



Hamilton

From Good to Great

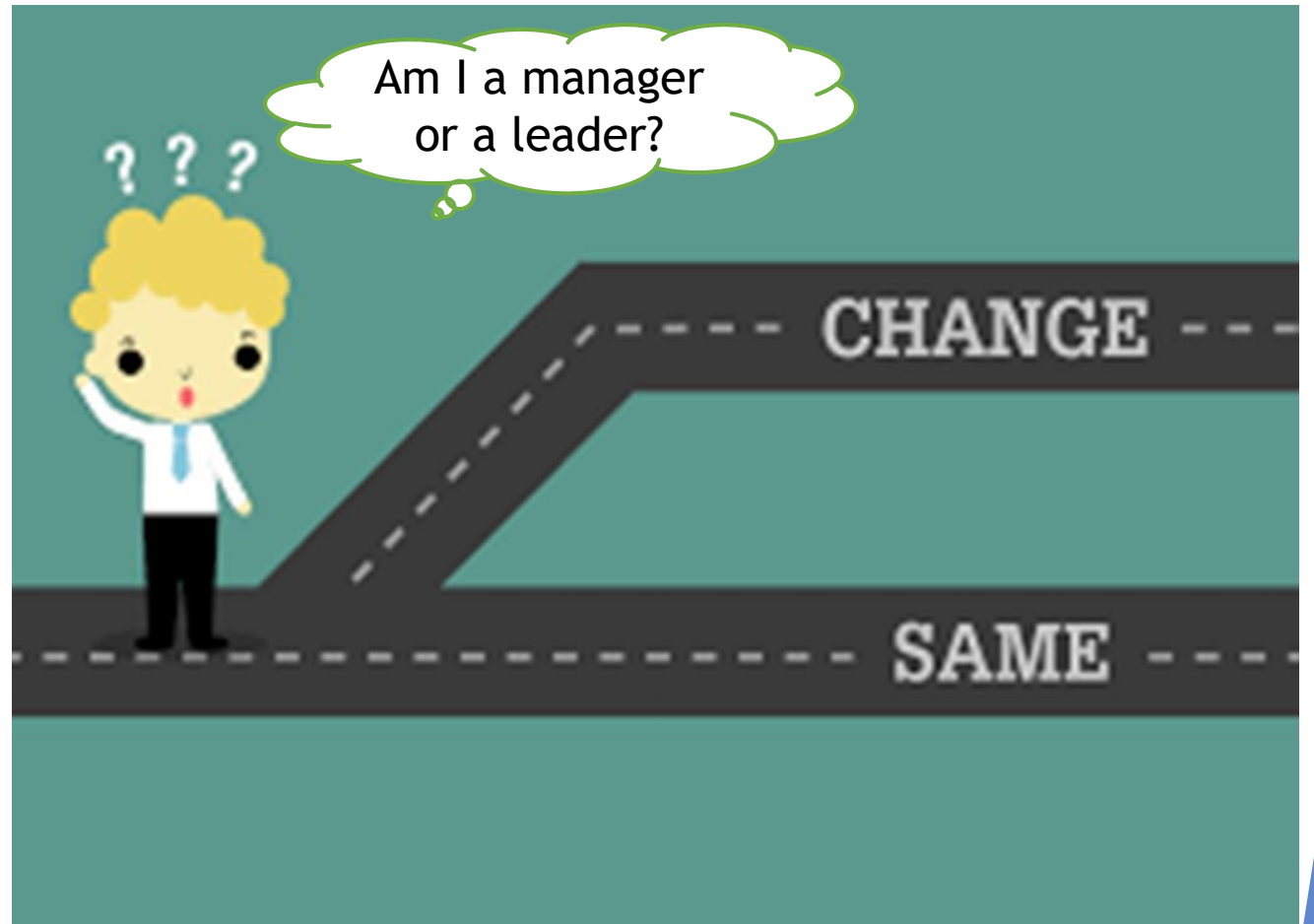
Affecting Change in the Human Services Sector

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**Change is inevitable.
Progress is optional.**

(T. Robbins)

Managers
maintain
direction,
while leaders
change it.



