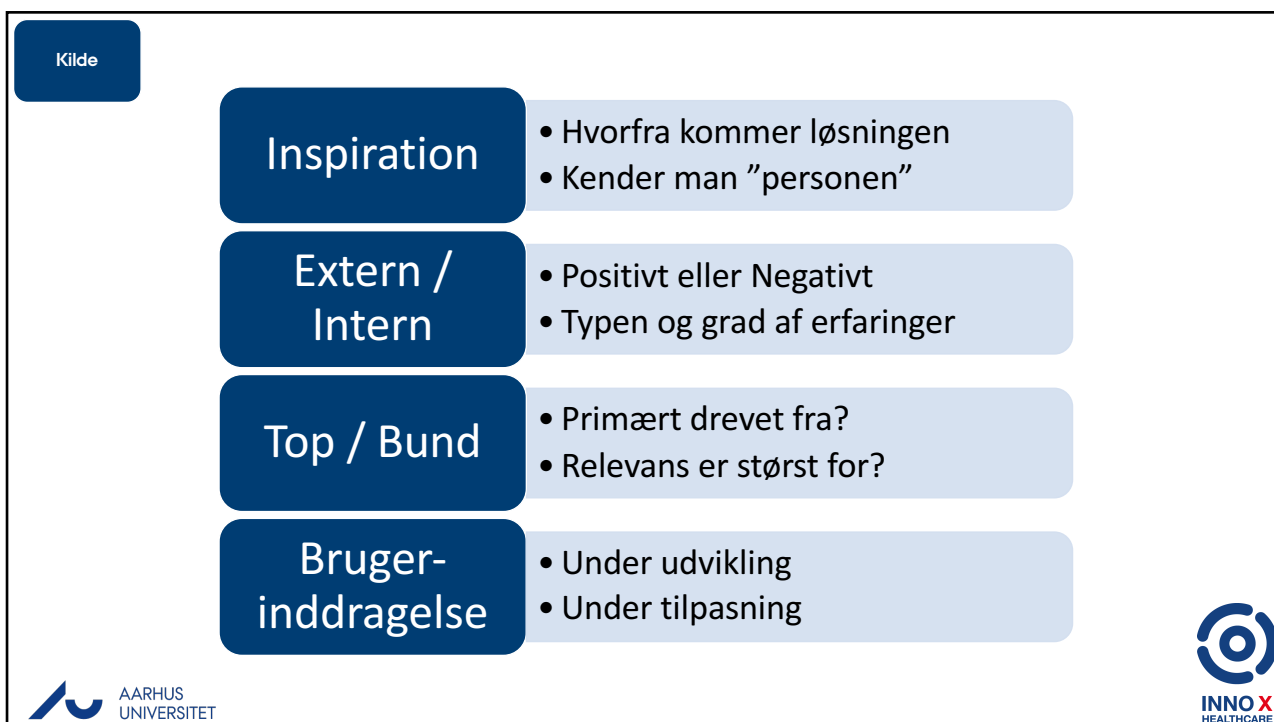
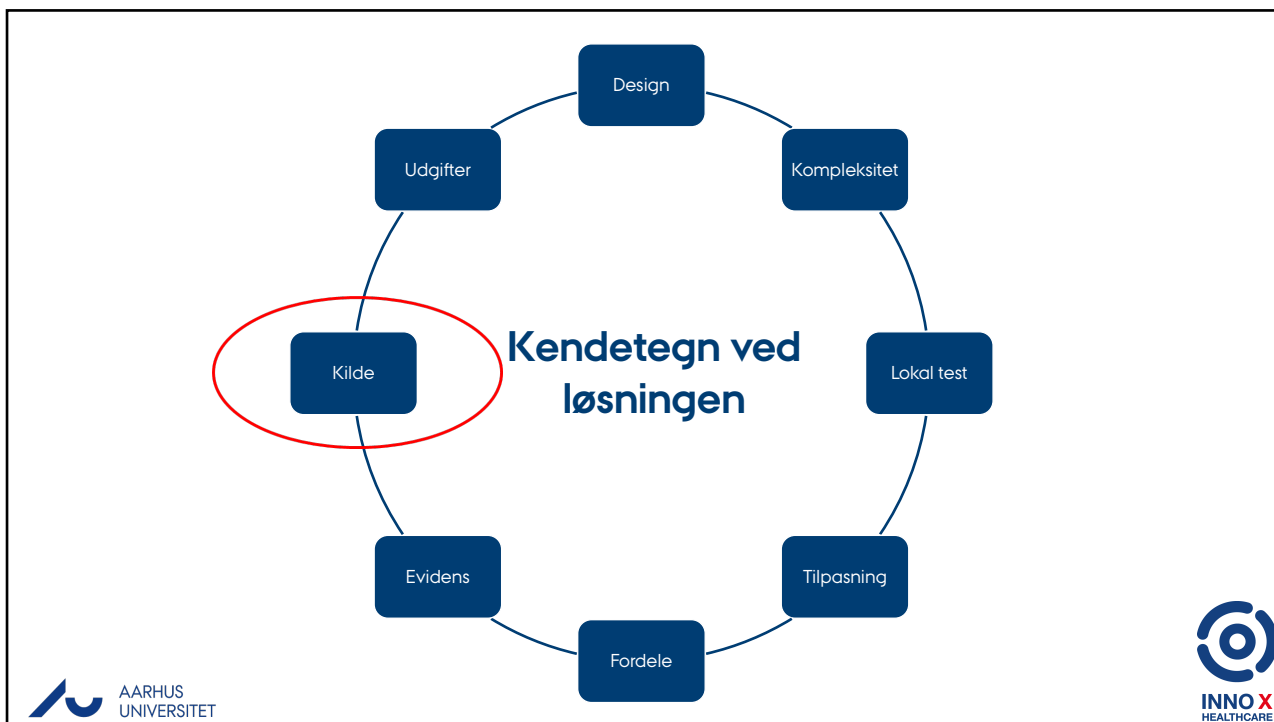
14:45 - 15:00: intro til hjemmeopgave.

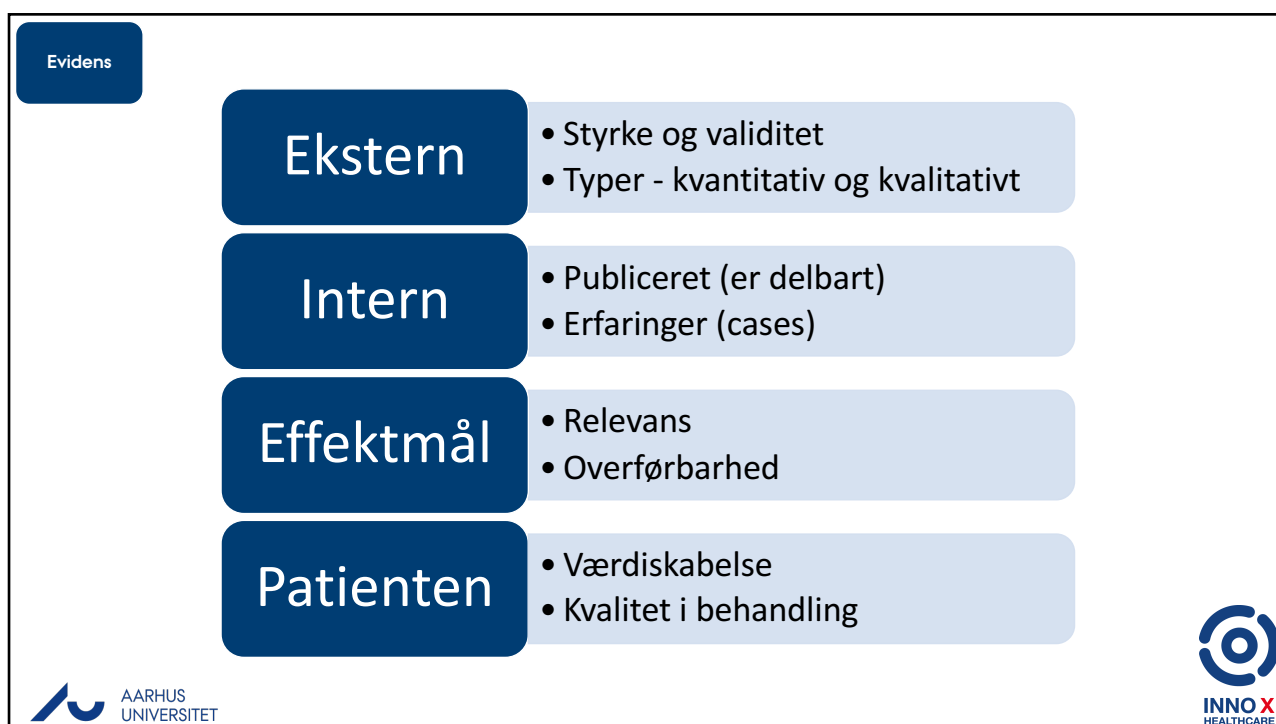
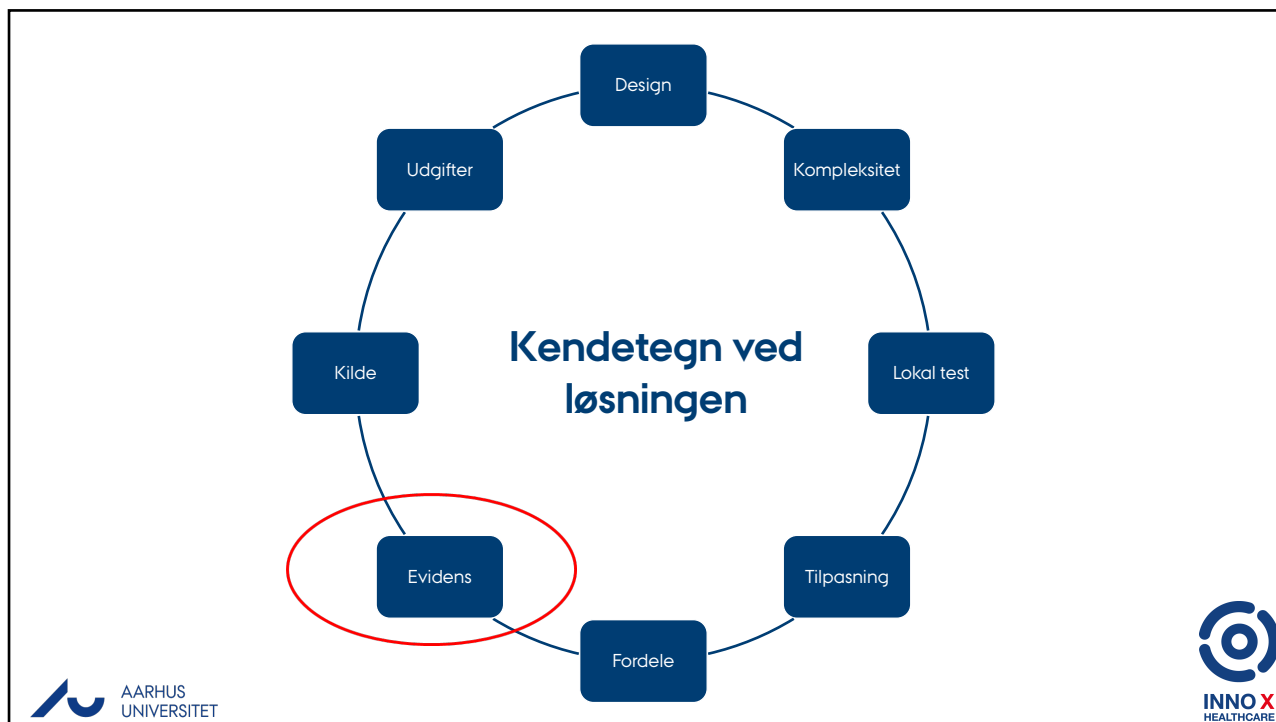
## Afslutnings-opgave

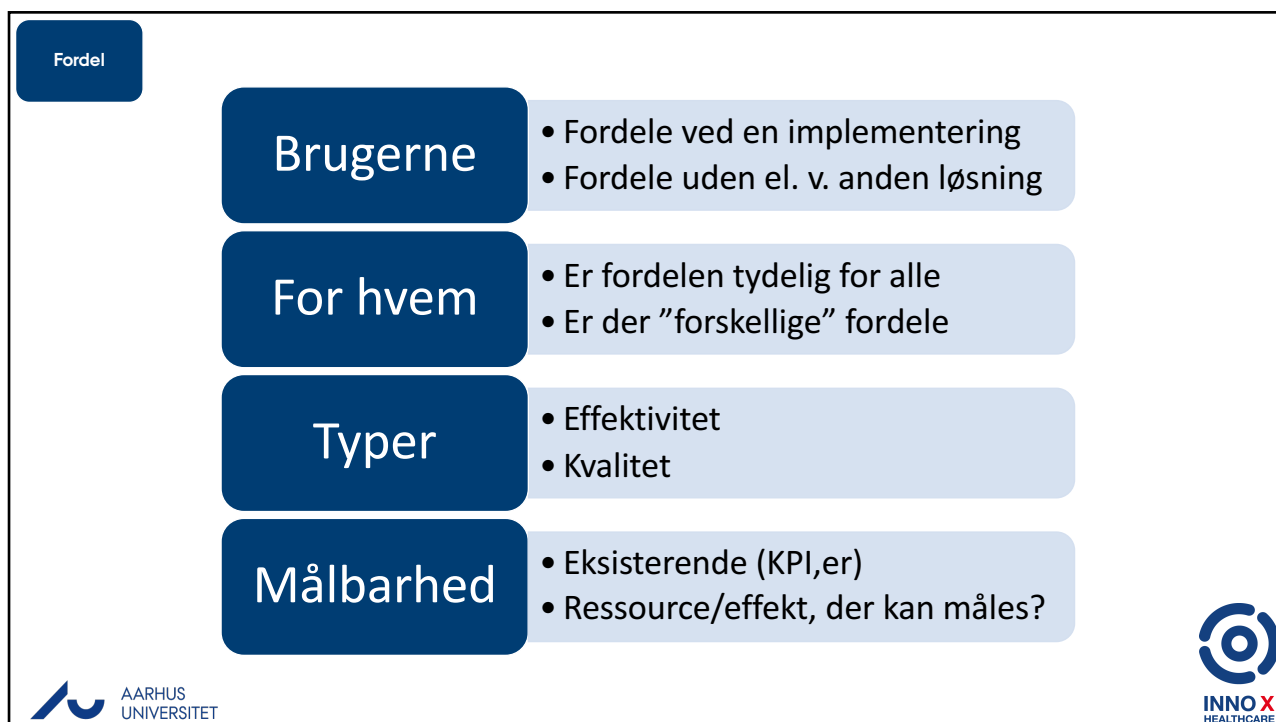
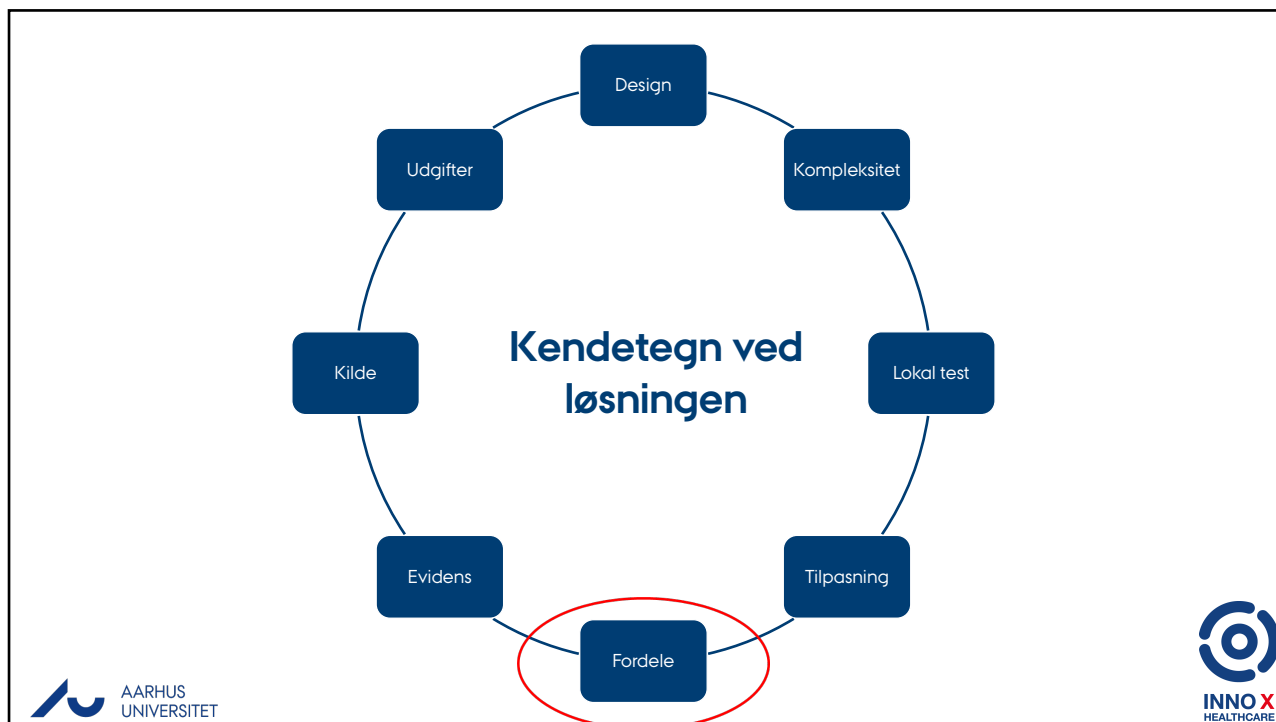
5 siders skriftlig sammenfatning af implementeringsanalyse og plan (skabelon udleveres)

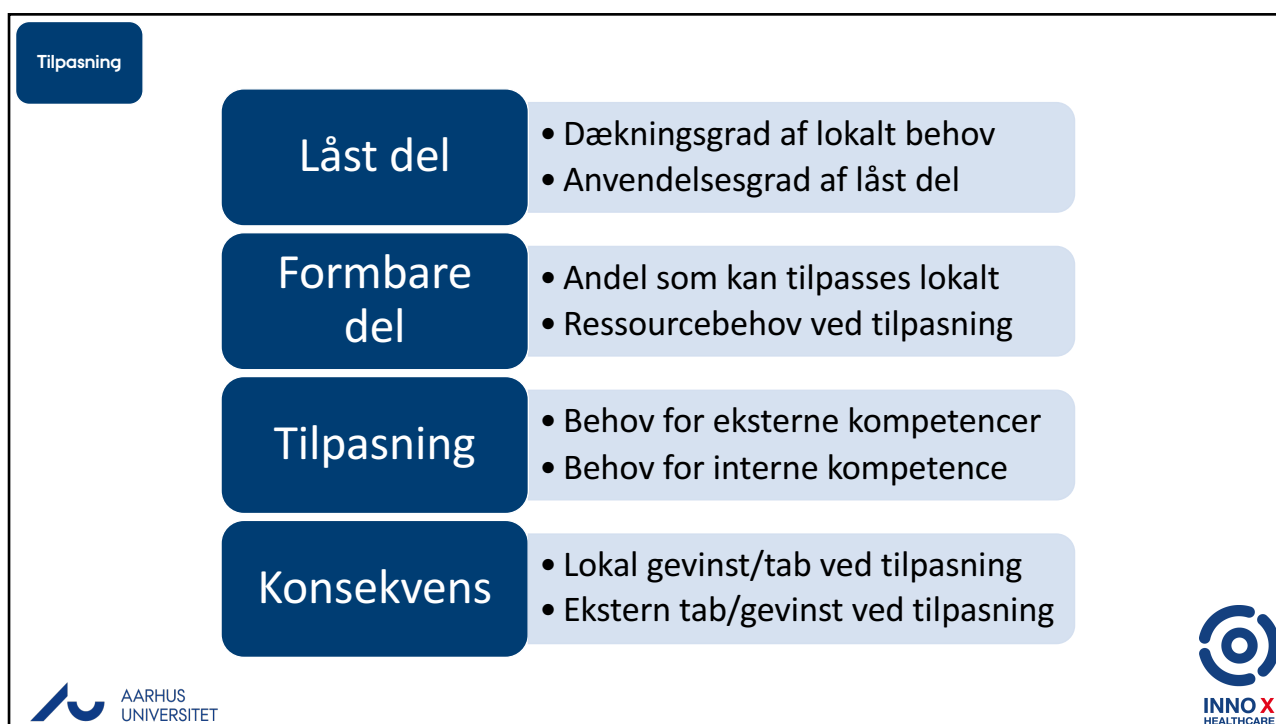
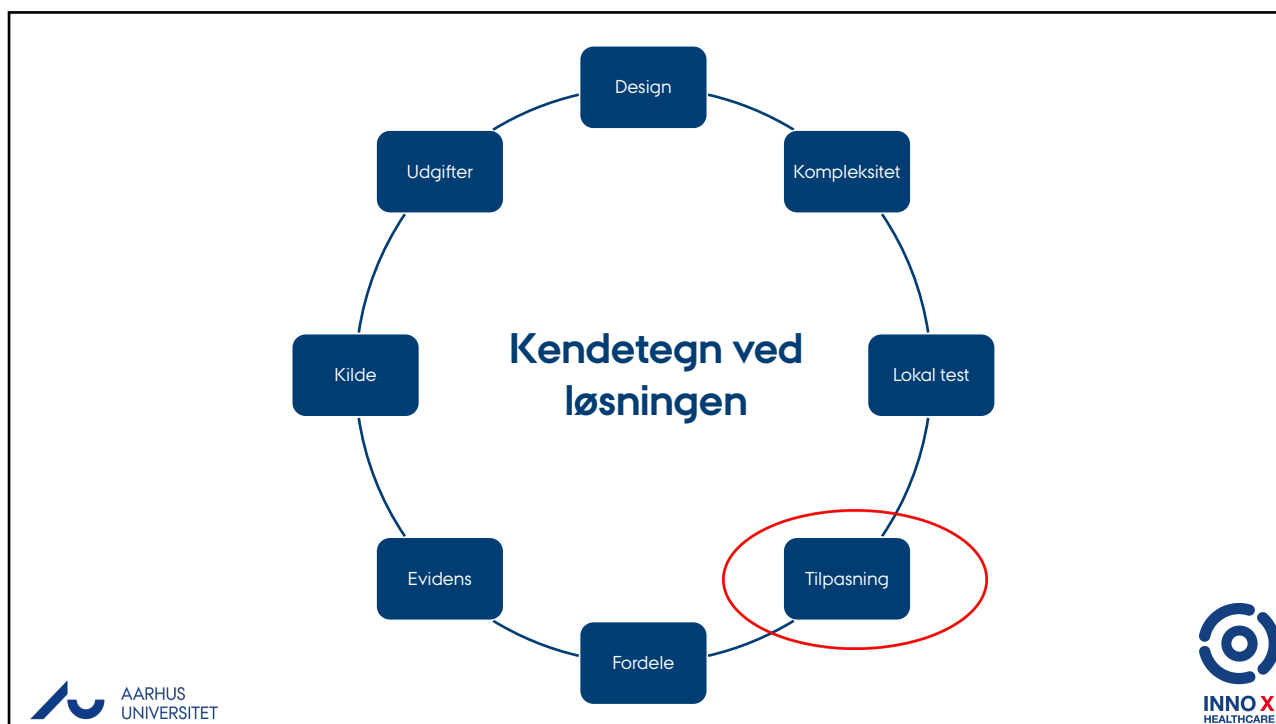
10-15 min. mundtlig præsentation til fremlæggelse for feedback panel den 18. januar.

