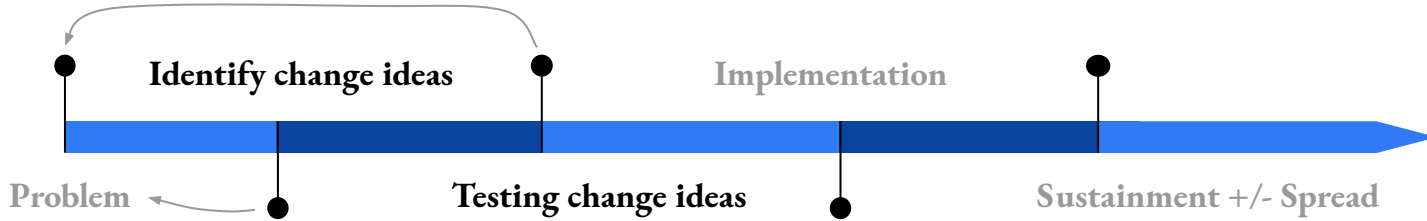




Change Ideas

Identifying, developing, and testing



[Assessment scale](#)

| | |
|-----|-----------------------------------|
| 1.0 | Forming team |
| 1.5 | Planning for project has begun |
| 2.0 | Activity but no changes |
| 2.5 | Changes tested but no improvement |
| 3.0 | Modest improvement |
| 3.5 | Improvement |
| 4.0 | Significant improvement |
| 4.5 | Sustainable improvement |
| 5.0 | Outstanding sustainable results |

Problem

Aim Statement

| | | |
|--|---------------------|--|
| | Aims | What are we trying to accomplish? |
| | Measures | How will we know that change is an improvement |
| | Change Ideas | What change can we make that will result in improvement? |

Driver diagrams



Process maps



The 5 Whys

*Why? Why?
Why? Why?
Why?*

Change Concepts



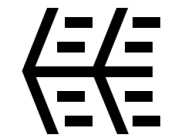
Work with your team, and **be creative!**

Action plan here ↑

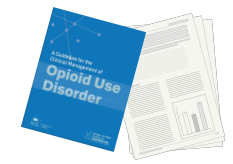
Rough ideas here ↑

Action plan here ↑

Ishikawa (fishbone)



Research/Guidelines



Benchmarking



QI Literature





Rough ideas

Testable Changes

Start small. Scale down your idea to your realm of control. Segment large ideas.

Highly adoptable change. How does your idea affect workload? [Link](#)

Sustainability, Spread, and Antifragility. Will your change stand up to challenges?

Carrots. Tie changes to beneficial features like workflow automation.

Wise intervention / nudges. **Example:** Ask team how to teach others about change.

Reactance. Allow agency, consider options, highlight the care gap first.

Status quo bias. Share cost of inaction, frame as regaining a loss, “burn the ships”. [破釜沉舟](#)

Distance. Is the change too far from the norm? Start with a middle ground.

Uncertainty. Trialability, “Freemium”, reduce upfront costs, drive discovery/learning.

Corroboration. Find diverse set of champions who will share your message for change.

Hierarchy of effectiveness. Can you modify your change idea to move it up [hierarchy](#)?

Quick wins. Consider these if you are just getting started. Low cost high reward changes.

Timing. Time of day, day of week, frequency, etc.



Planning your Test

First test. Describe your first (or next) test of change.

Tester. Who is responsible?

Time. When to be done?

Location. Where?

Setup tasks. Who needs to do what by when? →

Predictions. What will test results be? ↓

Measures. What measures will assess your predictions? These can be called “PDSA-level measures”.

Communicating your Plan



Multimodal, creative, personalized, targeted, frequent. Ensure your message is clear, grabs attention, stands out, and reaches key audiences.

Top Notch PDSAs

Checklist for key elements of successful PDSA cycles.

Ensure you cover each of these to maximize your chances for improvement. [Reed et. al.](#)

- Document.** Record all PDSA cycle stages.
- Document.** Record ‘Study’ section in past tense.
- Learning activity.** Find something new each PDSA cycle.
- Prediction.** Document predictions before running PDSA.
- Iteration.** Link series of two or more cycles (PDSA ramp).
- Small-scale testing.** Iterative series increase testing scale.
- Data over time.** Iterative series use regular data over time.