The Iceberg Illusion

Success is an iceberg

SUCCESS!

What People See



What People Don't See



Persistence



Failure



Sacrifice

Disappointment



GROWTH MINDSET



Dedication

Hard work



Good habits

Be Authentic

Get Curious

Fire bullets, then
cannonballs

Act, Assess, and Adjust

You are either fail or you
learn

If you are not failing you
are not making progress

**FAIL
FORWARD
BEST 2018 VIDEO**

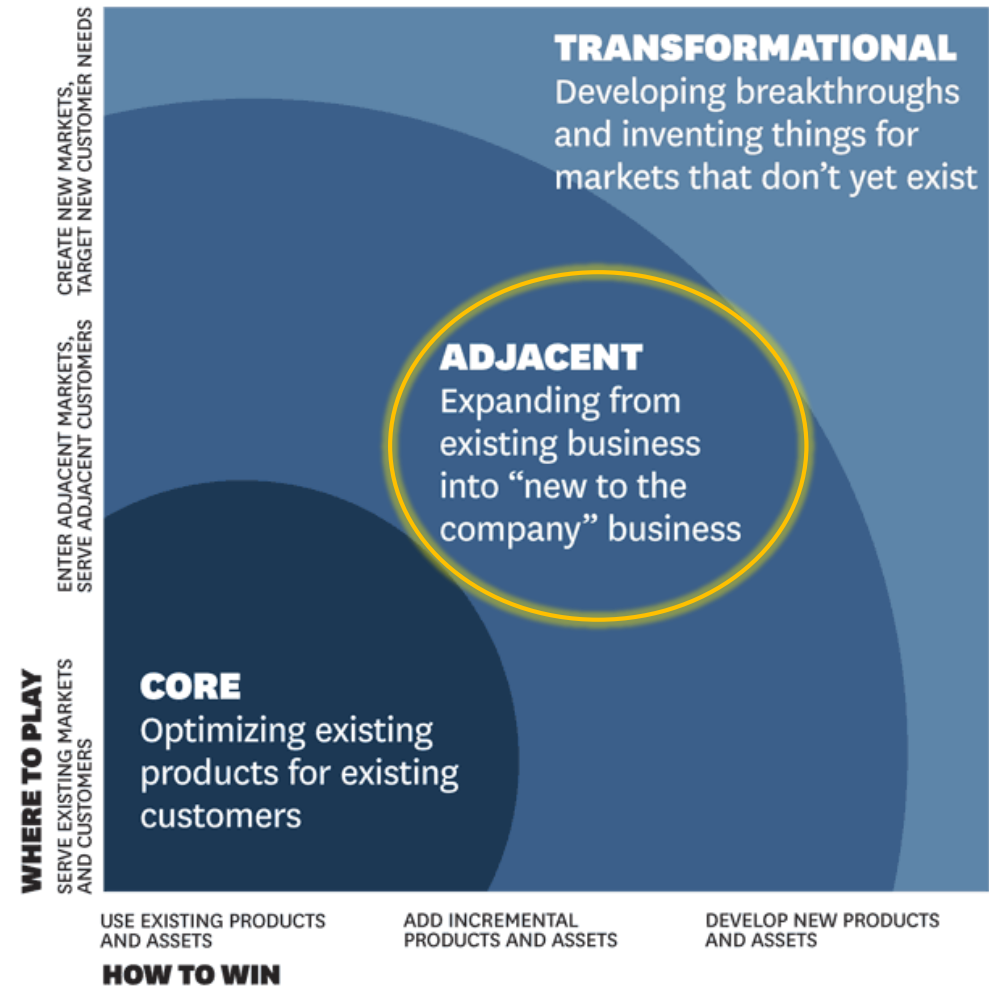


Ambition Matrix

Continuous improvement (CI) can lead to transformational change.