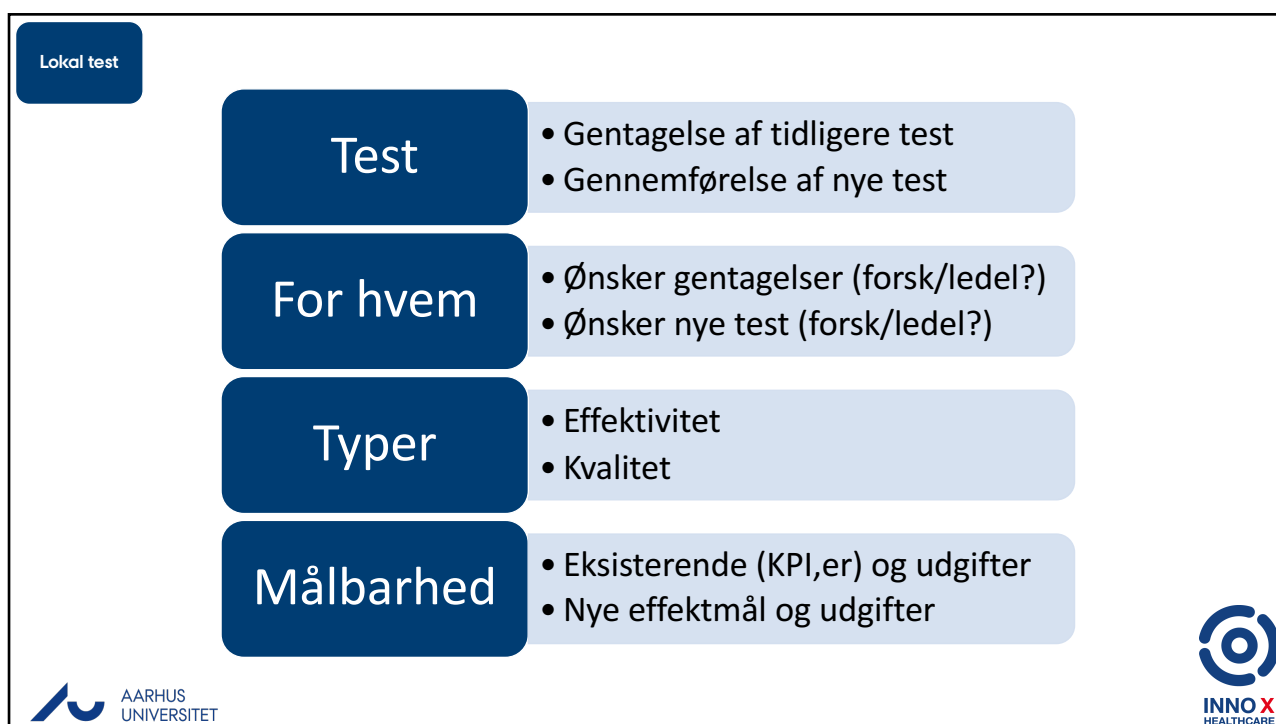
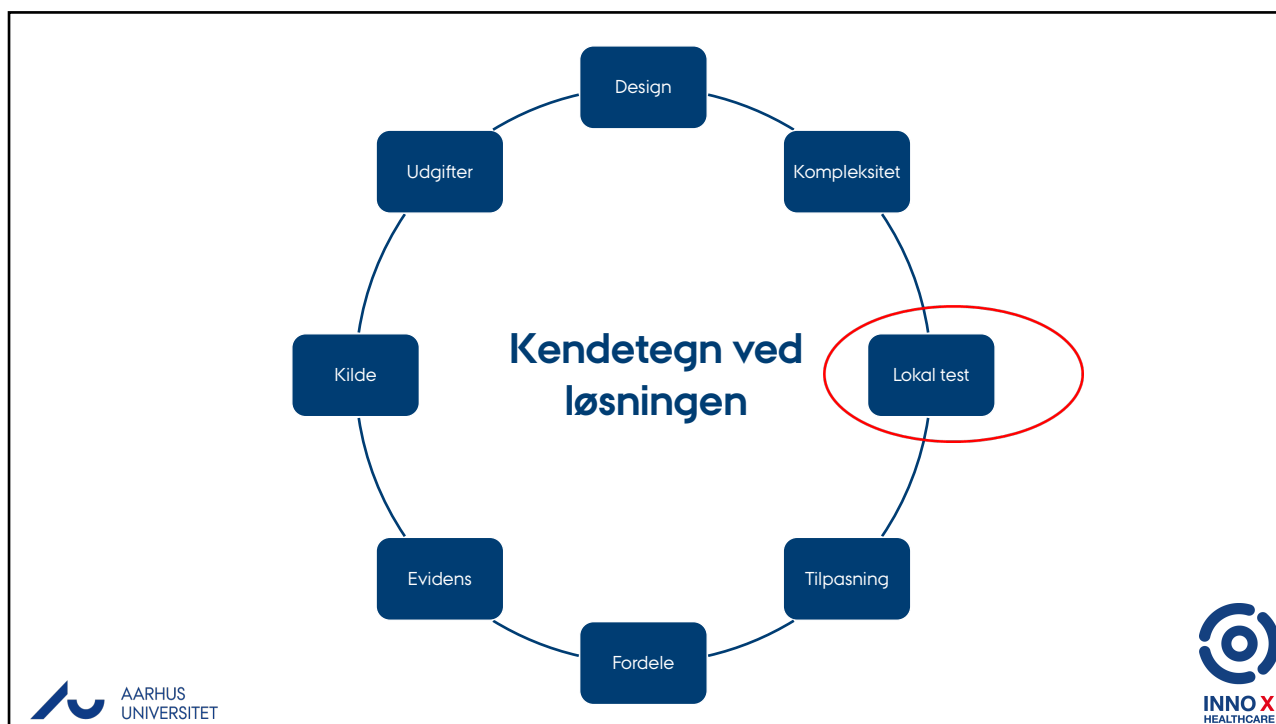




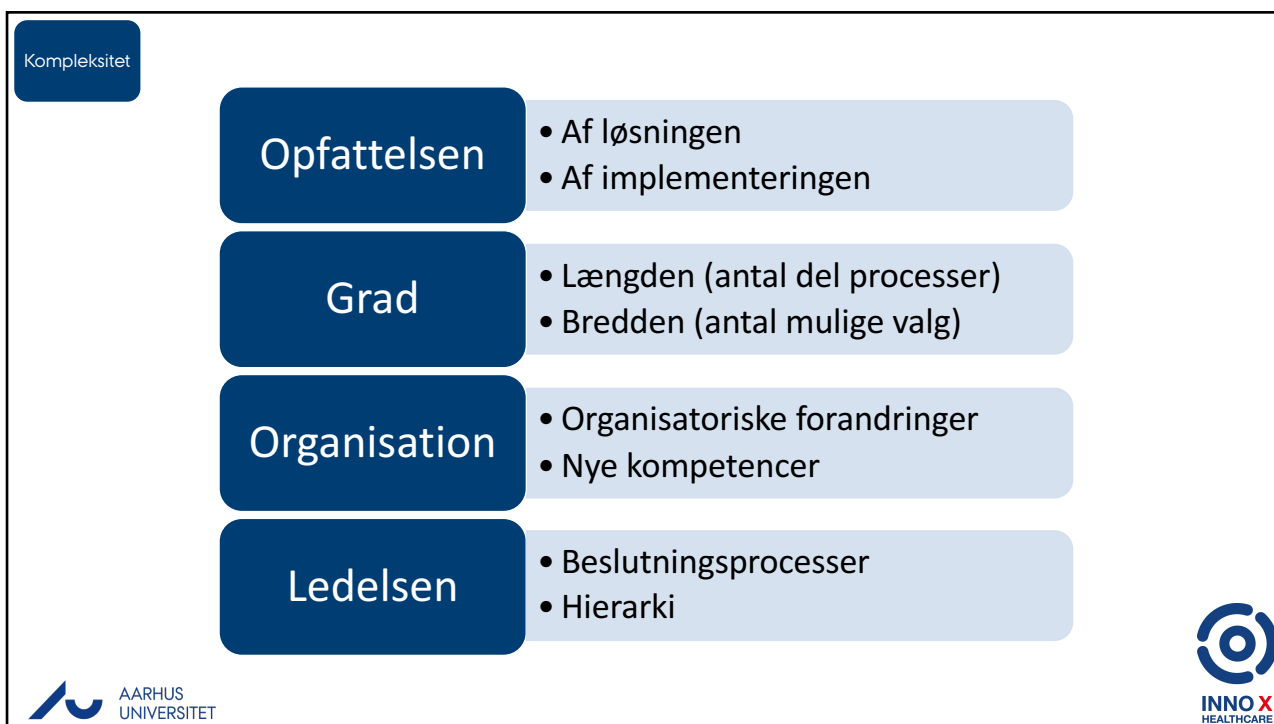
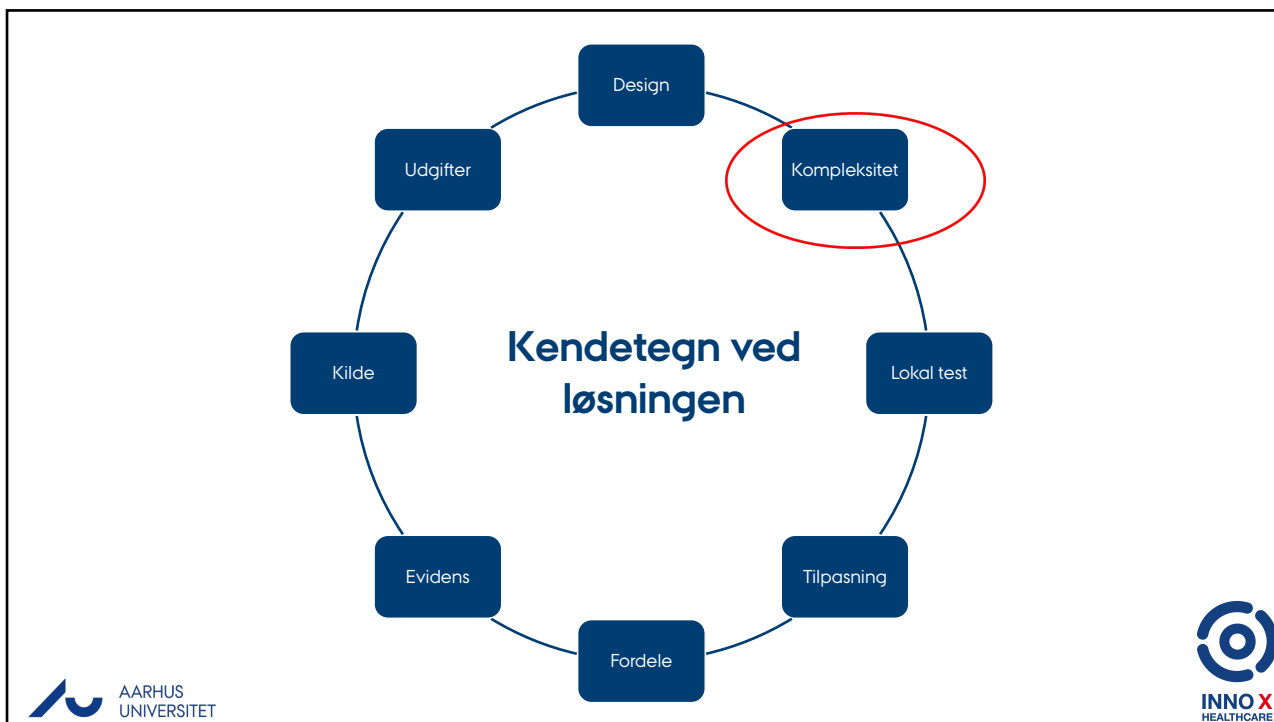


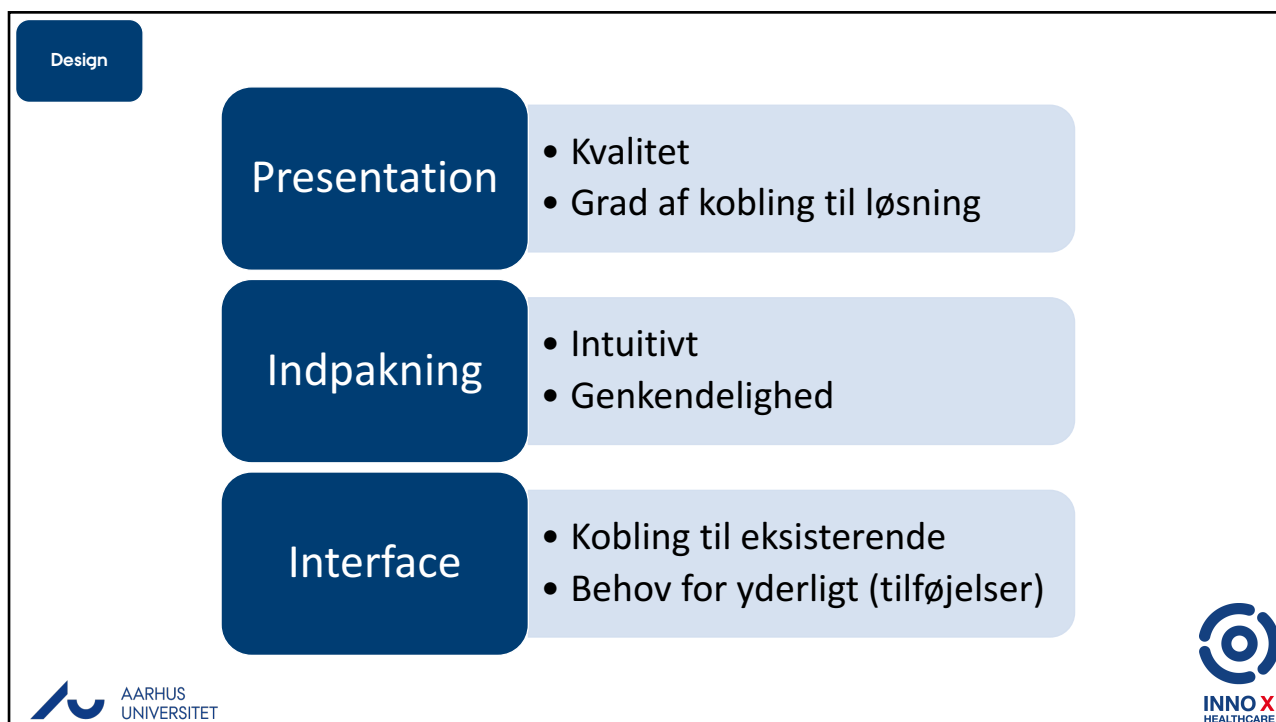
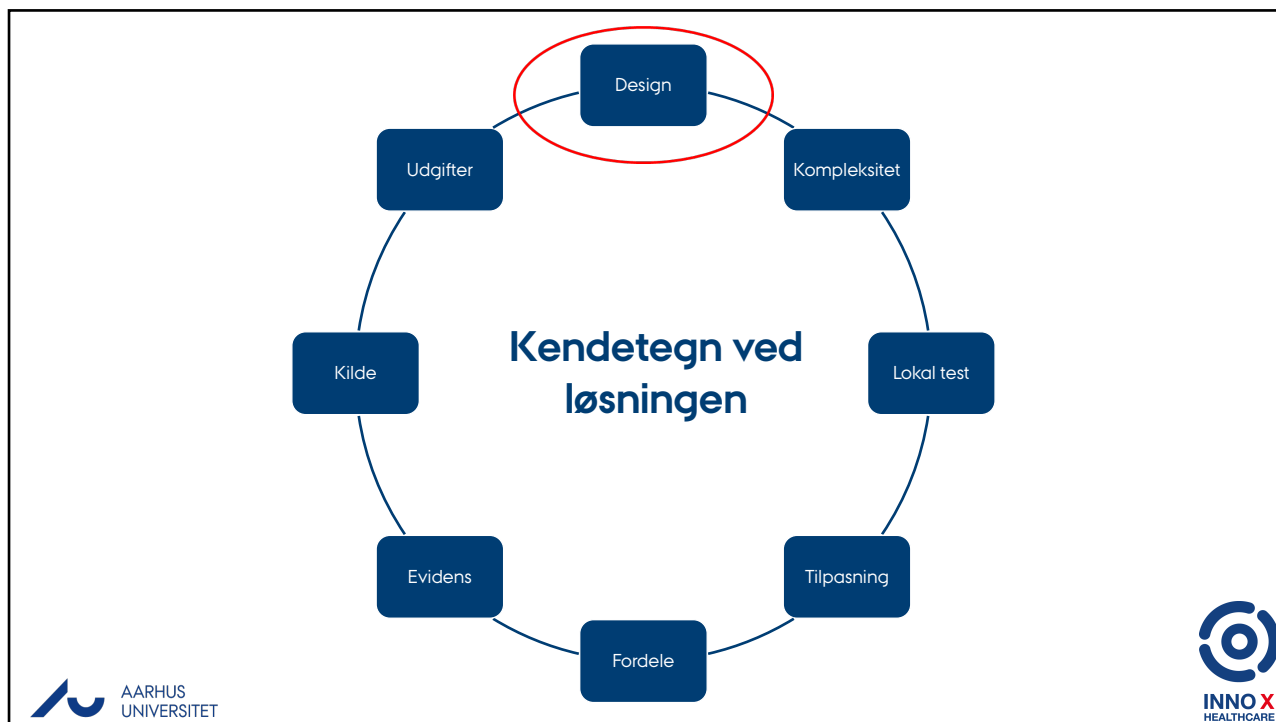


