

Challenge	Strategy
Decreased staff engagement	<ul style="list-style-type: none"> • Provide the “why” focusing on patient experience • Identify and involve frontline champions to help lead the change • Positive reinforcement • Incentives – share the success • Visual supports
Communication of the change	<ul style="list-style-type: none"> • Multi means - email, staff meetings, accountability, follow up, group discussion, leadership representation on all shifts • Post Standard Work – make it easy to access • Supply tools and supplies
Budget	<ul style="list-style-type: none"> • Provide budget information to staff and explanations – better understanding •
Change fatigue	<ul style="list-style-type: none"> • Staff engagement to identify challenges • Embed the change into an already existing process
Buy-In	<ul style="list-style-type: none"> • Getting champions involved • Involving nay-sayers • Have support research/guidelines to support • Bring the change benefit back to the patient • Give continuous feedback • Sharing patient stories • Explaining the escalation process • Leadership support
Shift to shift/ varied arrival time of staff	<ul style="list-style-type: none"> • Visible leadership/consistency • Include staff feedback/coaching • PDSA cycles <ul style="list-style-type: none"> ○ Trials ○ Feedback ○ Small sample size ○ 6 month lock out period for changes
Time lines	<ul style="list-style-type: none"> • Heads up • Communication-different learning styles • Repetition • Give examples • Best Practice
Limited Resources for follow up	<ul style="list-style-type: none"> • Dedicate time and dedicated staff

	<ul style="list-style-type: none"> • Celebrate successes (small wins)
Sustainment	<ul style="list-style-type: none"> • Show advancements (visual) • Audits-reporting
Staff Buy in	<ul style="list-style-type: none"> • Engage staff in the process/roll out • Staff champions • Explain why • Explain what's in it for them
Reaching everyone (communication)	<ul style="list-style-type: none"> • Email • Huddles • Staff meetings • Newsletter • White boards • Staff champions • Flashy posters • Bathroom messages
Multiple changes at the same time	<ul style="list-style-type: none"> • Clarify priority
Accessing off shift for support	<ul style="list-style-type: none"> • Explaining the big picture • Invite director to meetings • Include graphics • Patient stories (loop back to staff) • Department specifics (care rounds) • 3pm Texts • Coffee cards • Outlook calendar-above and beyond • Recognition page
Resistance to change	
Narrow view	
Time to get info to staff	
Personal relevance	
No obvious champions	
Flow	
Accountability	<ul style="list-style-type: none"> • Leadership support • Consistency • Secret shopper • Visibility
Staff Involvement	<ul style="list-style-type: none"> • Feedback • Sharing unit specific results • Initiatives • Follow up with staff with regarding specific concerns

Sustainment Principles

<ul style="list-style-type: none"> • Continuous monitoring, audits, check ins • Team meetings to share outcomes • Open communications • Repetition/ Reminders • Advocate • Support 	<ul style="list-style-type: none"> • Talk it up (huddles, staff meetings) • Audit (report findings) • Measure it • Reward-positive reinforcement • Follow up real time/accountability 	<ul style="list-style-type: none"> • Modeling behaviors (ex. handwashing) • Champion on each line • Celebrations-(milestone markers in time) make small wins a big deal
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<ul style="list-style-type: none"> • Stick to standard work • Escalate – ask about barriers • Communication • Listen to staff-problem solve – co-create the change • Imbed literature and guidelines into the change • Proactive planning 	<ul style="list-style-type: none"> • Report the positive as a result of the changes • PDSA Cycles – small tests of change, involving staff, feedback and revise • Just Culture – non-punitive feedback • Visual performance board 	<p>Ex- 265 days of no HAI in NICU have a big party on 100 day increments</p> <ul style="list-style-type: none"> • Continuing to prompt standard work (during rounds) • Feedback to staff every week at team meetings/ between departments • Flex OM/CPM hours to support on the floor incl. weekend shifts
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