From Good to Great

Affecting Change in the Human Services Sector

By: Amanda DiFalco
Change is inevitable. Progress is optional.

(T. Robbins)
Managers maintain direction, while leaders change it.

Am I a manager or a leader?
The Iceberg Illusion

Success is an iceberg

What People See

What People Don’t See

Persistence

Failure

Sacrifice

Disappointment

Hard work

Dedication

Goals

Good habits

SUCCESS!

GROWTH MINDSET
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
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

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<th>ACT</th>
<th>PLAN</th>
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| Evaluation (PDSA worksheet) was completed and shared with stakeholders – We reached a 16% diversion rate.  
Decision: Adaptation. In order to reach the target diversion rate we needed to scale up.  
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 | Met with men’s emergency shelters and other stakeholders to propose plan (vision, purpose, goal)  
Selected one shelter and scaled down target group (predictions)  
Conducted 2 hours of training with front line staff  
Provided materials to staff, including log sheet for data measurement |

### Target – 30% diversion

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<th>DO</th>
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| Analyzed data once a week  
Team huddle where adaptations were identified and implemented (e.g. Flex fund)  
Every month roll up occurred and results were shared with sr. leadership and councillors  
After 3 weeks we started to see diversion rates improve (but not every week) | Initiated shelter diversion practice  
Staff logged results on tacking sheet  
Shift changes consisted of shelter diversion debriefs  
Implemented adaptations throughout (e.g. flex fund) |

**Final Result:** 16%
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