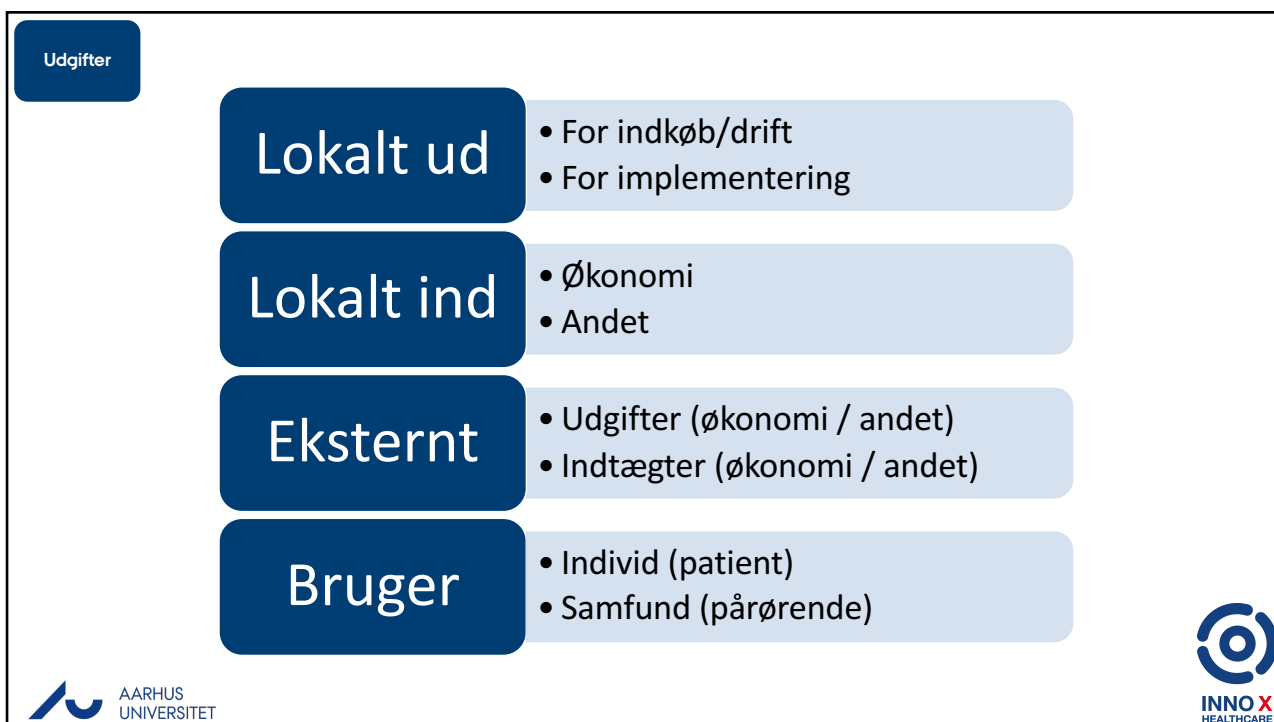
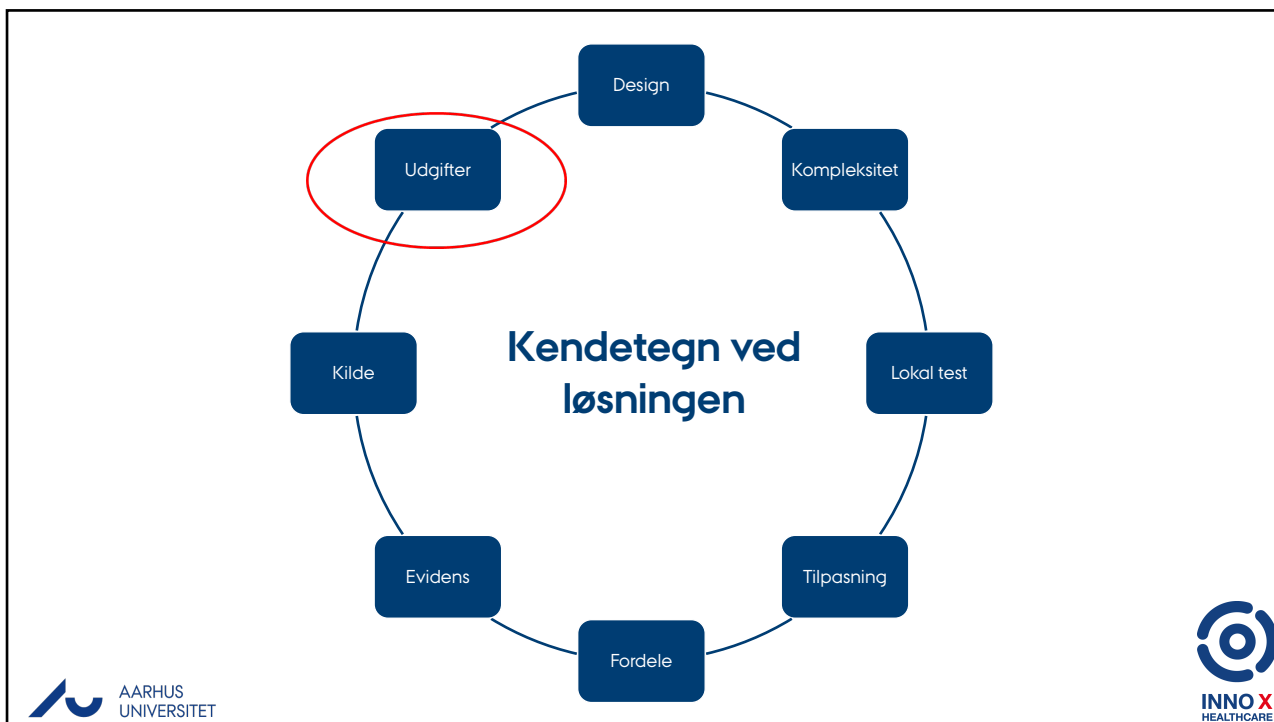


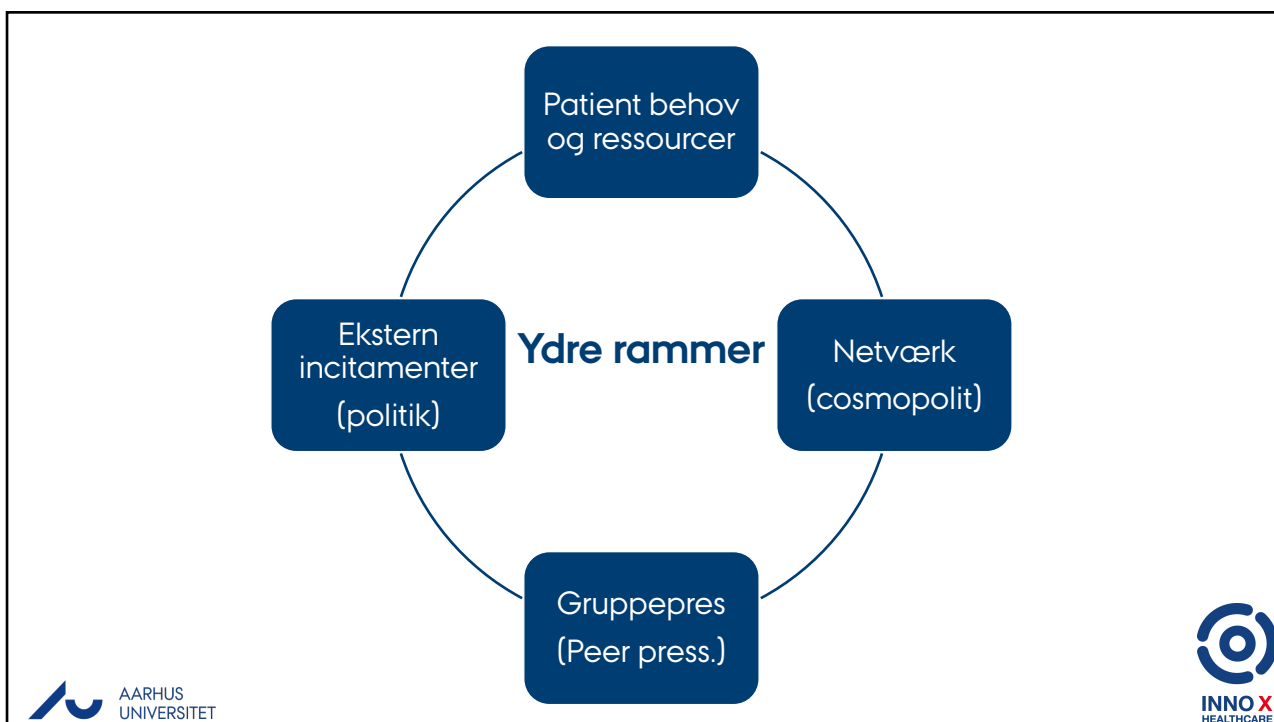
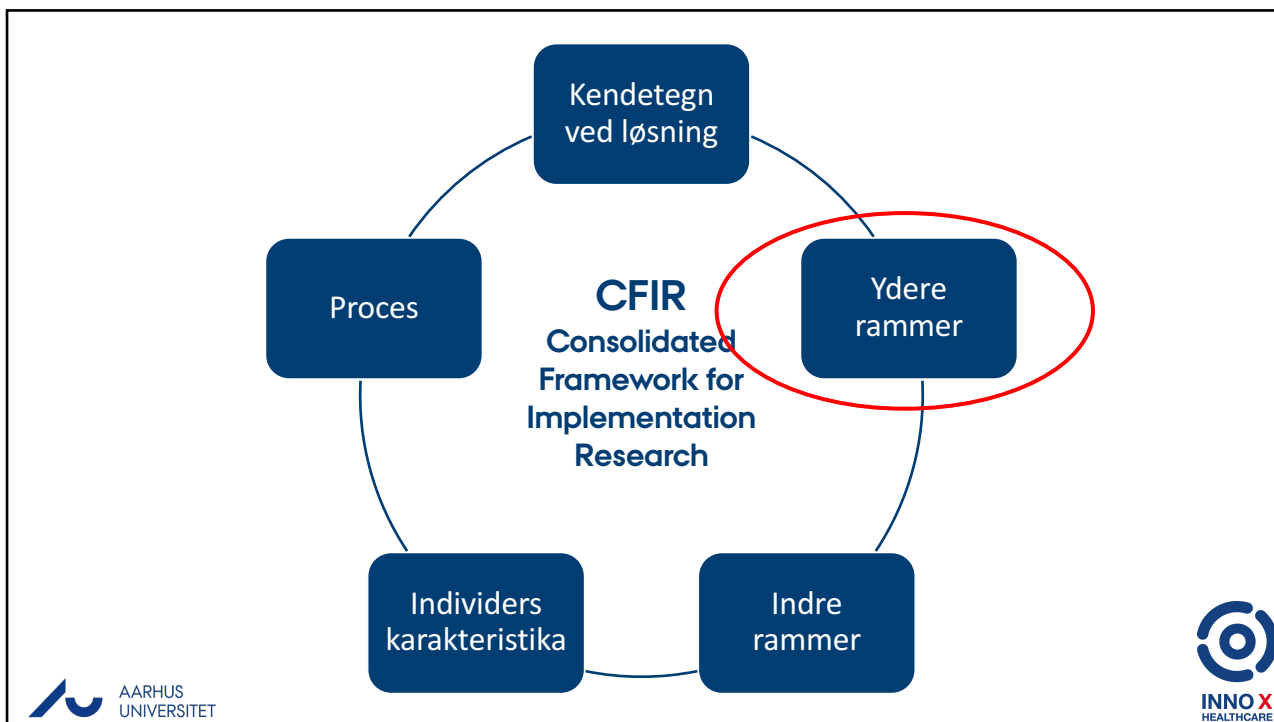


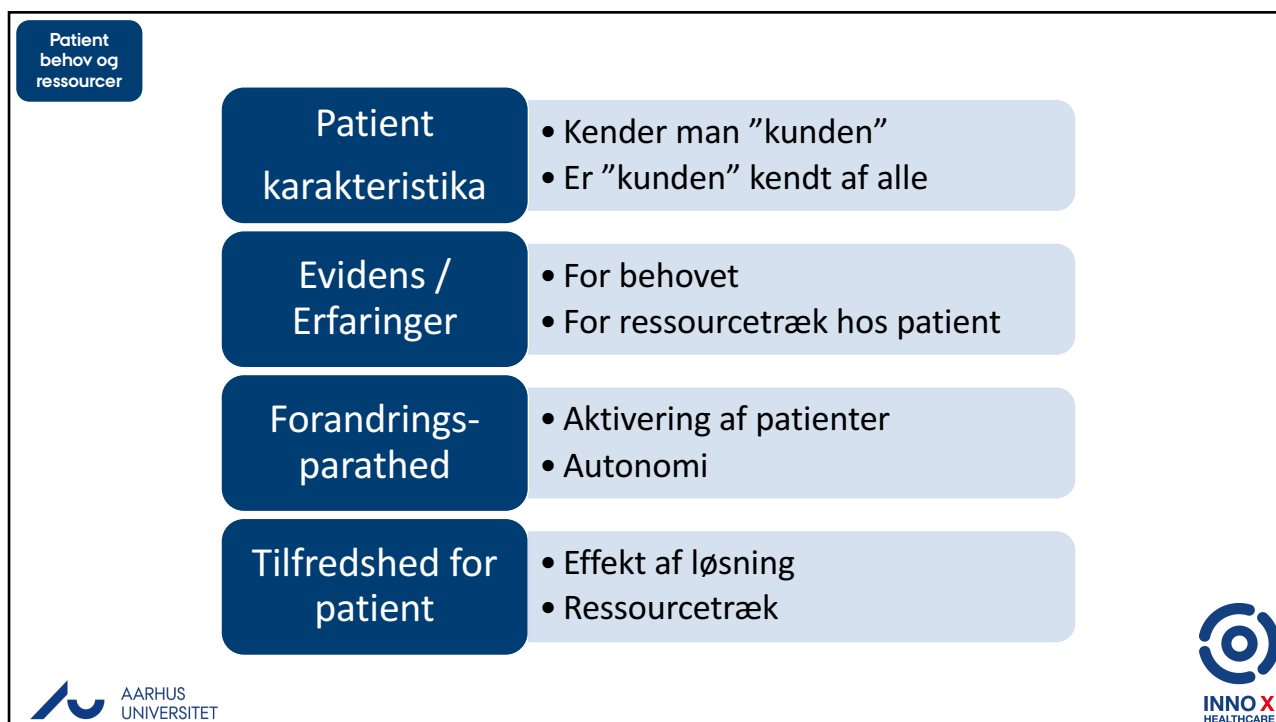
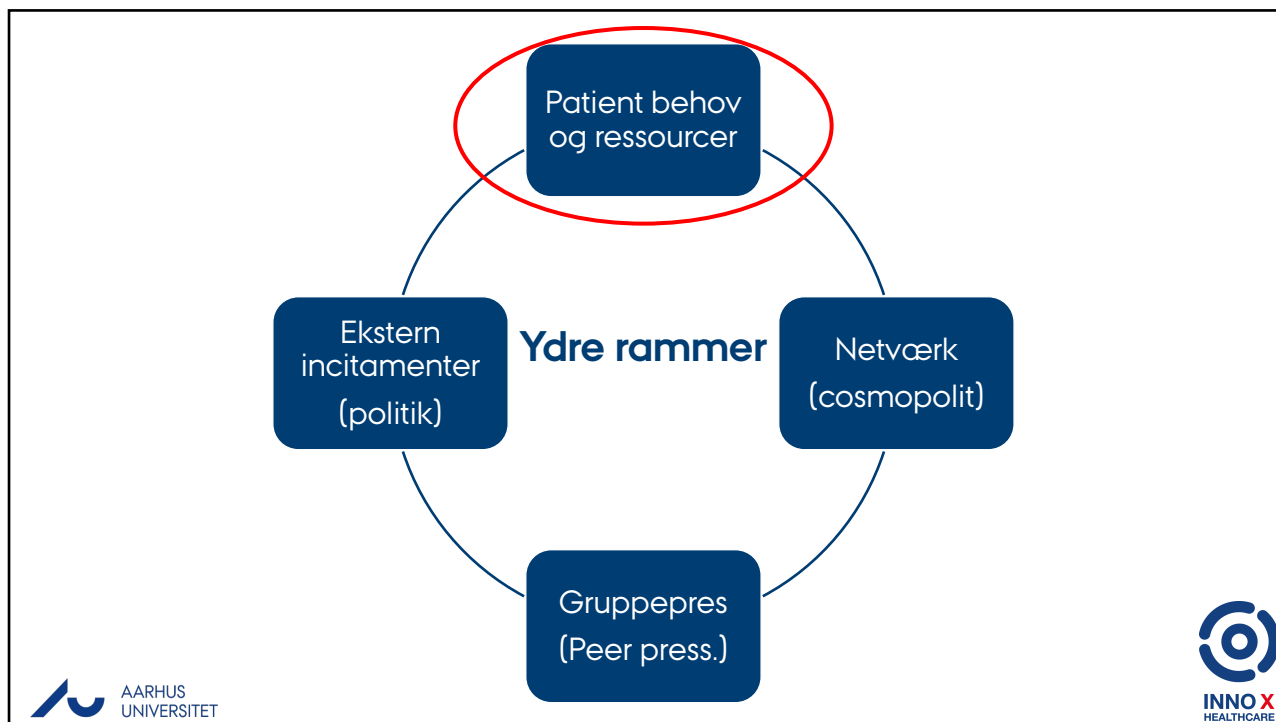


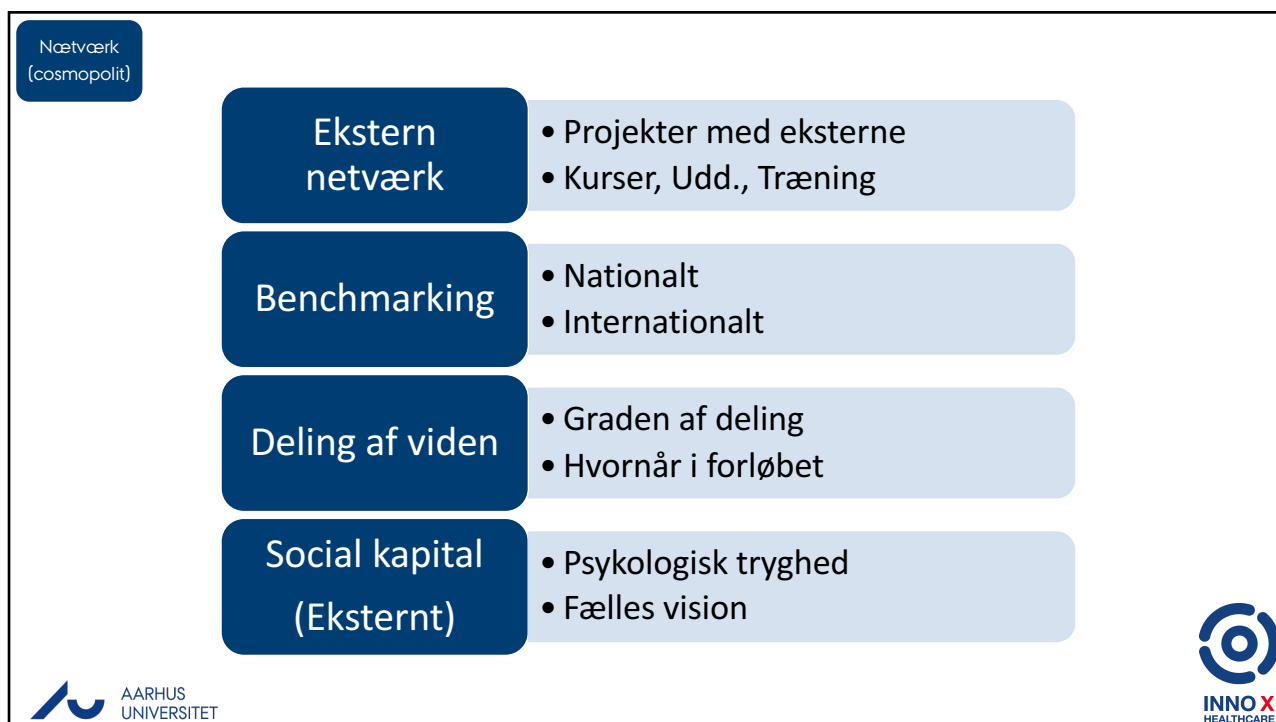
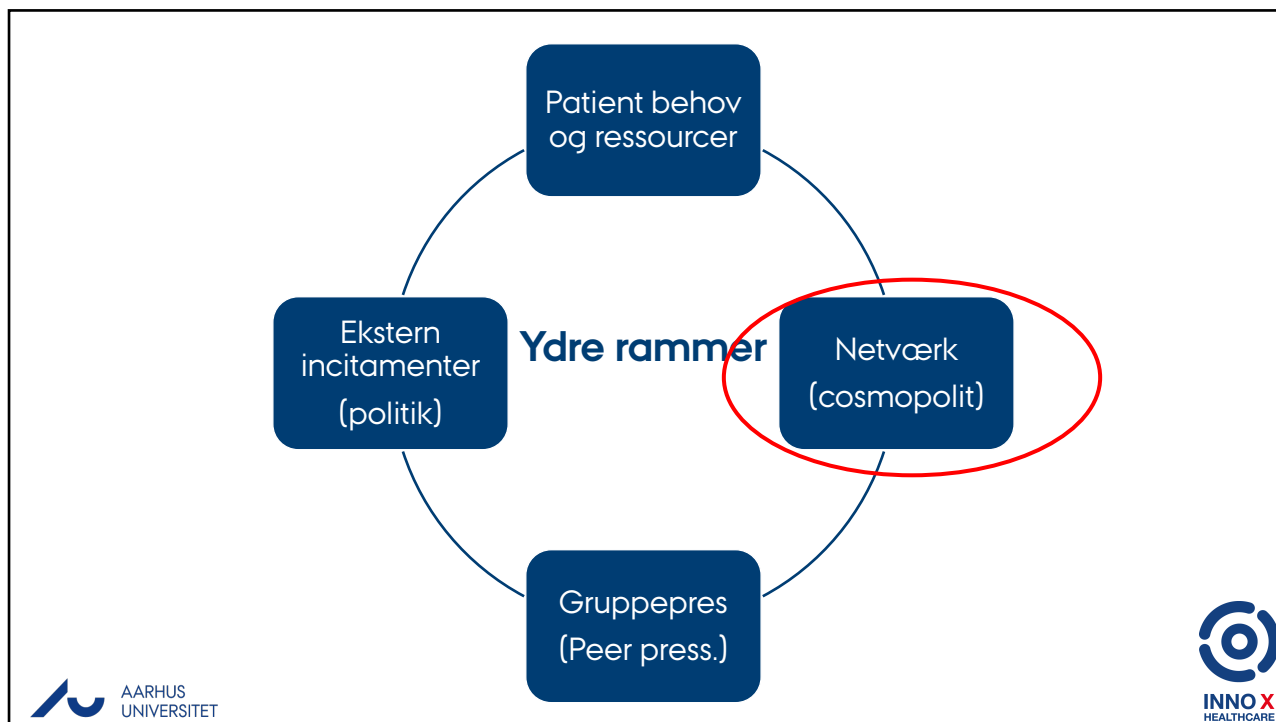