3 Benefits:

- ✓ Experiment without complete transformation.
- ✓ Navigate and control risks.
- ✓ Scale implementation



PDSA Model

Model for Improvement

- ▶ **Plan:** What's the aim? Make predictions
- ▶ **Do:** Carry out the test
- ▶ **Study:** Compare data to predictions
- ▶ **Act:** Adopt, Abandon, or Adapt?

Focus on a single change idea in a PDSA

Rapid cycle tests – 90 days

Scale it down (small sample size)



Practice makes... Progress

Materials Needed

- ▶ 4 Coins of different sizes
- ▶ Timepiece (minutes and seconds)
- ▶ A timekeeper
- ▶ PDSA tracker working sheet

Activity

- ▶ Object of the game is to try to spin the coin for as long as you can.
- ▶ Use any of the coins, any technique and any surface
- ▶ Duration: 15 minutes
- ▶ Debrief: 10 minutes

Act

- Adopt, adapt or abandon based on what was learned
- Build knowledge into next PDSA cycle

Plan

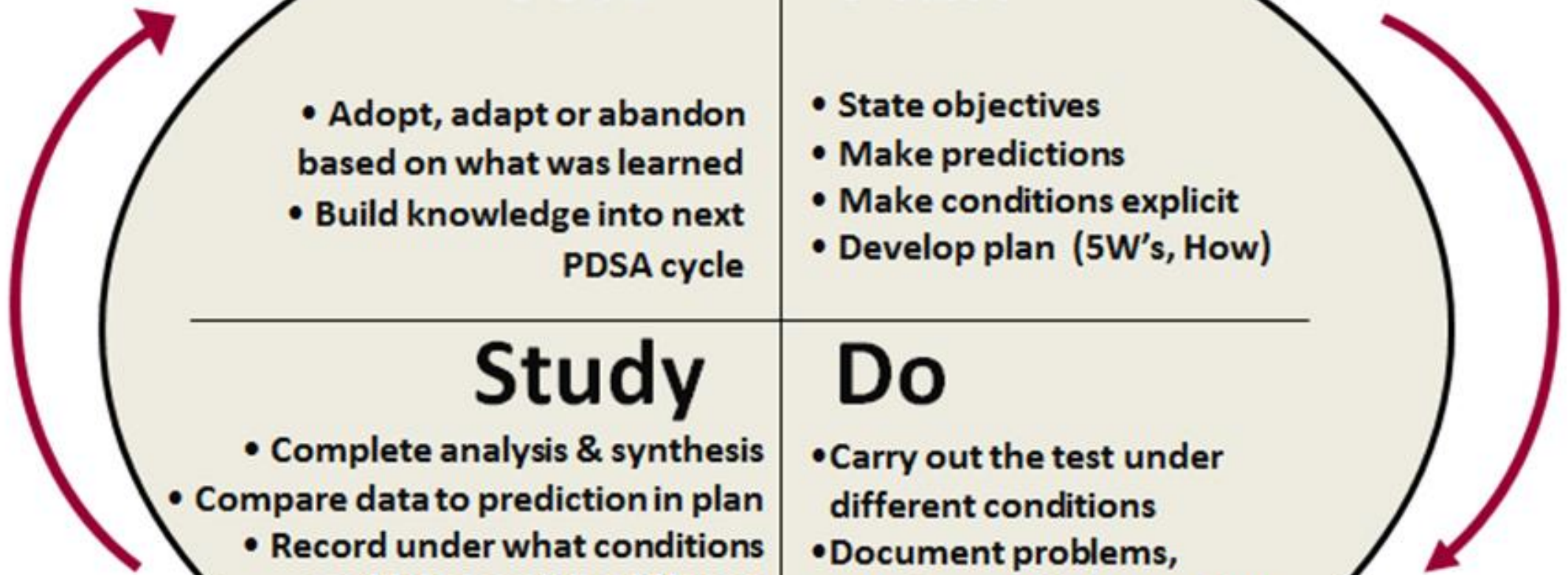
- State objectives
- Make predictions
- Make conditions explicit
- Develop plan (5W's, How)