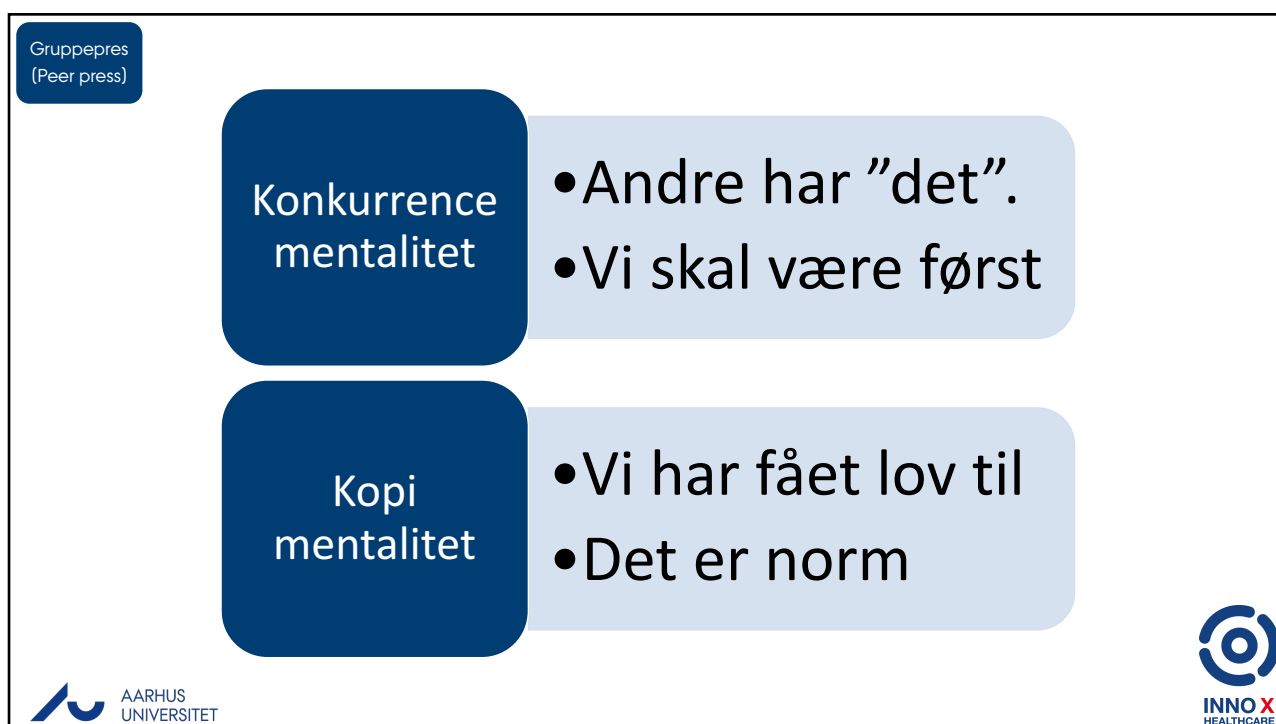
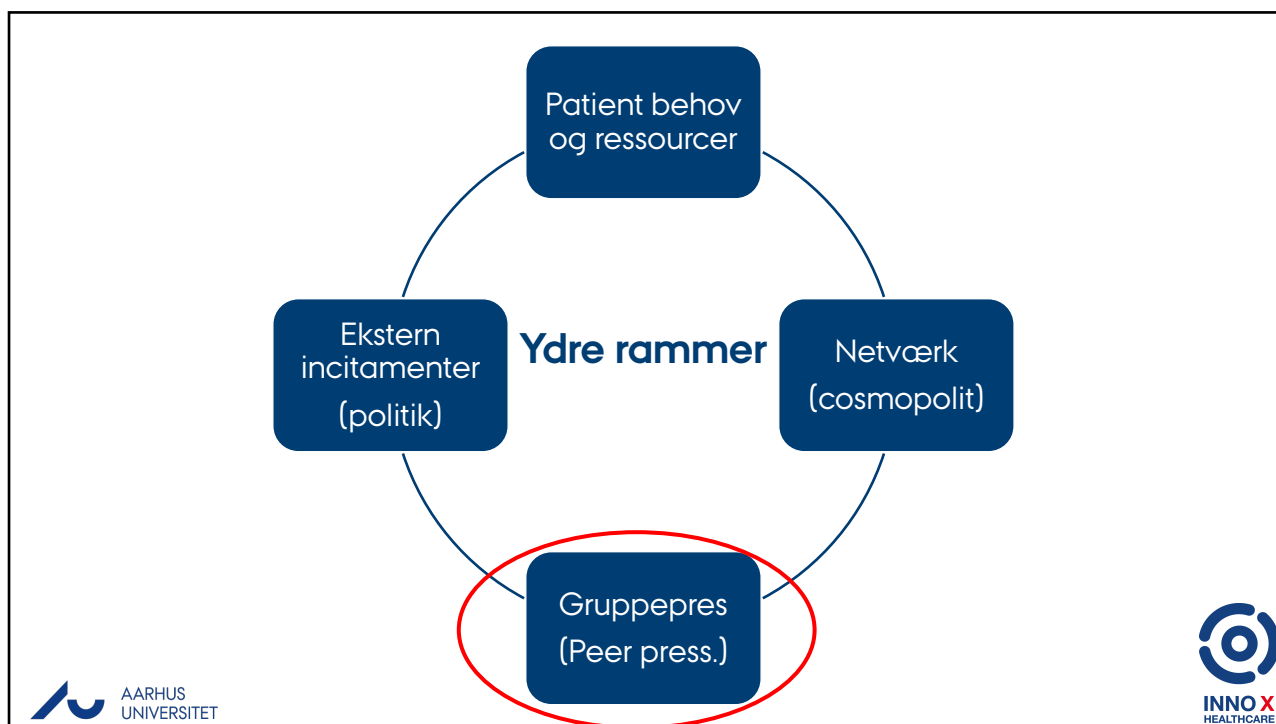


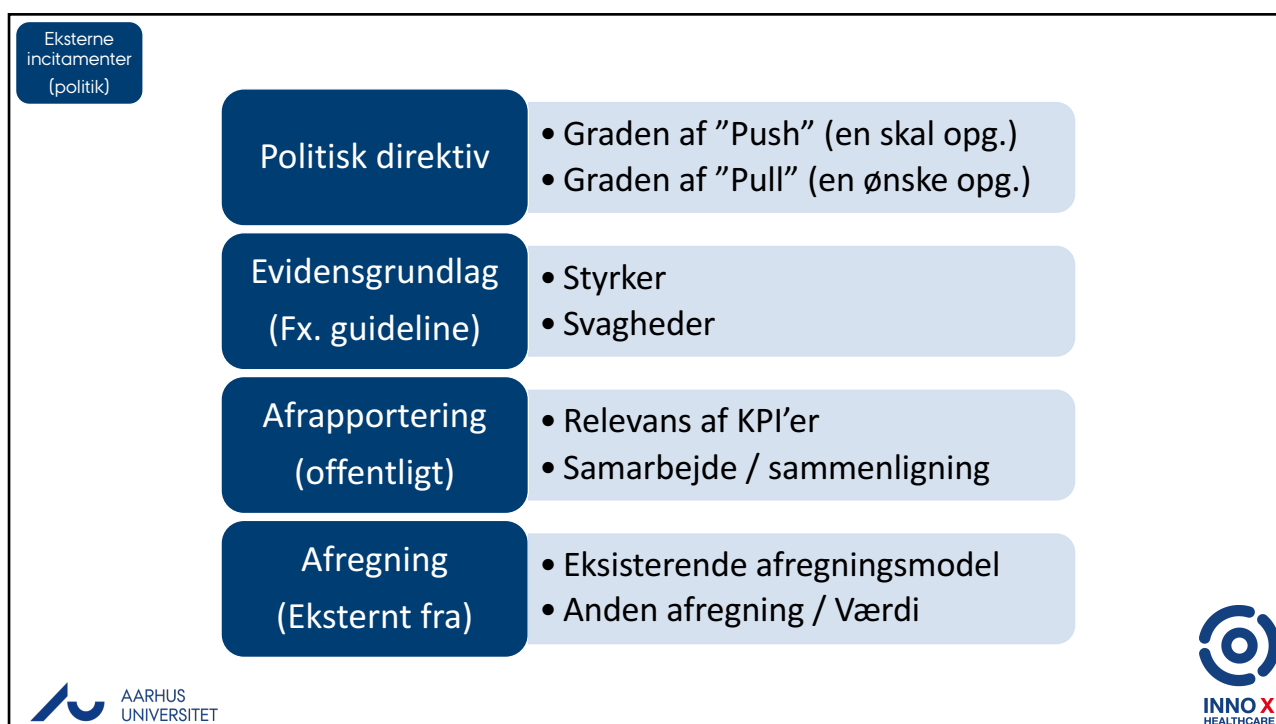
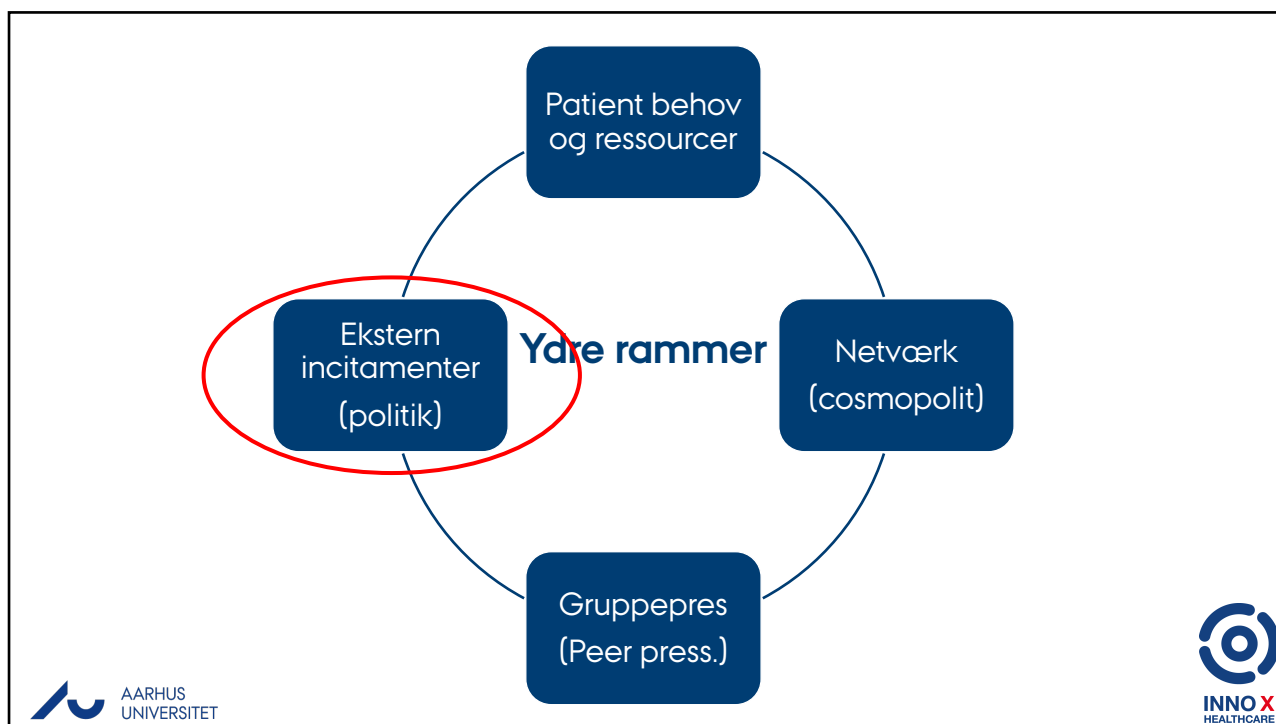




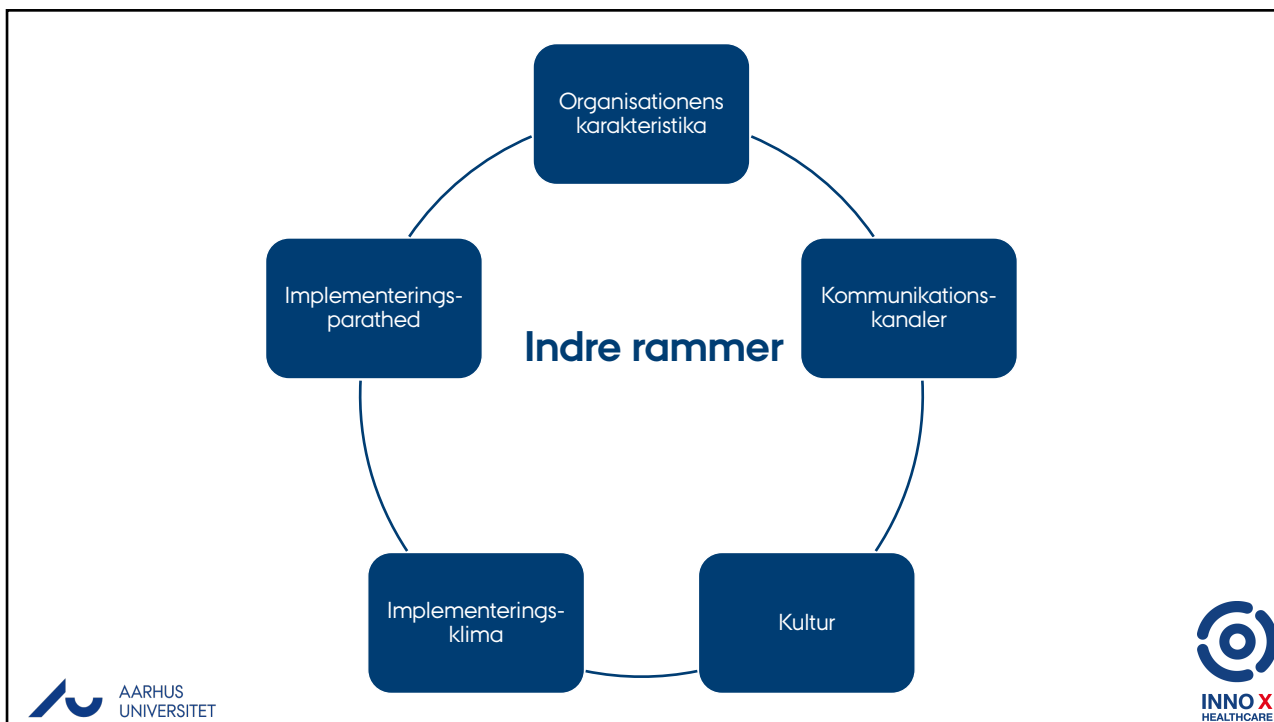
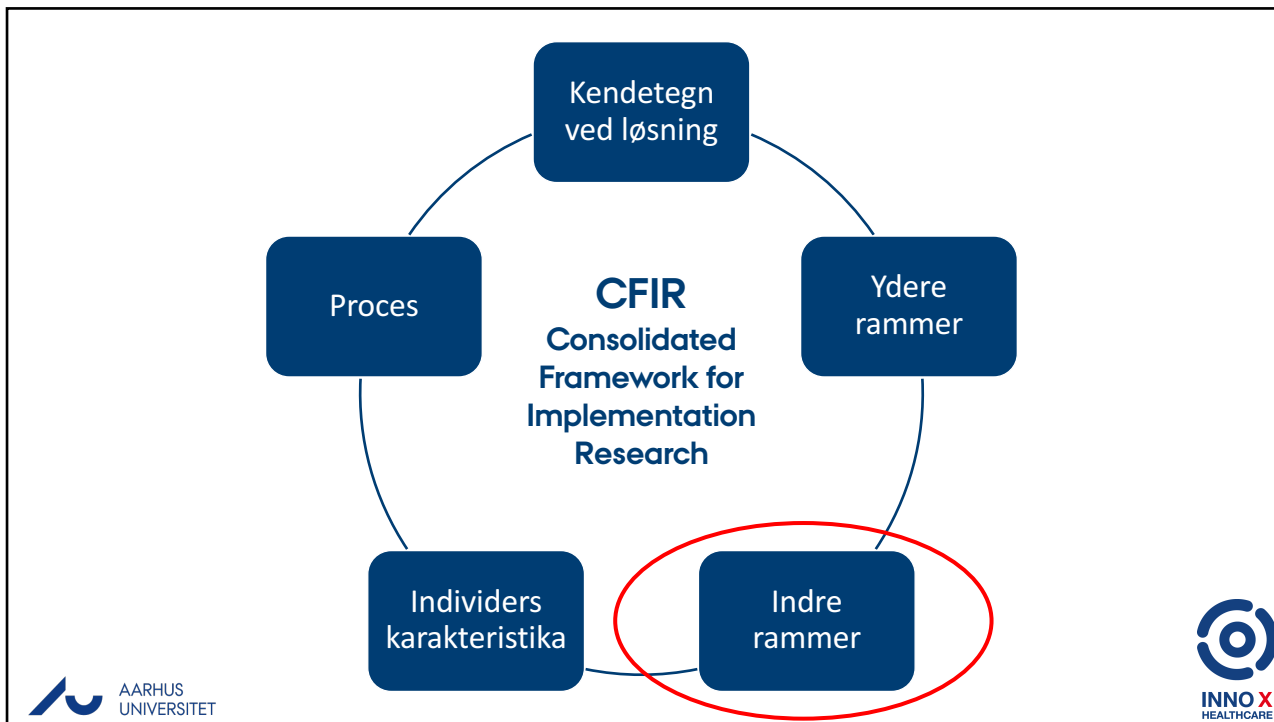


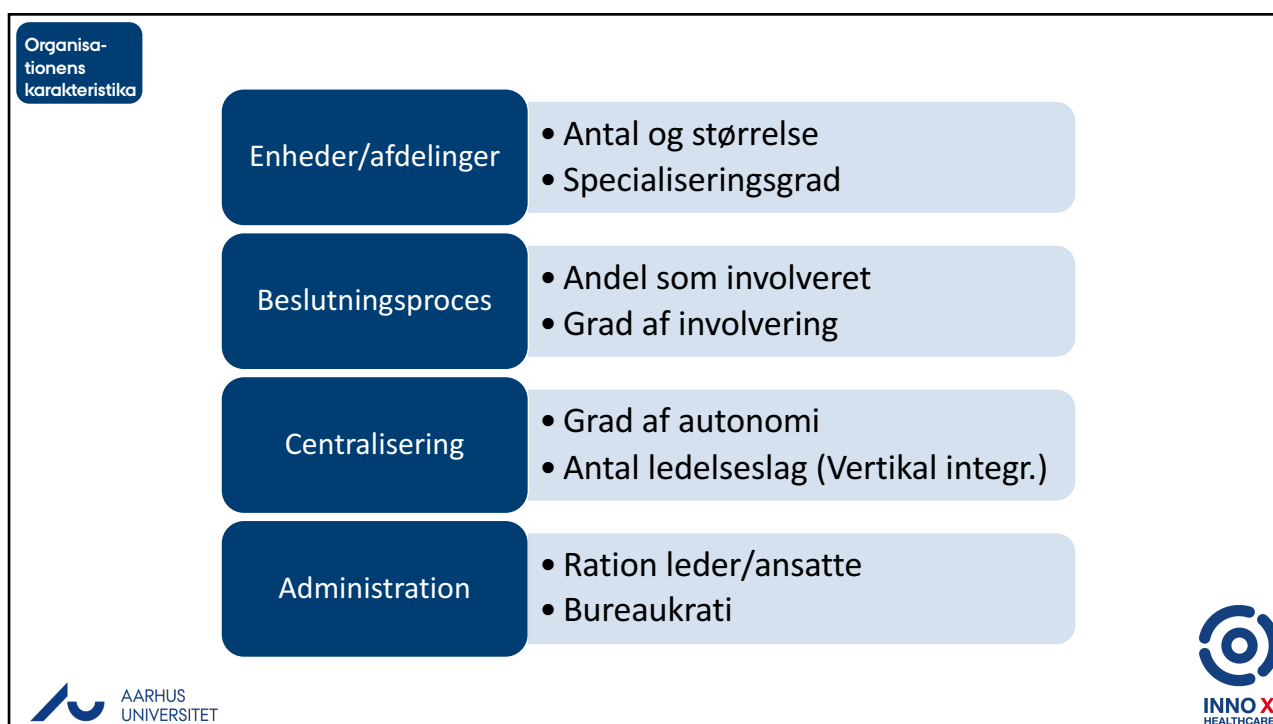
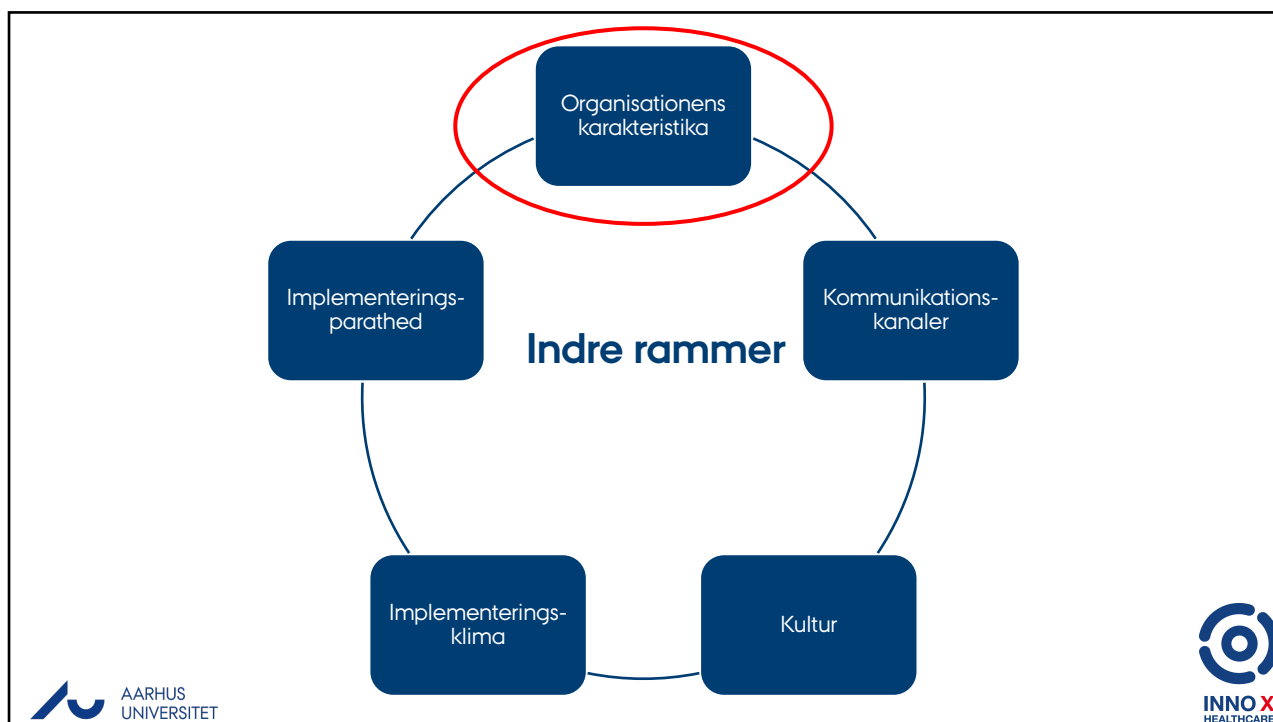


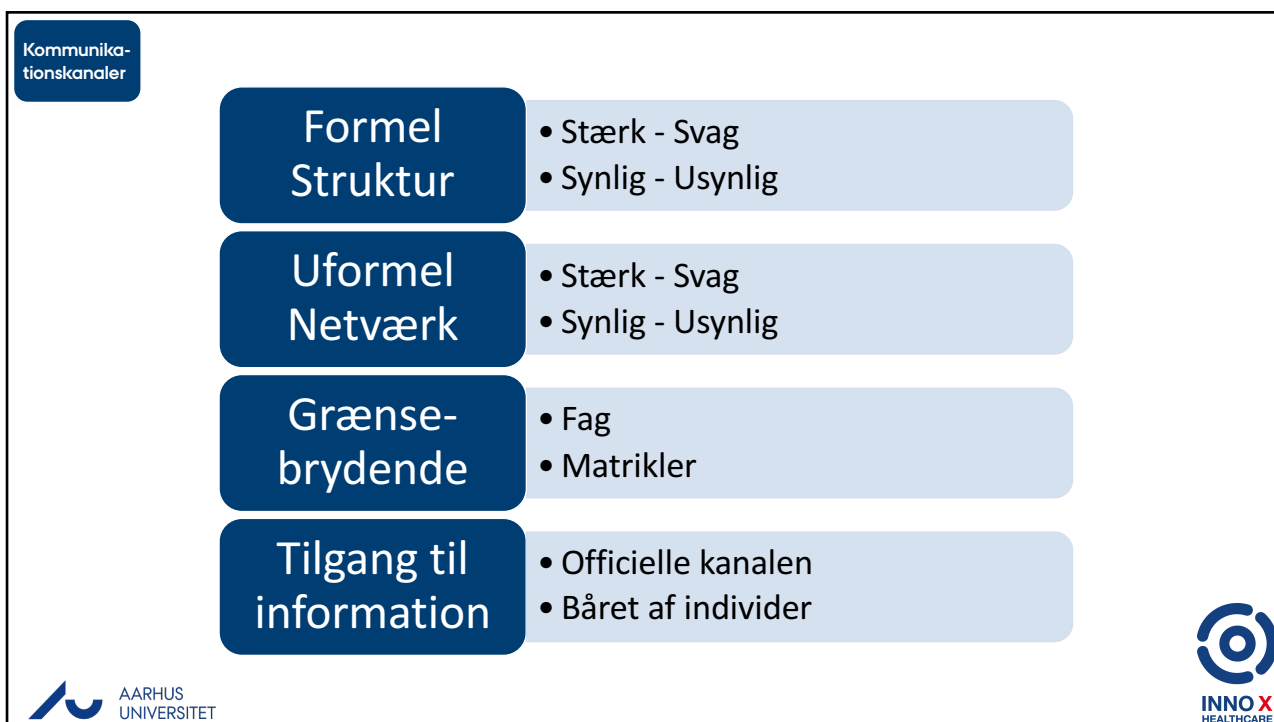
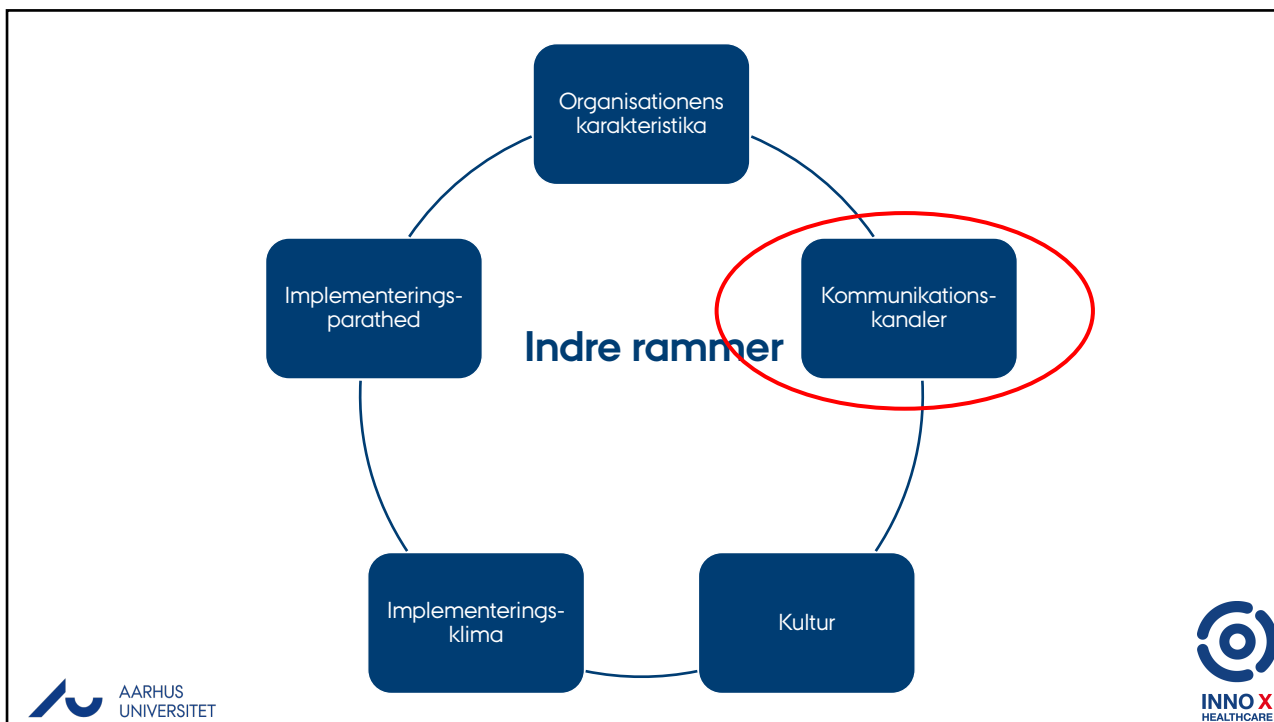


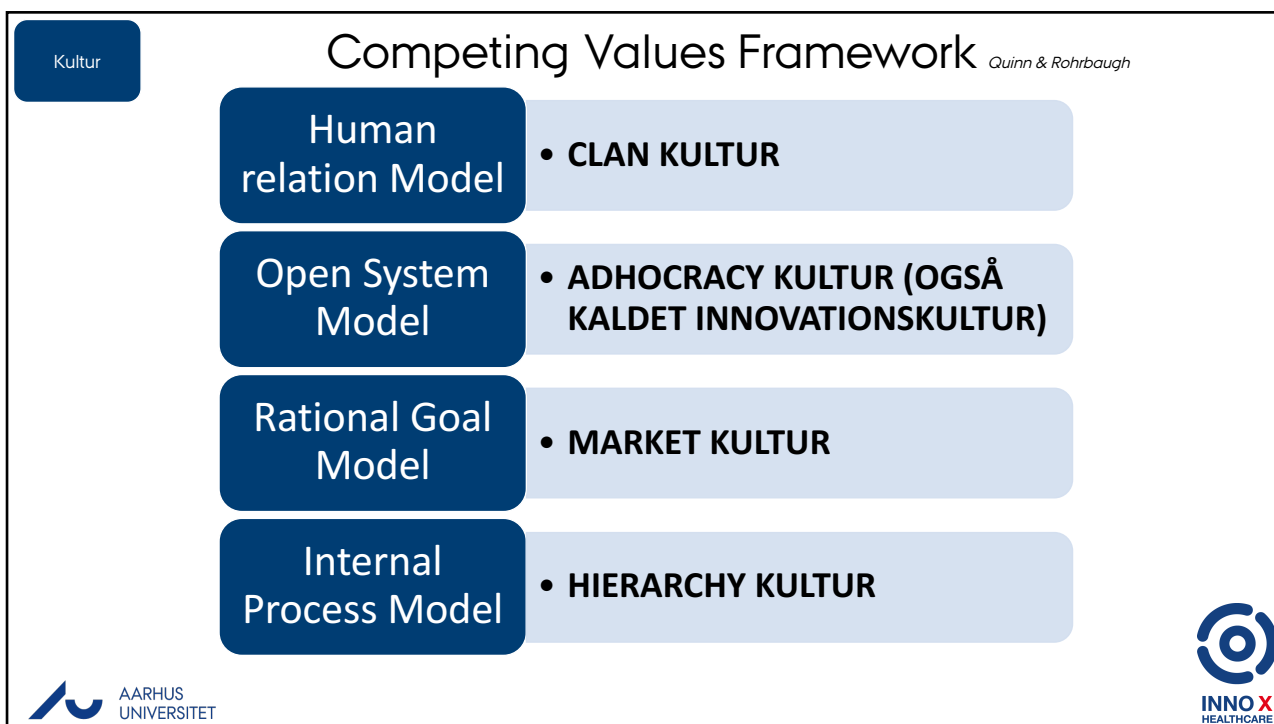
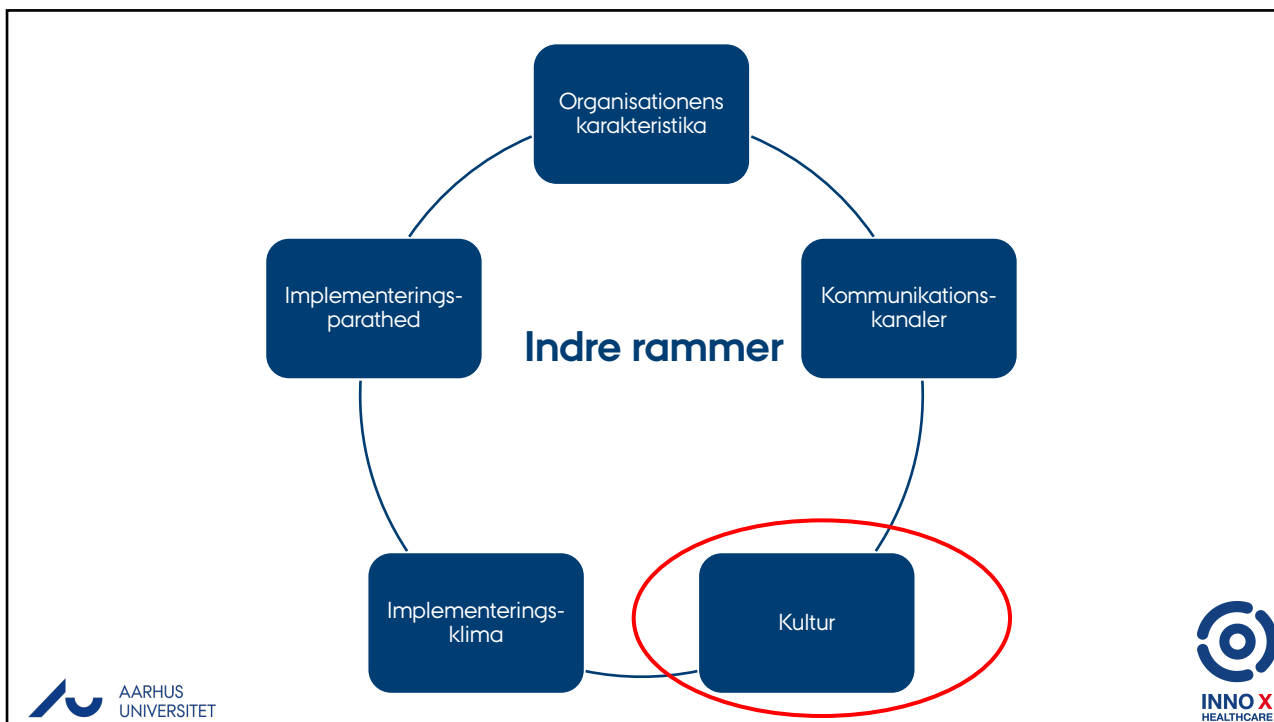


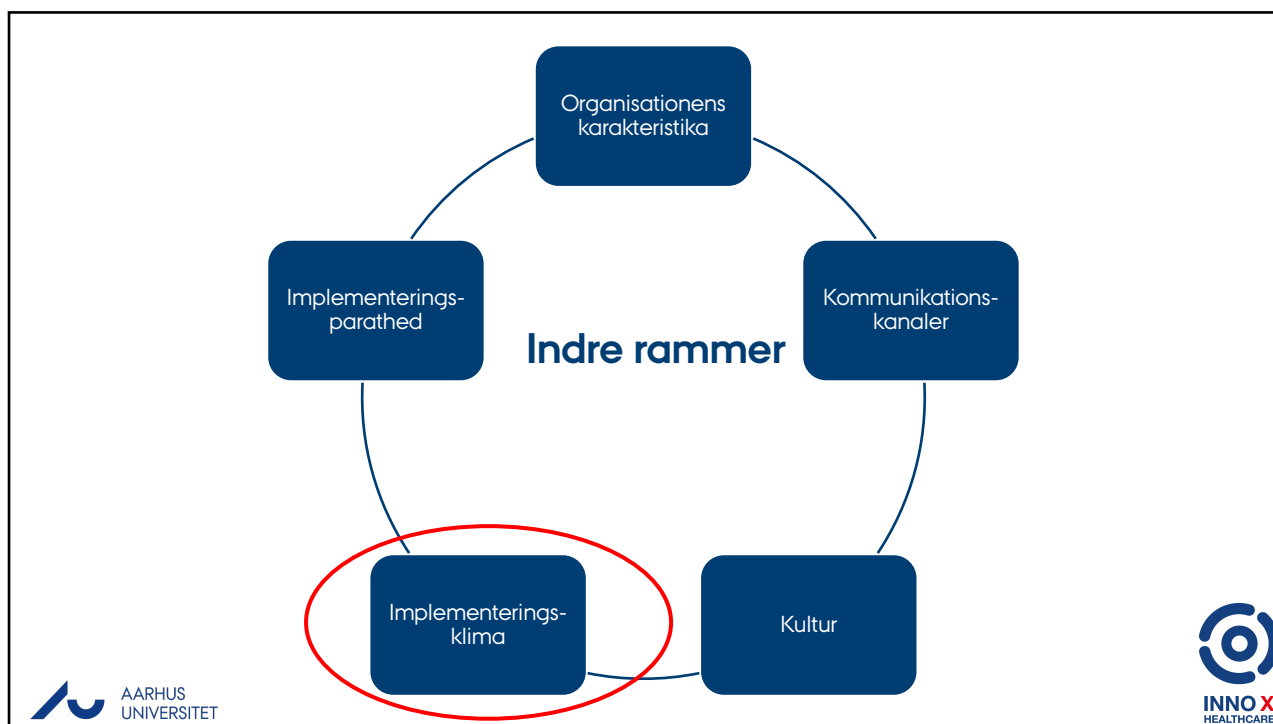












#### D. Implementation Climate

D. Implementation Climate -- The shared receptivity of involved individuals to an intervention [1] and the extent to which use of that intervention will be "rewarded, supported, and expected within their organization".

D1. Tension for change - The degree to which stakeholders perceive the current situation as intolerable or needing change.

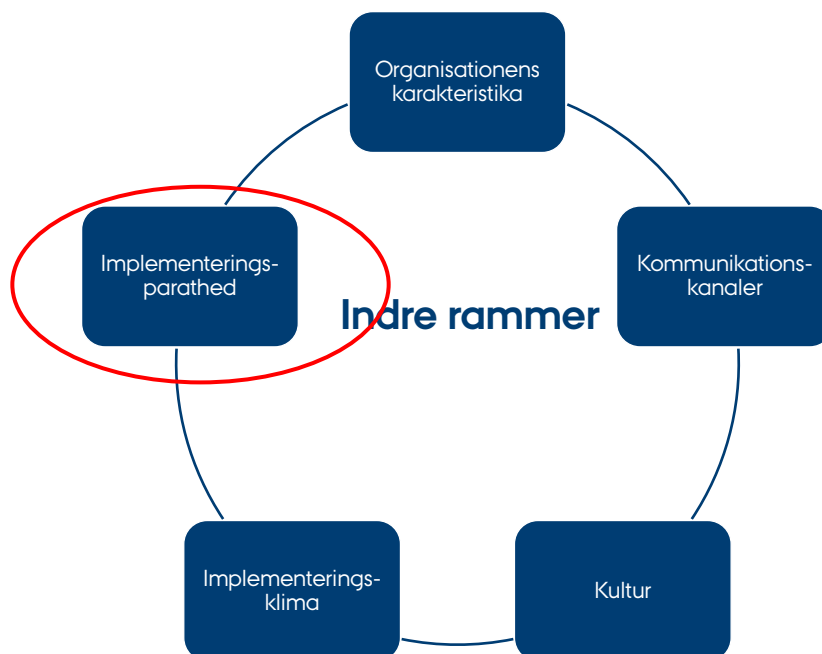
D2. Compatibility - The degree of tangible fit between meaning and values attached to the intervention by involved individuals, how those align with individuals' own norms, values, and perceived risks and needs, and how the intervention fits with existing workflows and systems.

D3. Relative priority - Individuals' shared perception of the importance of the implementation within the organization.

D4. Organizational Incentives & Rewards – Extrinsic incentives such as goal-sharing awards, performance reviews, promotions, and raises in salary; also includes less tangible incentives such as increased stature or respect.

D5. Goals and Feedback – The degree to which goals are clearly communicated, acted upon, and fed back to staff and alignment of that feedback with goals.

D6. Learning Climate – A climate in which: a) leaders express their own fallibility and need for team members' assistance and input; b) team members feel that they are essential, valued, and knowledgeable partners in the change process; c) individuals feel psychologically safe to try new methods; and d) there is sufficient time and space for reflective thinking and evaluation (in general, not just in a single implementation).