Study

- Complete analysis & synthesis
- Compare data to prediction in plan
- Record under what conditions could the result be different
 - Summaries what was learned

Do

- Carry out the test under different conditions
- Document problems, surprises, and observations
- Begin analysis



Debrief

- ▶ What was the longest spin?
- ▶ What got you to that longest spin?
- ▶ Did you have a theory? Did you stick to it or did it evolve as you tested?
- ▶ How much data did you collect? Was it difficult?
- ▶ At any point did you feel like giving up?
- ▶ What questions did you start to ask?
- ▶ Did you try anything “out of the box”
- ▶ Did you use the tracking sheet?
- ▶ How many times did you change your system (surface, spinners, coins) to improve your results?

Successful PDSA ≠ Successful QI Project

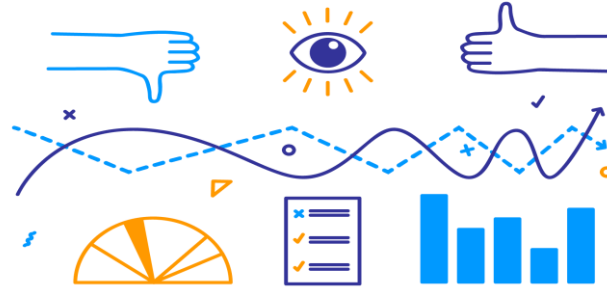
Hamilton Shelter Diversion

Issue Statement: Men's emergency shelters are consistently at capacity (99%)

Aim statement: Reduce occupancy by 30% in one men's shelter over the next 90 days

<p>ACT</p> <p>Evaluation (PDSA worksheet) was completed and shared with stakeholders – We reached a 16% diversion rate.</p> <p>Decision: Adaptation. In order to reach the target diversion rate we needed to scale up.</p> <p>Expanded to all 3 men's shelters by October 1, 2019 as part of Hamilton's winter response strategy – did not open up any temporary winter beds or overflow beds this past winter</p>	<p>PLAN</p> <p>Met with men's emergency shelters and other stakeholders to propose plan (vision, purpose, goal)</p> <p>Selected one shelter and scaled down target group (predictions)</p> <p>Conducted 2 hours of training with front line staff</p> <p>Provided materials to staff, including log sheet for data measurement</p> <p>Target – 30% diversion</p>
<p>STUDY</p> <p>Analyzed data once a week</p> <p>Team huddle where adaptations were identified and implemented (e.g. Flex fund)</p> <p>Every month roll up occurred and results were shared with sr. leadership and councillors</p> <p>After 3 weeks we started to see diversion rates improve (but not every week)</p> <p>Final Result: 16%</p>	<p>DO</p> <p>Initiated shelter diversion practice</p> <p>Staff logged results on tacking sheet</p> <p>Shift changes consisted of shelter diversion debriefs</p> <p>Implemented adaptations throughout (e.g. flex fund)</p>

PDSA Learnings



► Plan

- Know and communicate with people who will be affected by and/or can influence the change you are trying to achieve
- Set yourself up with success with a strong “plan” stage that will support the “study” phase of your evaluation to ensure reliable and relevant measures are collected in the “do” phase

► Don't get stuck on the “Do”

- It is easy to get caught up in the operational aspects, but don't forget to emphasize the focus on the “study” to understand the successes and/or challenges associated with operational implementation