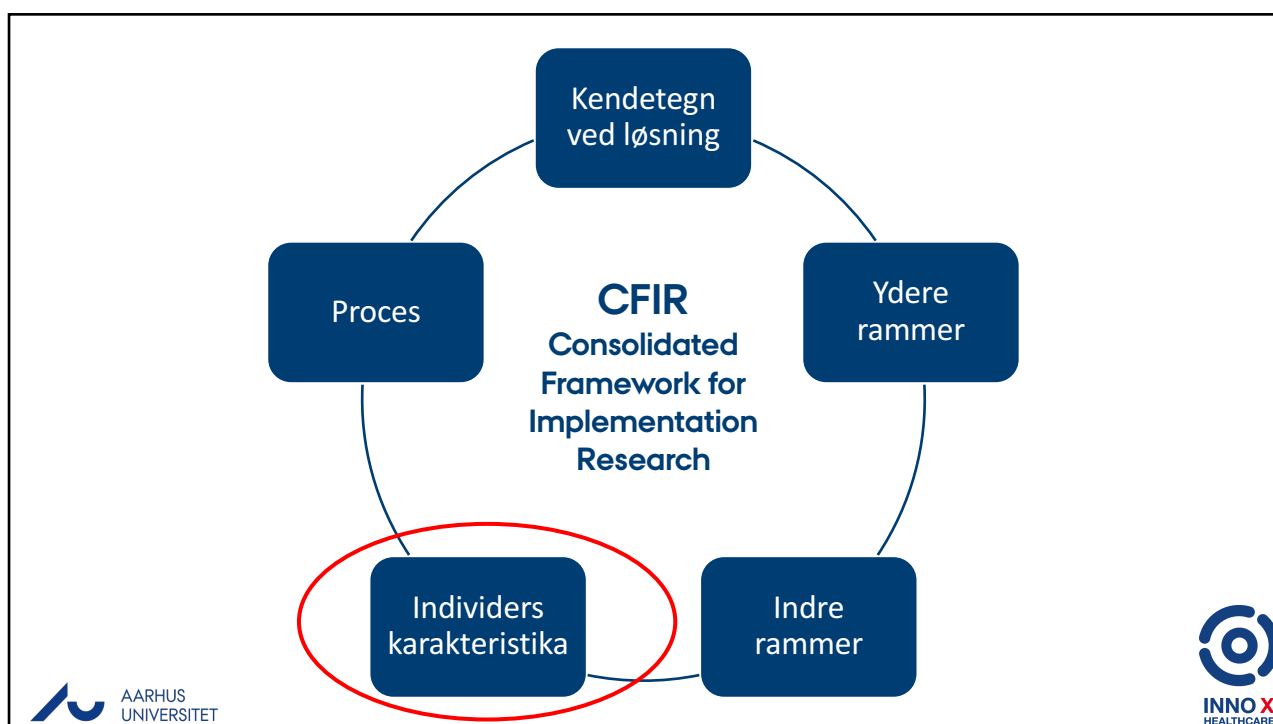
### E. Readiness for Implementation

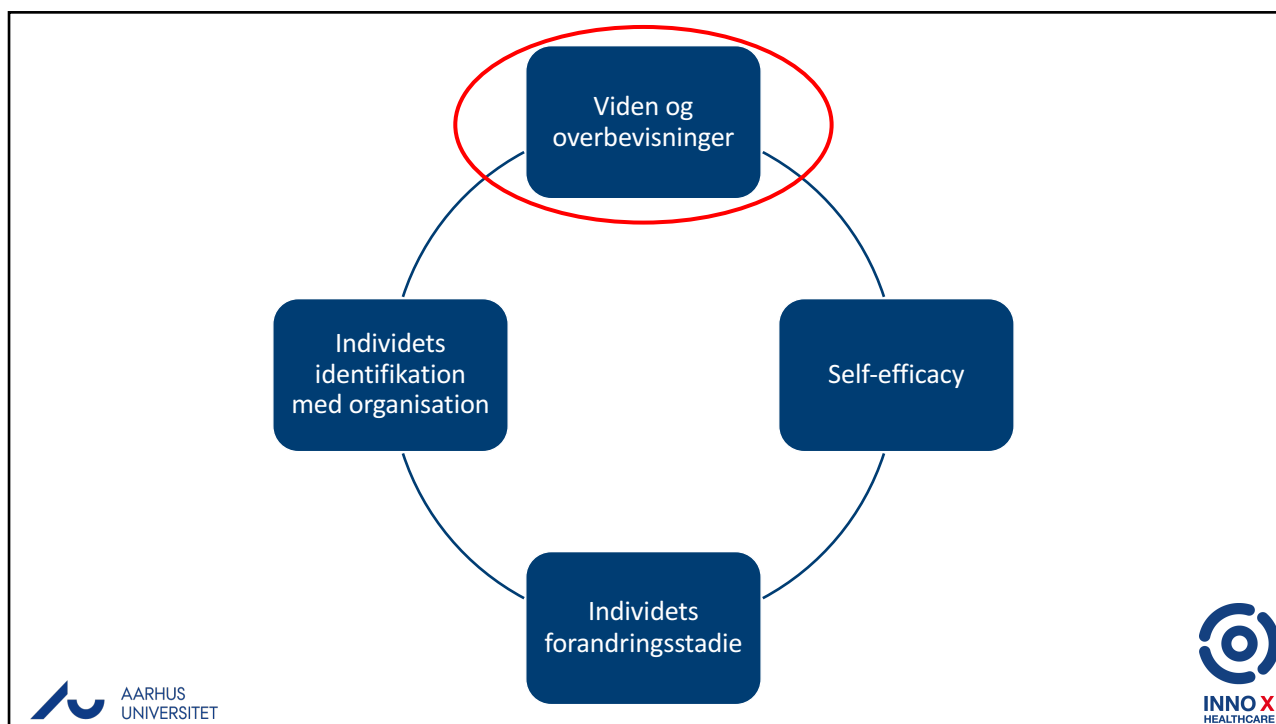
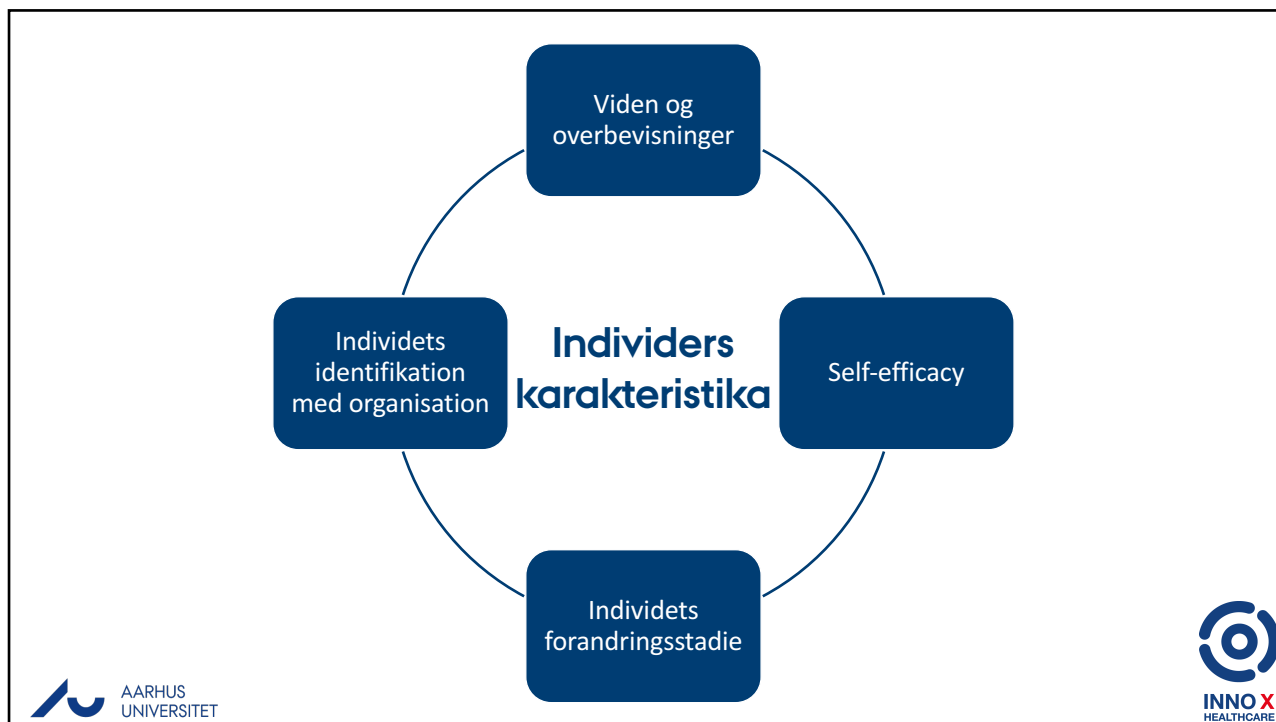
E. Readiness for Implementation -- Tangible and immediate indicators of organizational commitment to its decision to implement an intervention, consisting of 3 sub-constructs.

E1. Leadership Engagement – Commitment, involvement, and accountability of leaders and managers.

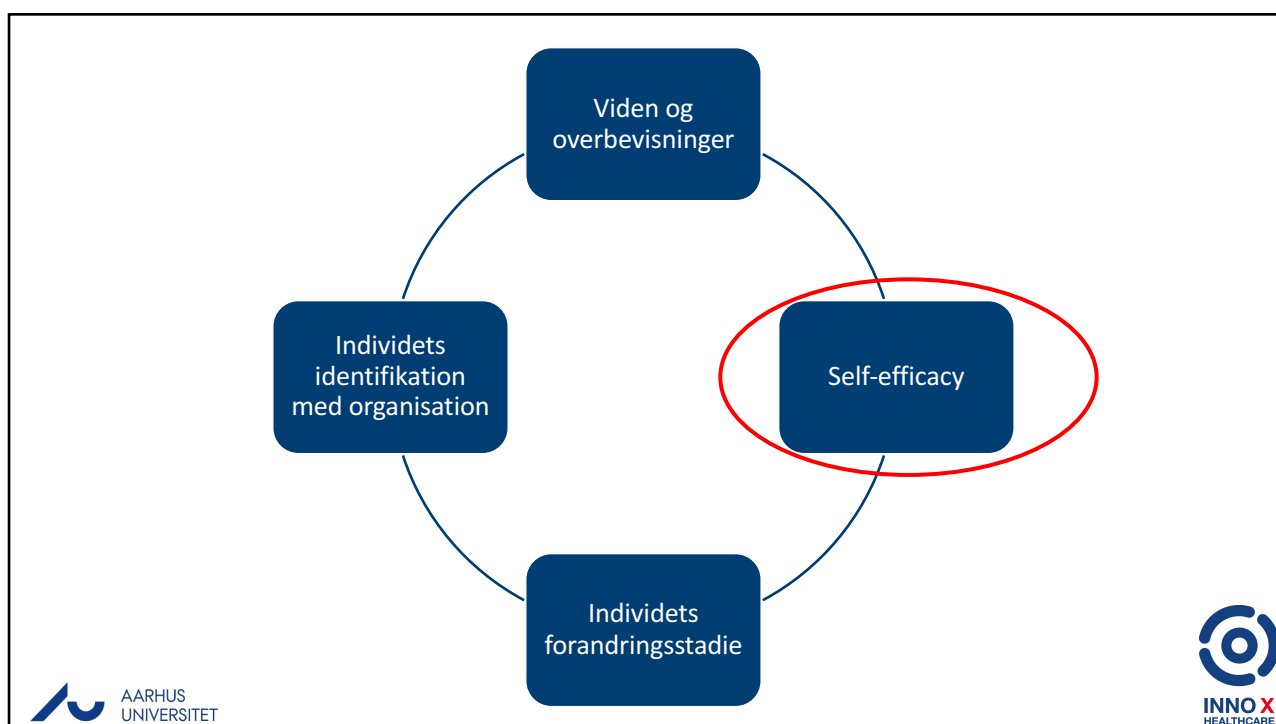
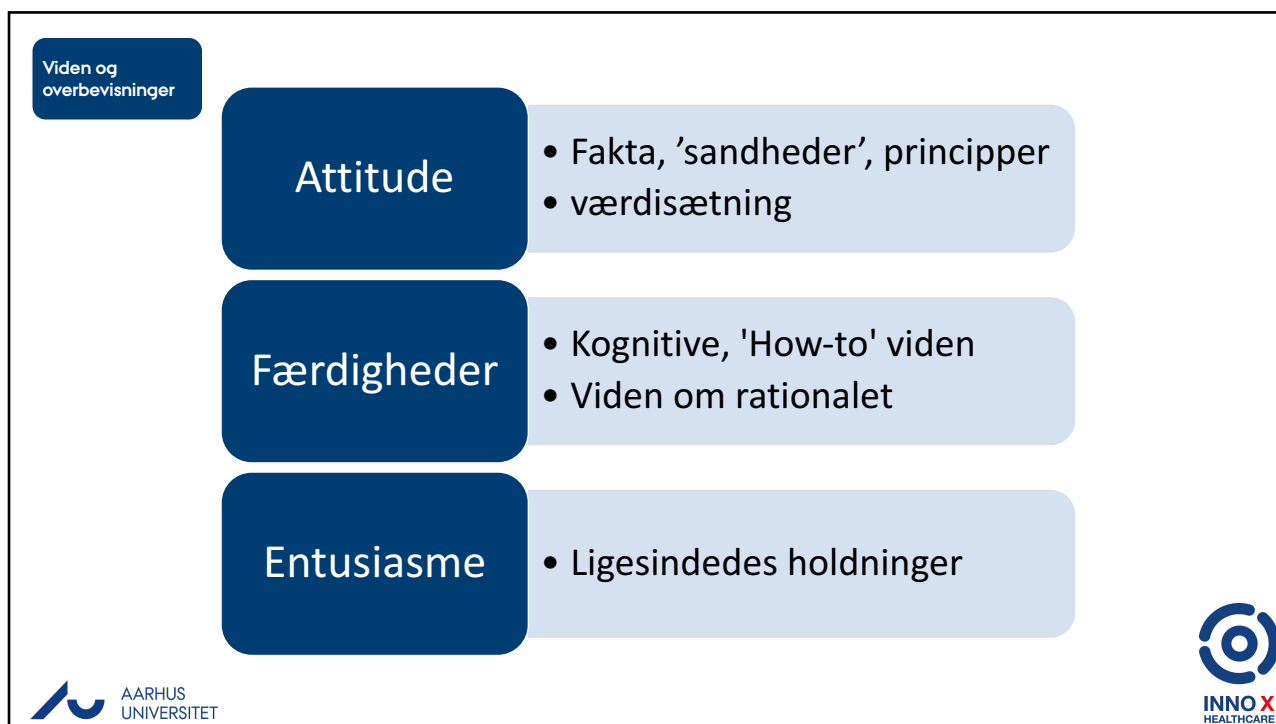
E2. Available Resources – The level of resources dedicated for implementation and on-going operations including money, training, education, physical space, and time.

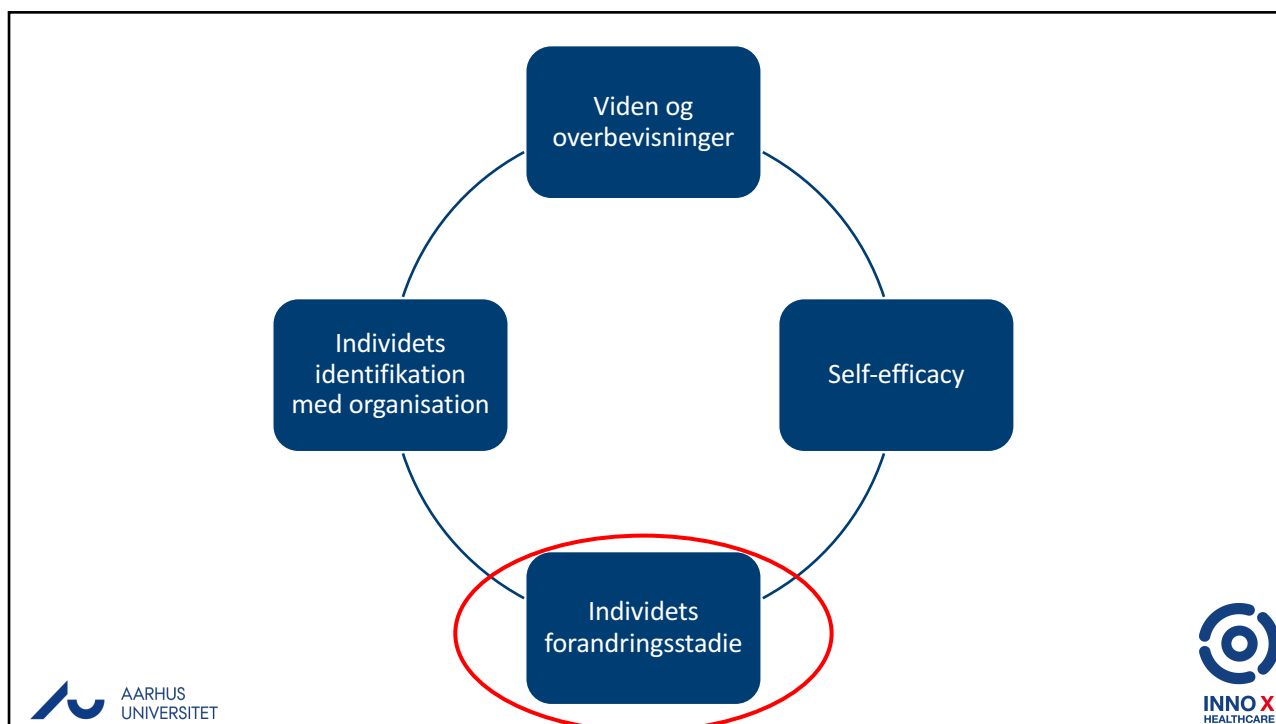
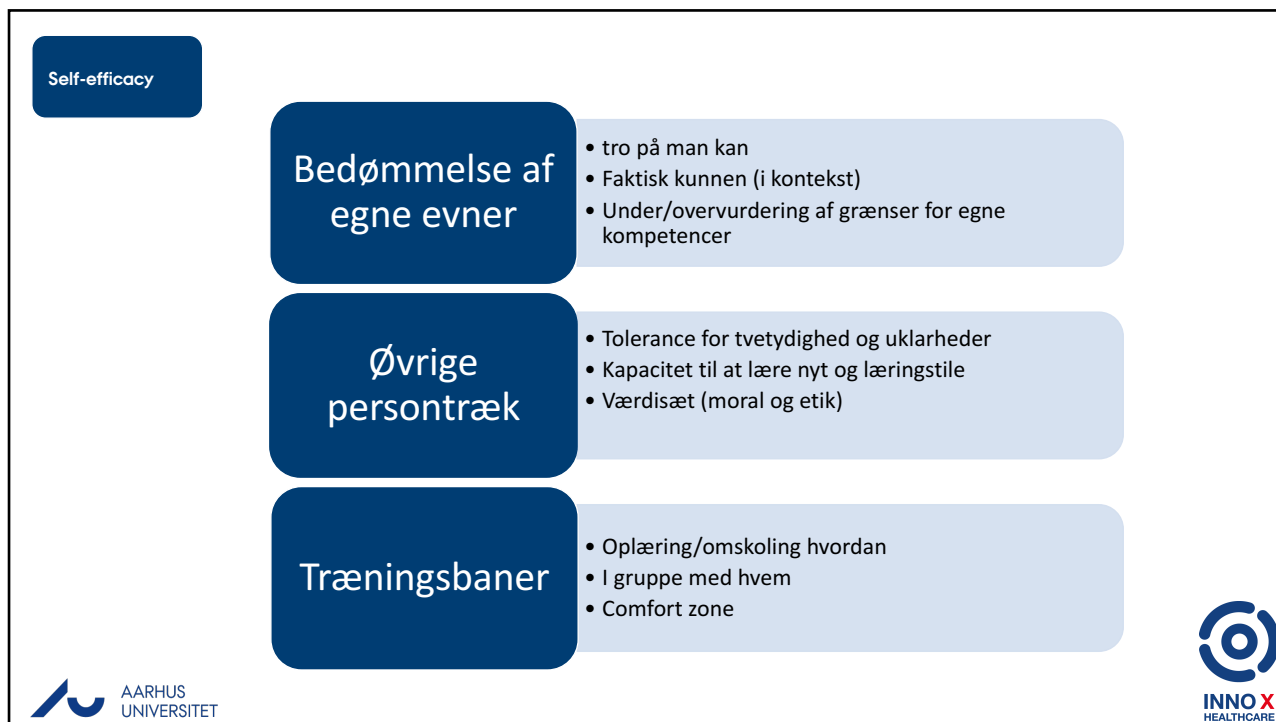
E3. Access to information and knowledge – Ease of access to digestible information and knowledge about the intervention and how to incorporate it into work tasks.

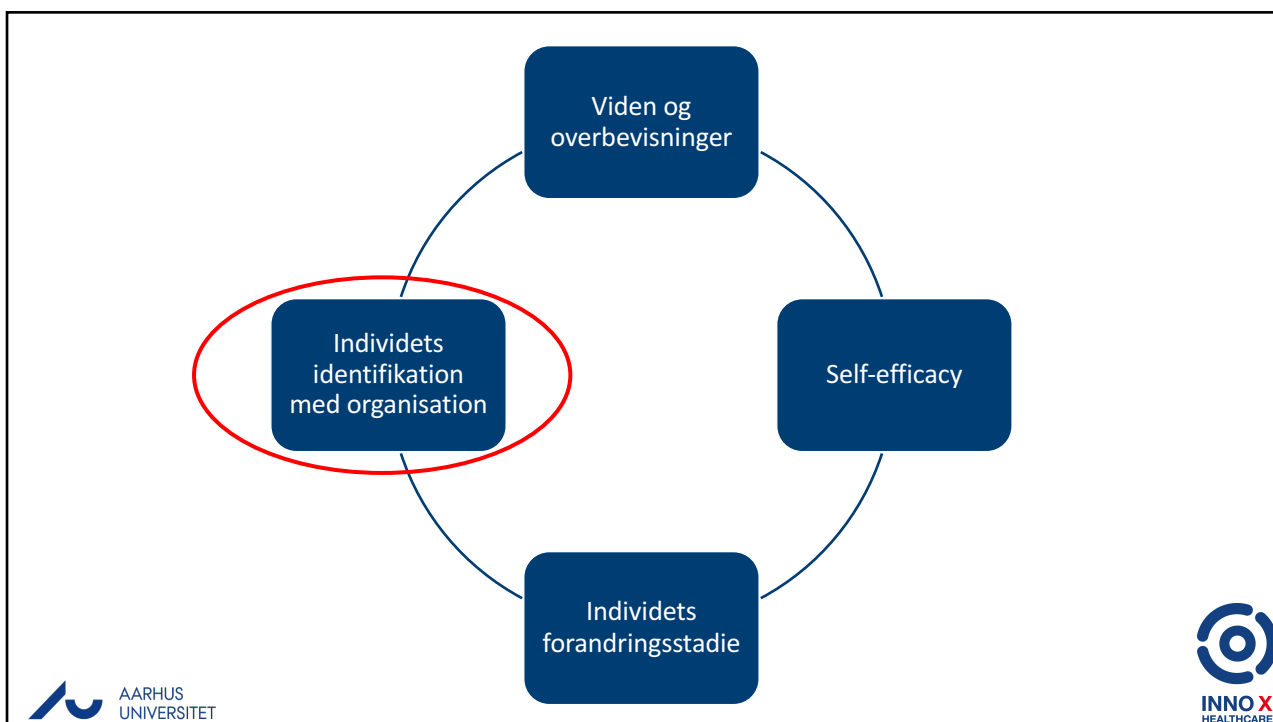
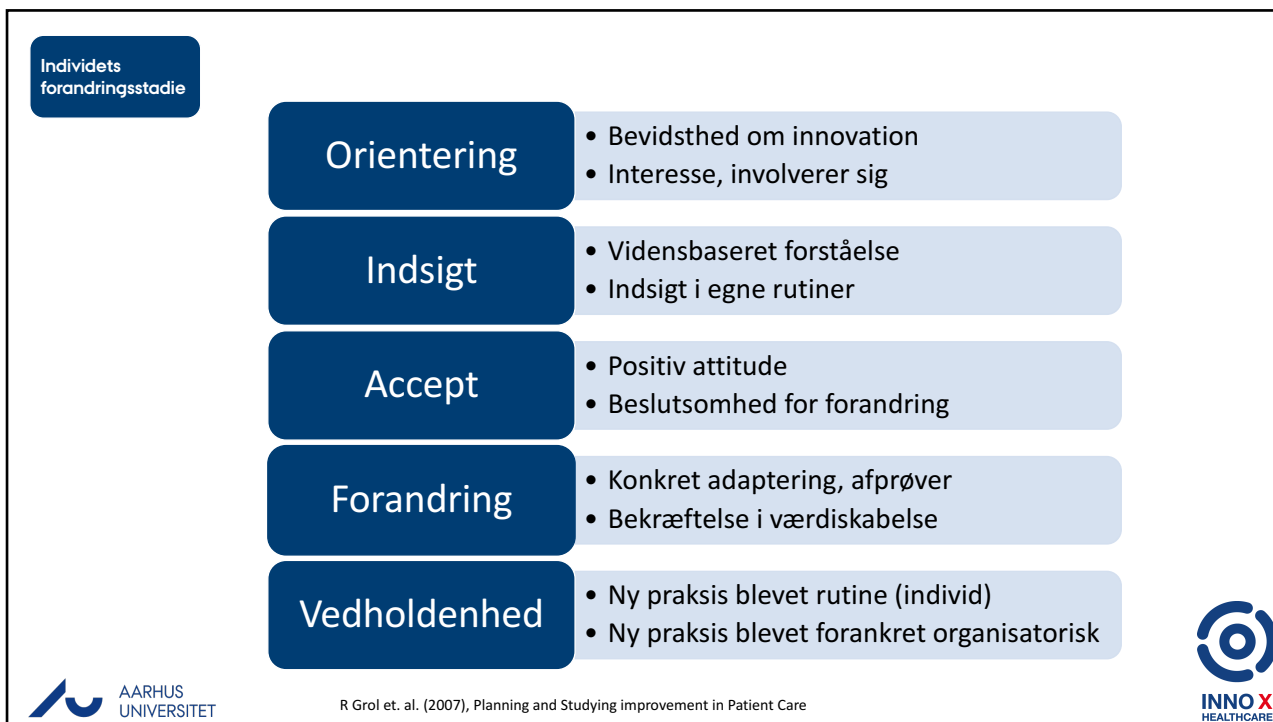


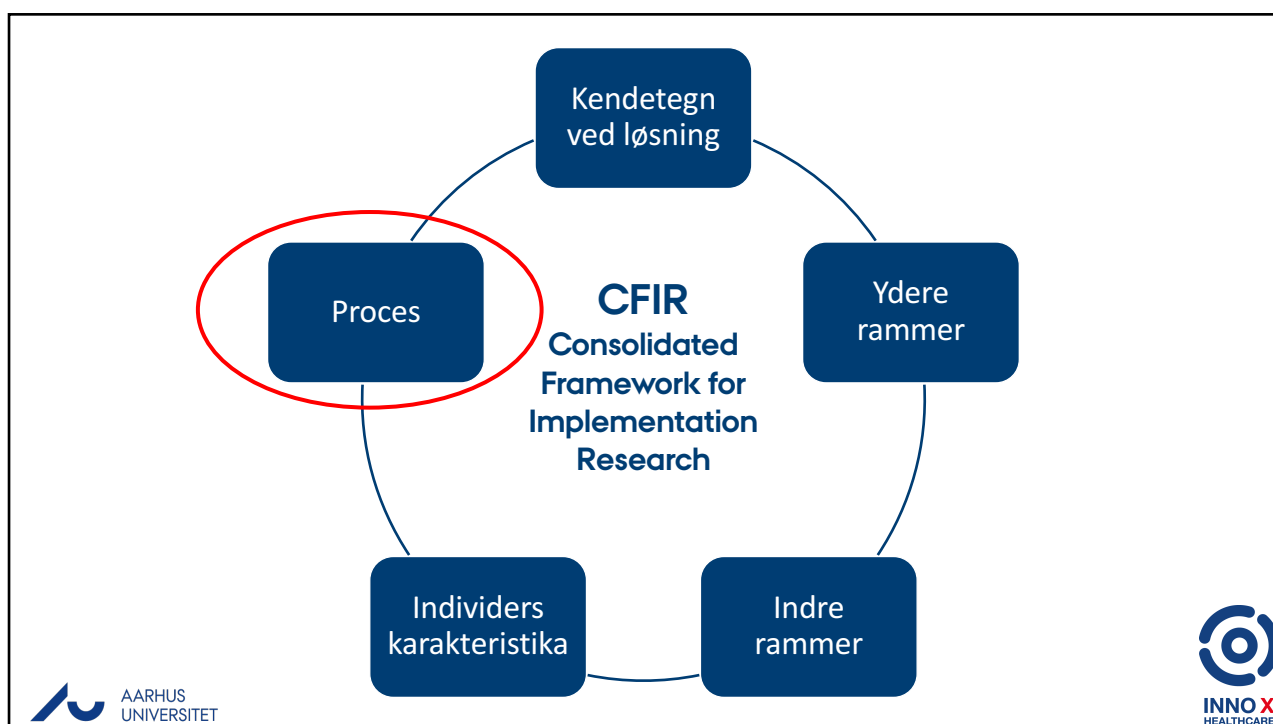
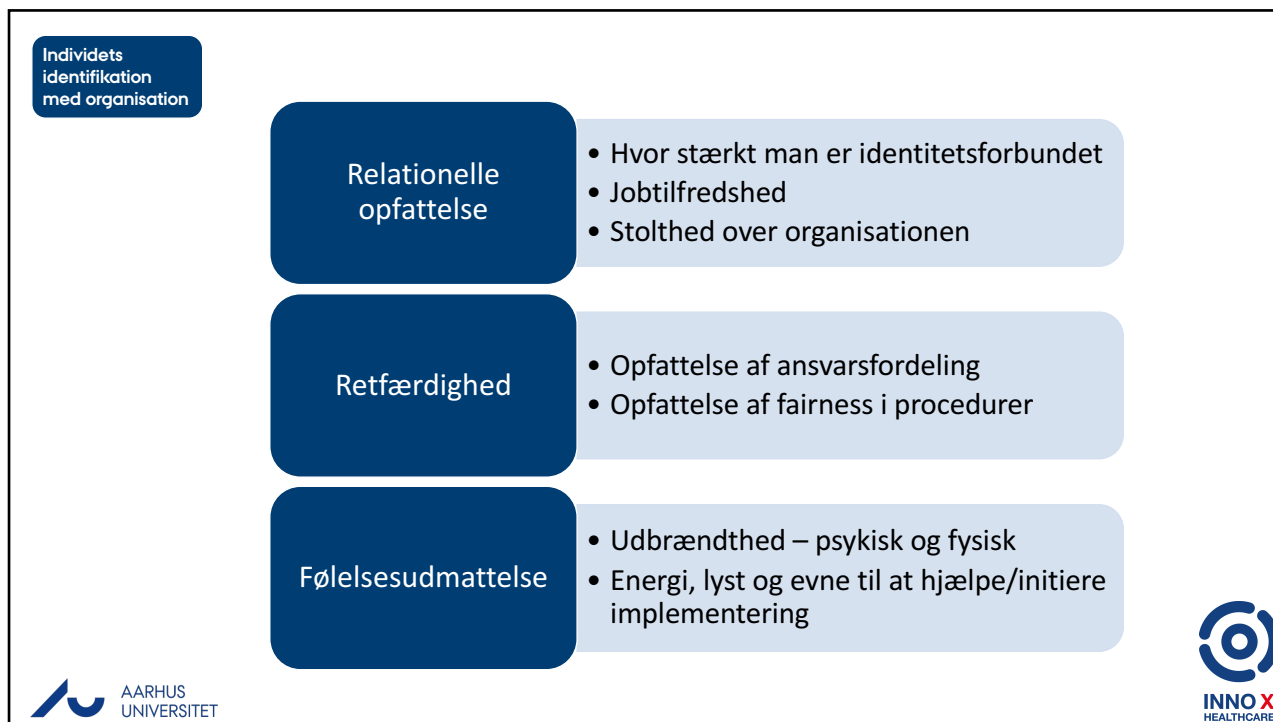


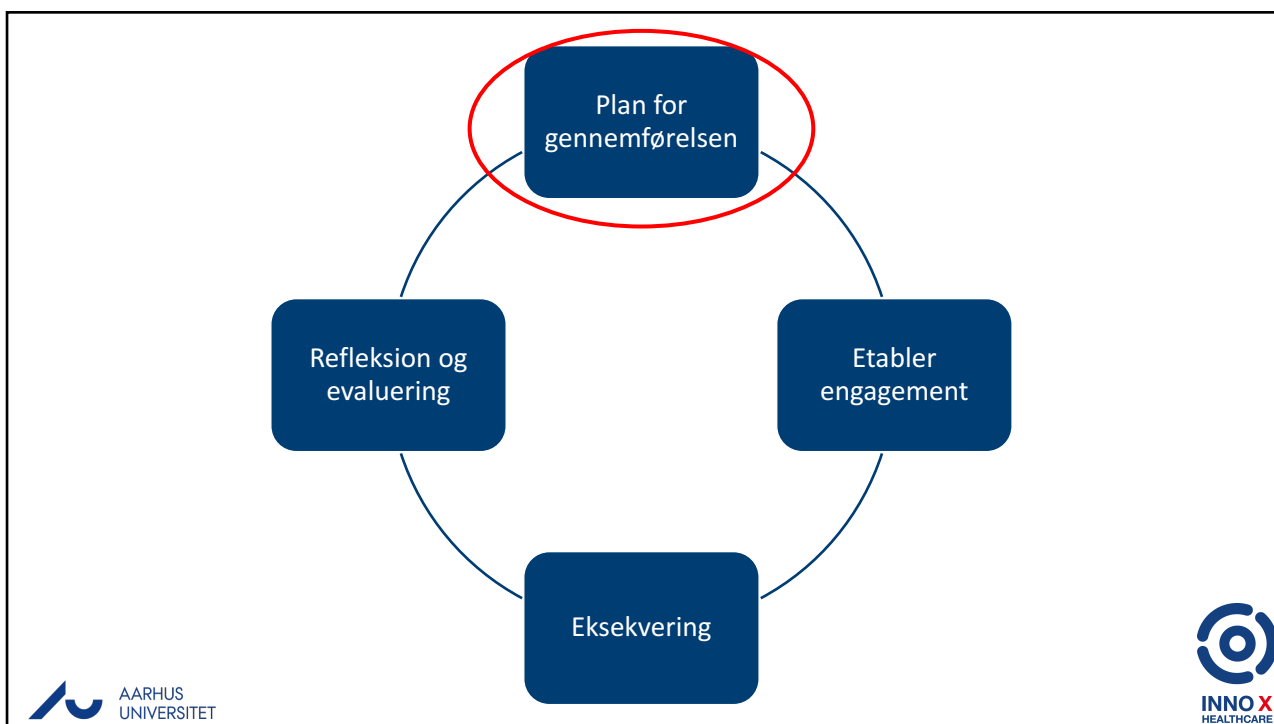
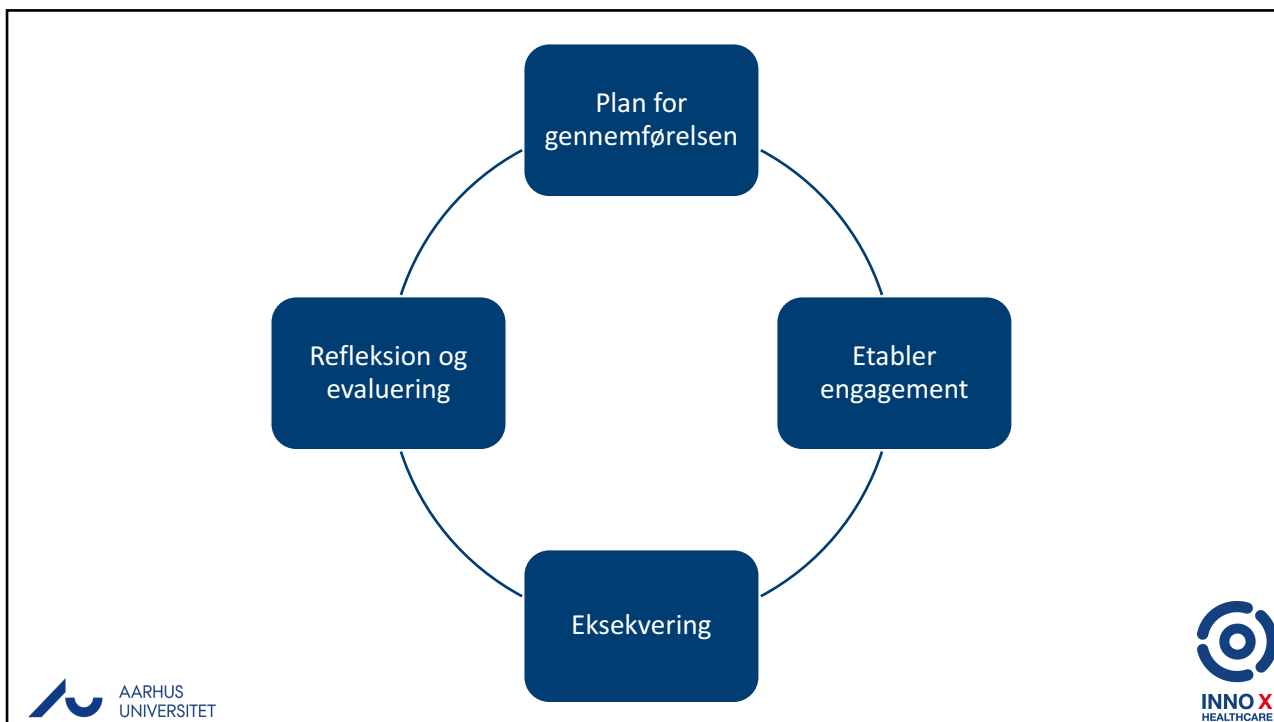








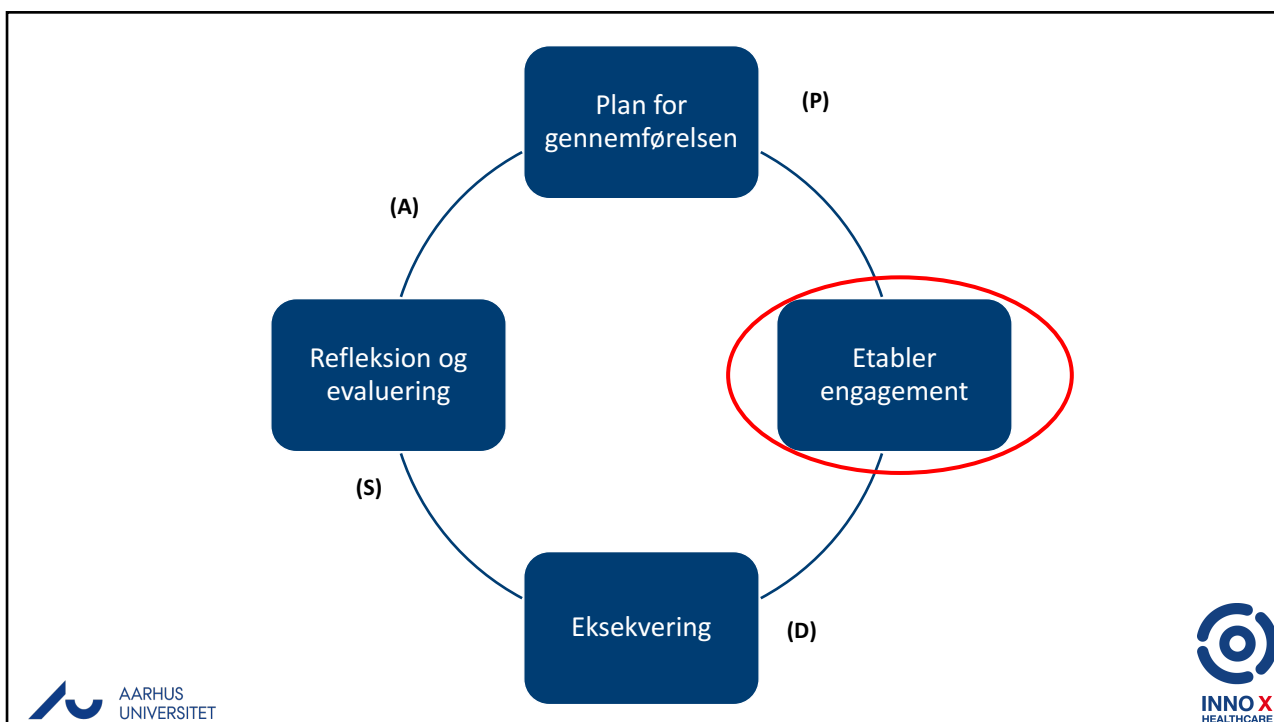






Plan for gennemførelsen

# Aktiviteter

- Opgaver
- Tid: varighed og tidspunkt
- Ansvarsperson
- Effekt – dokumentation
- Ressourcer