► Study

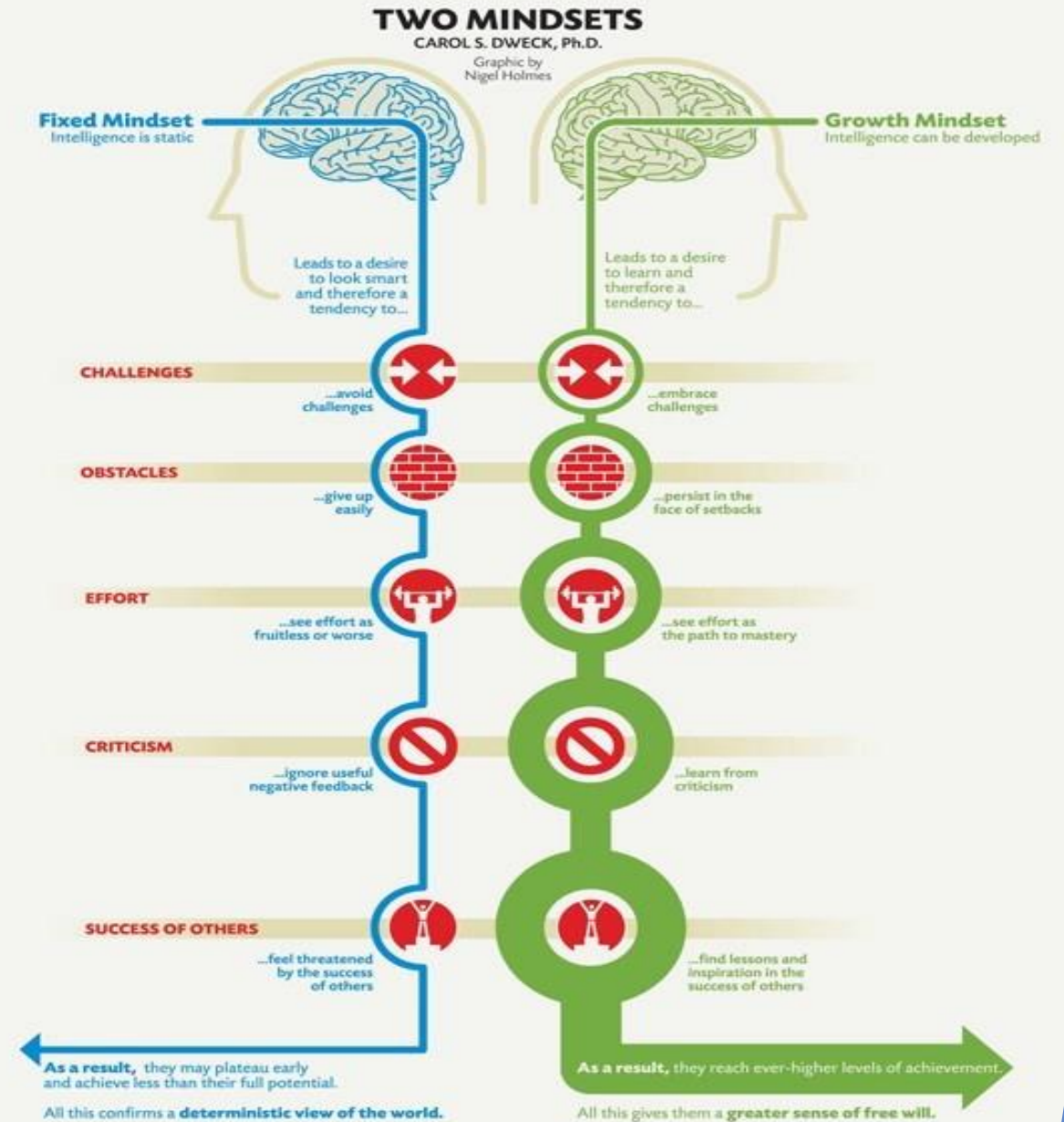
- Document your tests so you have evidence of what works
- Data collection doesn't have to be elaborate or time consuming

► Act

- Your proof points will guide your next steps
- Scale up and keep moving forward

Growth Mindset

- ▶ Fail forward
- ▶ Progress over perfection
- ▶ Bias toward Action
- ▶ Abundance not scarcity
- ▶ I haven't figured it out "YET"





Recommended Readings

- ▶ *Start with Why* - Simon Sinek
- ▶ *Daring Greatly* - Brene Brown
- ▶ *Switch* - Chip and Dan Heath
- ▶ *Multipliers* - Liz Wizeman
- ▶ *7 Principles of Transformational Change* - Hugh Blane
- ▶ *5 Levels of Leadership* - John C. Maxwell