Etabler engagement



**Tiltrækning og involvering af individer**

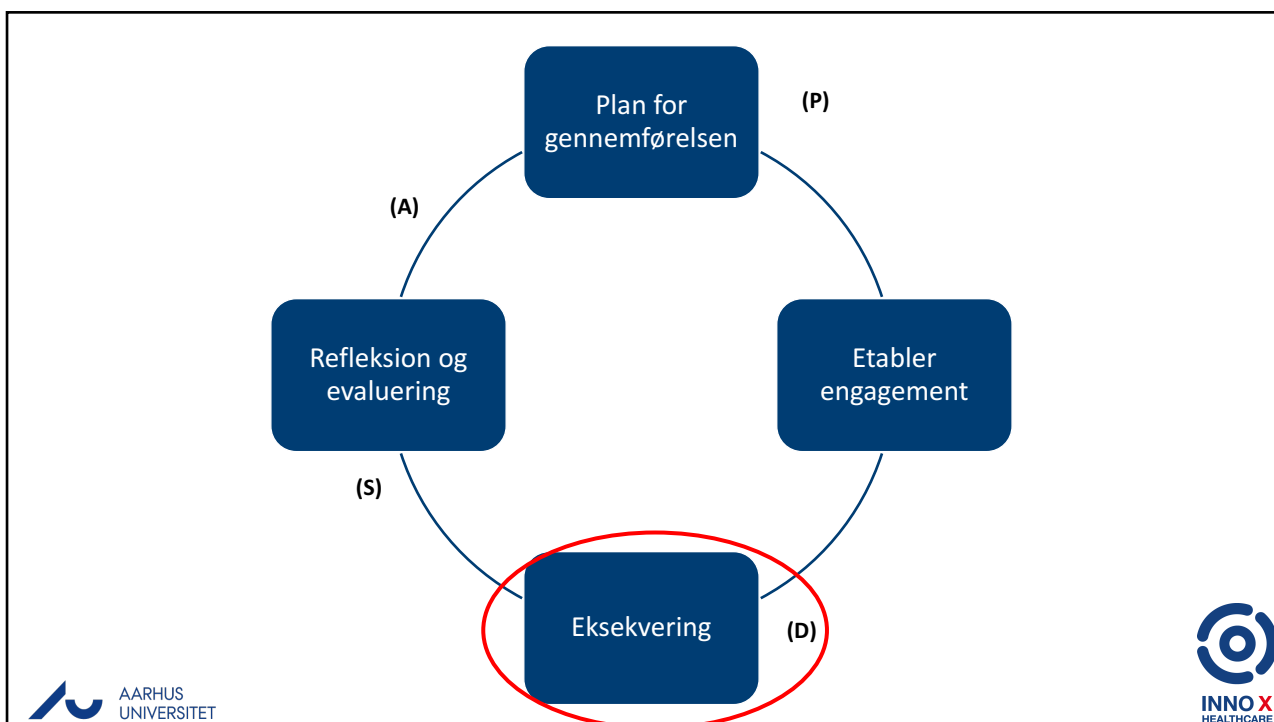
- Kommunikation/markedsføring (SoMe/intra)
- Rolle modeller
- Afprøvninger og træning

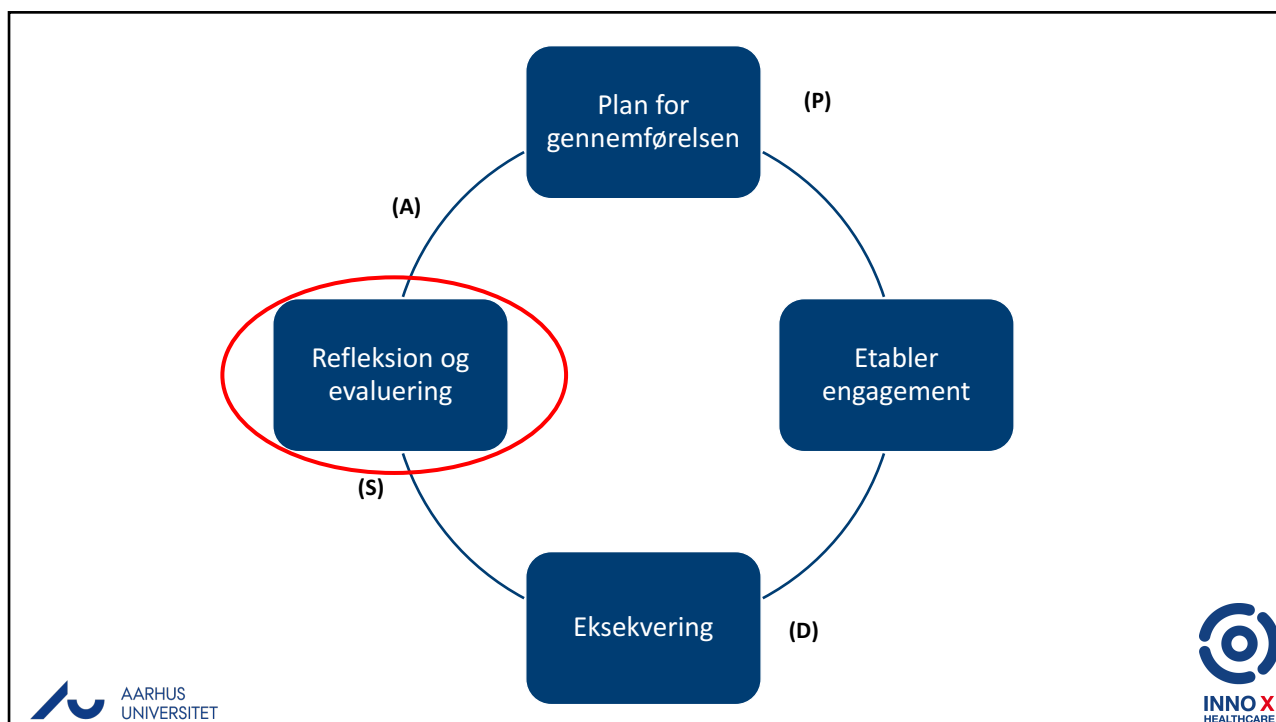
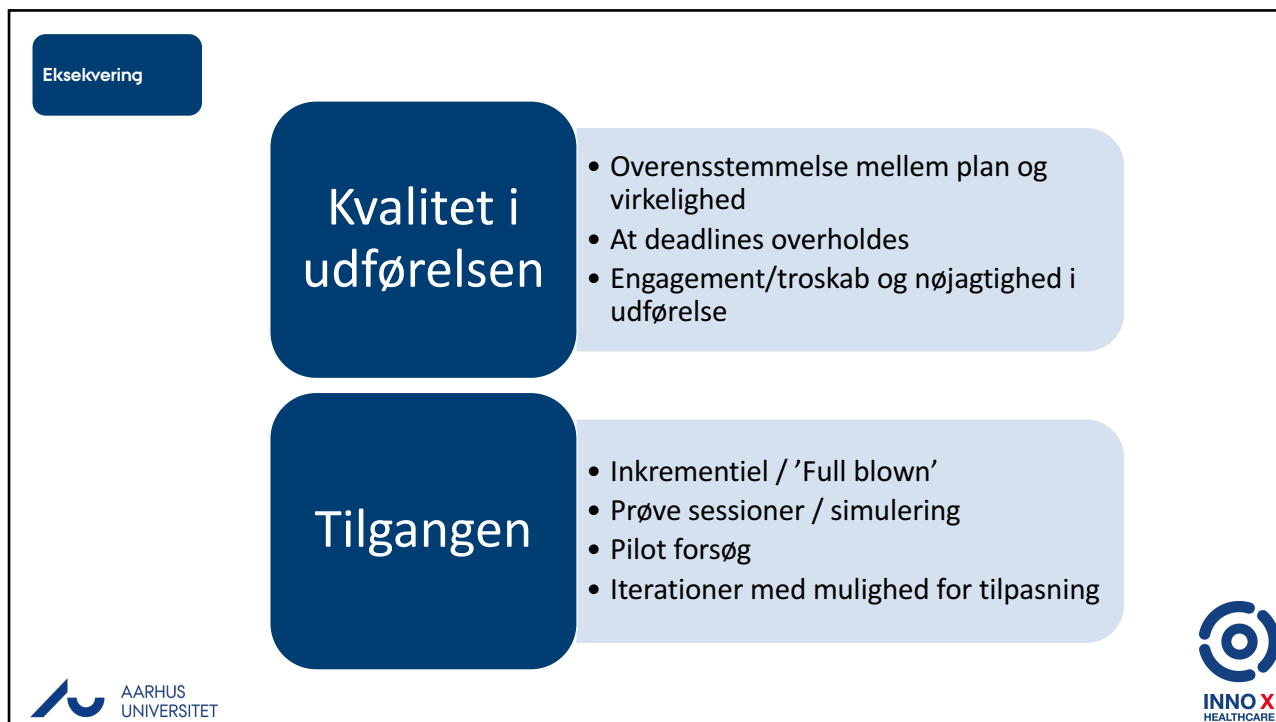
**Frontløber profiler**

- Meningsdannere (Opinion leaders)
- Formelt udnævnte Impl ledere
- Forkæmpere (Champions)
- Eksterne forandringsagenter

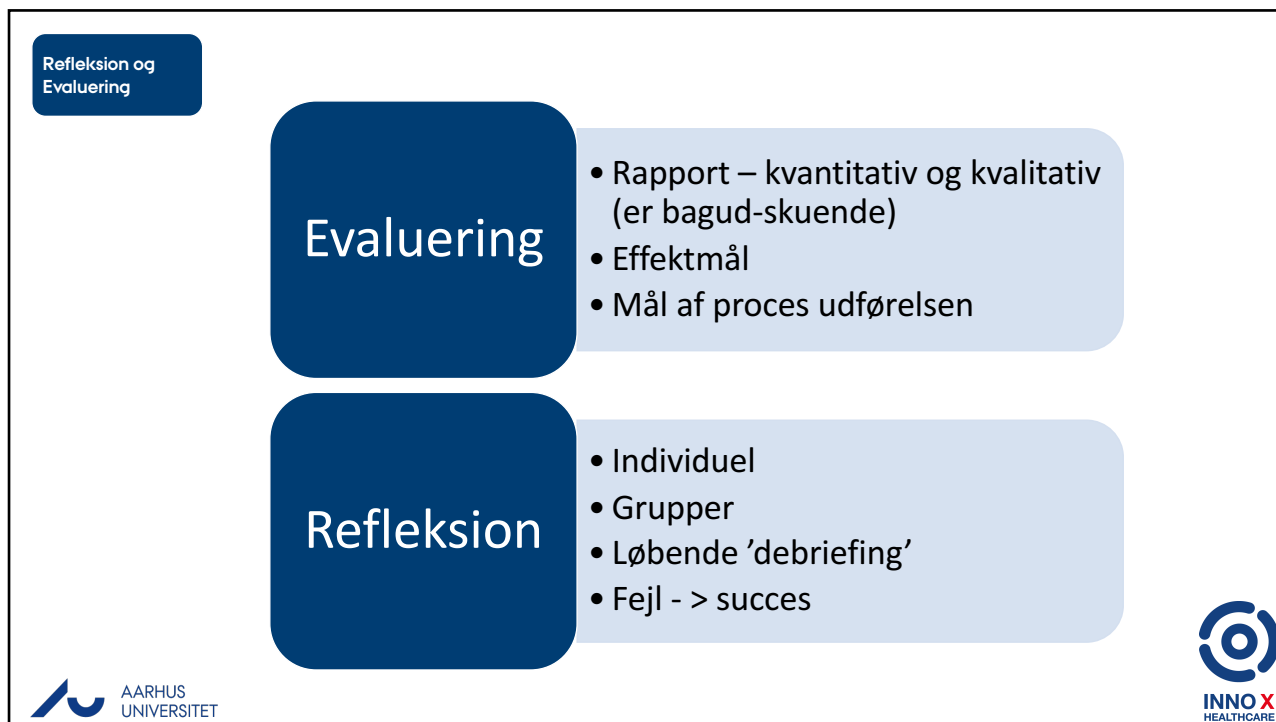










## Primær pointer

- Implementering kræver at man foretager et grundigt og omfattende analytisk forarbejde og 'gøder jorden' godt inden selve processen sættes igang.
- At selve implementeringsprocessen med fordel kan deles op i mindre delelementer med plads til justeringer og trinvis opskalering.

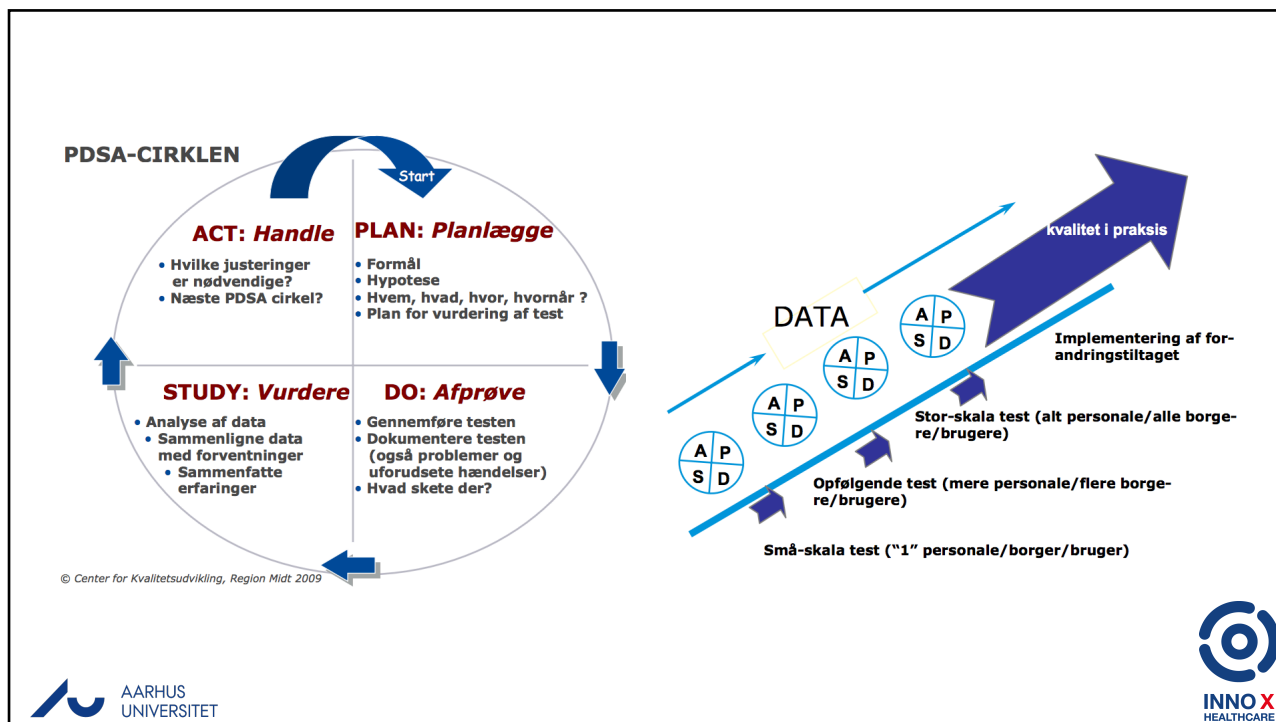
# PDSA

Plan Do Study Act

## Udbredt model i DK i kvalitetsudvikling?

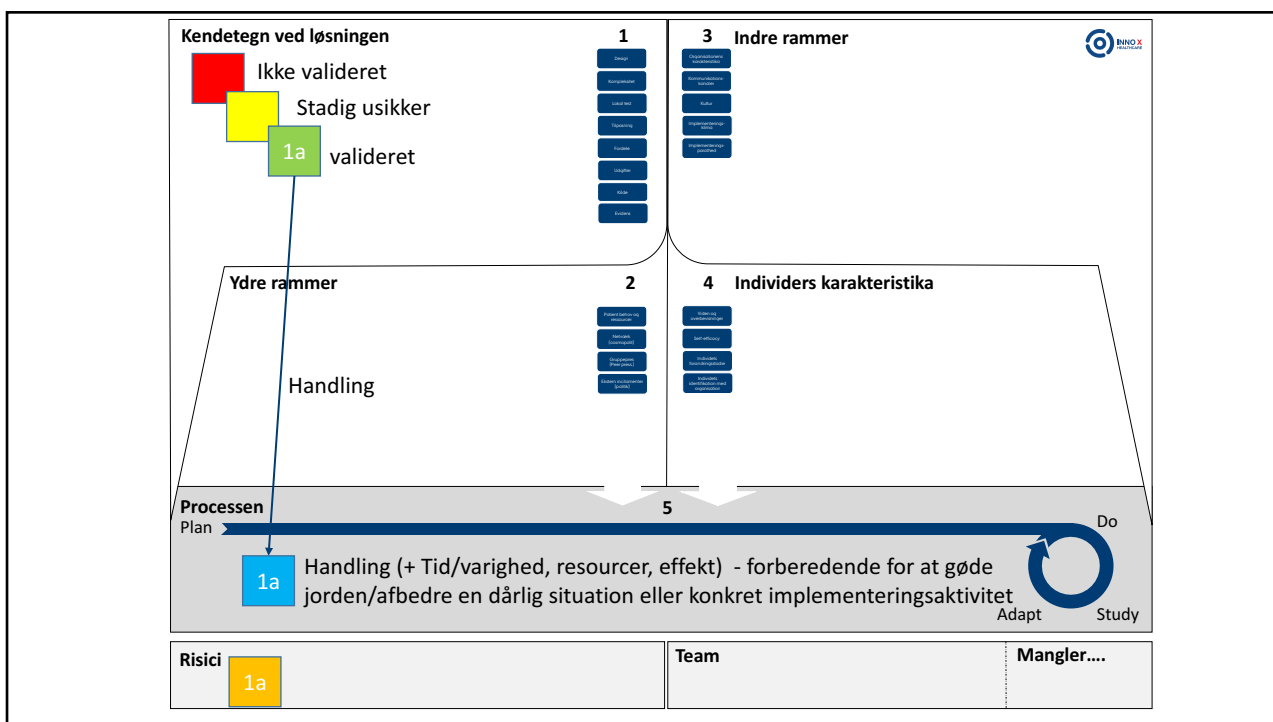
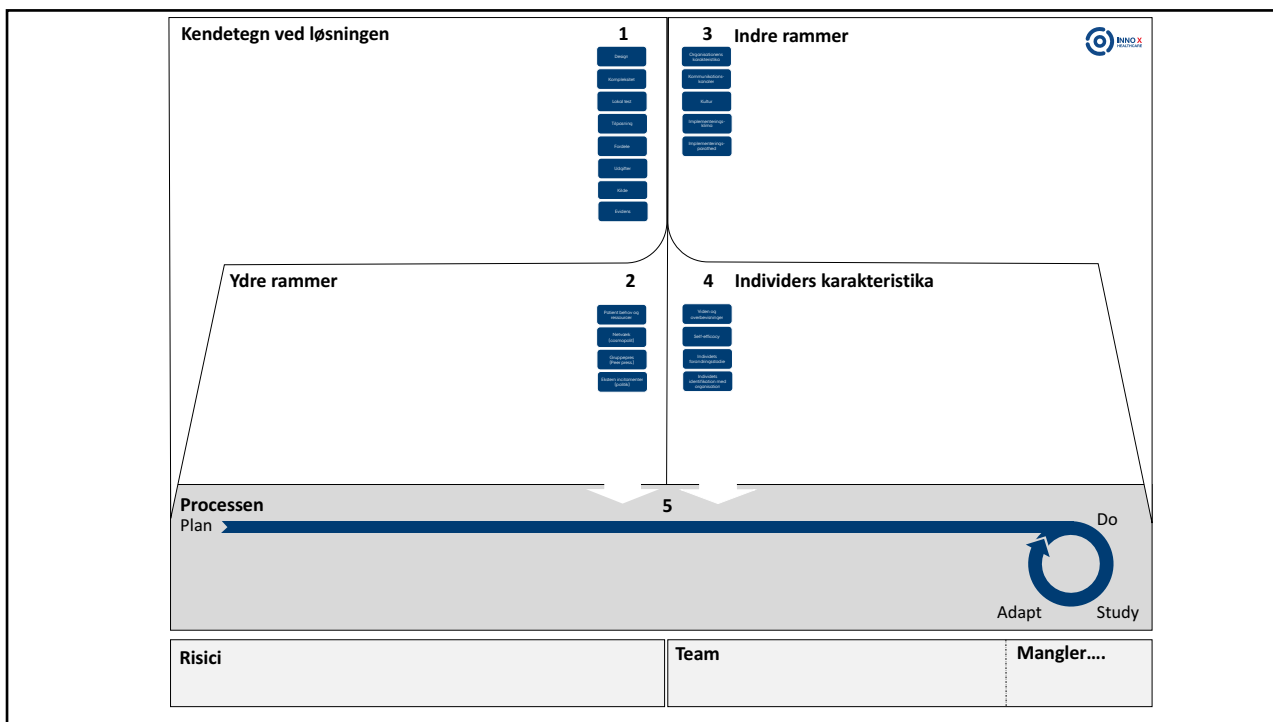
- Sundhedsstyrelsen (<https://www.sst.dk/da/nkr/implementeringshaandbog/model-for-implementering/gennemfoer-planen>)
- Defactum (<http://www.defactum.dk/siteassets/defactum/skal-slettes-nar-alt-ok/projekter--skal-slet/kvalitetsudvikling/pdsa-metodebeskrivelse.pdf>)

**PDSA – en model for iterativ test af forandringer til forbedring af kvalitet i systemer. -> fremme af ‘fit-for-purpose’ løsninger**



## Historik

- En gammel model fra industrien, 1950, EW Deming
- Mangelfuld evidens for metodens effektivitet til at fremme implementering af forandringer
- Mangelfuld korrekt anvendelse af metodens nøgle principper i sundhedssektoren [Meta Review viser at kun 2/73 (shortlisted ud af 409 artikler) interventioner fulgte PDSA principperne konsistent]
  - Ingen reelle iterationer
  - Arbejder ikke mål-baseret og med dokumentation af effekt
  - Ingen løbende dataindsamling på processen (måles blot på forventet slutresultat)
  - Fuld-skala i stedet for lille skala med trinvis skala-øgning.



## Afslutnings-opgave

5 siders skriftlig sammenfatning af implementeringsanalyse og plan (skabelon udleveres)

10-15 min. mundtlig præsentation til fremlæggelse for feedback panel den 18. januar.