

Initiate Phase Deliverables Checklist

Goal:

- Identify a good project that aligns to organizational goals
- Gain executive stakeholder support to use time and resources to complete the project
- Identify a project team to help you get the project done

Initiate Phase Check List:

	Identify a problem you intend to solve
	Estimate the magnitude of the problem
	Estimate the cost of poor quality associated with this problem
	Create a SWOT analysis
	Use a stakeholder analysis to identify the executive stakeholders, from whom you need support to do your project
	Develop and deliver an executive stakeholder pitch to get approval for your project
	Identify a project team/expertise you need to complete this project
	Develop an elevator pitch and use it to get a guiding coalition together
	Celebrate!

Initiate Phase-Workbook

1. In your CTP team, brainstorm a list of project ideas.
2. Identify which of your ideas best align to organizational goals.
 - a. *How do you think this problem will resonate with senior leaders? How does it align to the things that are most important to senior leadership?*
 - b. *How do you think this problem will resonate with front line staff? Is this something they would want to help you fix?*
3. Select 1-3 projects to explore further
4. For each problem you identified, answer the following questions:
 - a. How big is this problem?
 - i. *Does it affect a lot of people or happen frequently?*
 - ii. *If so, who is impacted and what is the typical impact?*
 - iii. *When it happens, what is the severity of impact?*
 - iv. *Is this problem easy to detect or does it suddenly happen without much or any forewarning?*
 - v. *Are there financial implications? Lost revenue?*
5. Estimate the cost of poor quality.
 - a. *Does this problem cause harm to patients? In what way? Consider morbidity, mortality, poorer than expected outcomes, increased length of stay, prolonged recovery?*
 - b. *Does this cause the cost of care to increase unnecessarily?*
 - c. *Does this detract from the patient experience?*
 - i. *Long waits? Not timely?*
 - ii. *Not equitable?*
 - iii. *Not patient centered?*
6. Complete a "SWOT Analysis" for each problem. (template in packet)
7. Identify which problem has the most merit and likelihood of support.
8. Using the above information complete a "Stakeholder Analysis" to identify which senior leaders need to buy in on this project proposal.
 - a. *What are the selling points for this project?*
 - b. *What do you anticipate will be the resistance to this project?*
 - c. *How might you overcome this resistance?*
9. Using the above information, identify who or what expertise you need to be a part of your project team.
 - a. *What are the selling points for the project?*
 - b. *What resistance do you anticipate?*
 - c. *How might you overcome this resistance?*
10. Put together a PowerPoint presentation to sell your project idea and gain approval from your identified executive stakeholders.
11. Schedule the exec stakeholder meeting as soon as possible.

Plan Phase Deliverables Checklist

Goal:

- Build a project team
- Specify value from the “customer” perspective
- Define a specific goal for your project
- Understand current state and obtain baseline performance measures
- Analyze available data/information to inform your improvement options
- Select specific interventions you will implement to achieve your project goal

Plan Phase Check List:

	Form your project team and create a team charter <i>(Define)</i>
	Define the scope of your project <i>(Define)</i>
	Understand the current process- using a process map, fishbone diagram and SIPOC <i>(Define)</i>
	Create a project aim statement <i>(Define)</i>
	Develop a data collection plan <i>(Measure)</i>
	Measure baseline performance <i>(Measure)</i>
	Analyze the process map for waste <i>(Analyze)</i>
	Review literature for evidence based practice as appropriate <i>(Analyze)</i>
	Analyze the available data for insight into root causes <i>(Analyze)</i>
	Develop the business case for change <i>(Analyze)</i>
	Explore improvement options and anticipate impact of each <i>(Analyze)</i>
	Select the specific changes you will make to improve your process <i>(Improve)</i>

Plan Phase Workbook

1. Form your project team.
 - a. Use a "SIPOC" to confirm appropriate team members
 - b. Hold a kick off meeting and complete the "GRPI model" to create a team charter
 - i. What is the team's goal?
 - ii. What roles are team members being asked to perform?
 - iii. What processes will you use to keep your team on track?
 1. Agendas, project plans, task lists, meeting cadence, communications
 2. Ask your new team members to attend an ITP class before June
 - iv. What are your team ground rules for interpersonal interactions?
 1. How will you make decisions?
 2. What if team members are absent?
2. Define the "problem statement" for your project with your team
3. Understand the current state
 - a. Make a detailed process map of the current process
 - b. Create a fishbone diagram with your team
 - c. Create your $Y=f(x)$ statement
4. Narrow the scope of your project
 - a. Identify the start and stop of the process you will be working on
 - b. Use the "In/Out of the Frame" activity to define your project scope
5. Create a project "SMART Aim Statement" and enter it on the "A3"
6. Define current performance measures and enter them on the "A3"
 - a. Outcome measure (Y)
 - b. Process Measures (x's)
 - c. Balancing Measures
 - d. Financial Measures
7. Create a "data collection plan" using the data collection plan template
 - a. Create operational definitions of your measures
 - b. Determine how you will measure each of the above
8. Execute the data collection plan and measure current performance
9. Analyze the "process map" for forms of waste
10. Identify any evidence based practices or positive deviance you might leverage
11. Estimate the impact of your improvement ideas and create a business case for change
12. Formulate your key improvement ideas using "If we, then we..." statements
13. Identify stakeholders who will be impacted by your improvements
 - a. Use a "stakeholder analysis" to develop a "communication plan"
14. Schedule and complete a check in meeting with your executive stakeholders
15. Launch your change "communication plan" to impacted stakeholders and enlist support for the change
 - a. Create awareness and desire amongst impacted stakeholders
16. Create a vision for the change and communicate it
17. Celebrate!!!

Execute Phase Deliverables Checklist

Goal:

- PLAN: Plan how to implement the changes in process that you have selected to make an improvement.
- DO: Implement changes
- Support knowledge and ability in impacted stakeholder groups
- STUDY: Monitor the impact of the changes and assess efficacy
- ACT: Make changes in response to what you have learned to achieve desired results

Execute Phase Check List:

	Create a project plan to implement improvements- when, with whom, for how long, feedback measures <i>(Improve)</i>
	Update the stakeholder analysis and create a communication plan for key stakeholders that will be impacted by the change <i>(Improve)</i>
	Meet with Exec Stakeholders to get approval for the plan <i>(Improve)</i>
	Communicate to stakeholders that will be impacted by the changes <i>(Improve)</i>
	Develop and deliver training if necessary <i>(Improve)</i>
	Celebrate! <i>(Improve)</i>
	Develop and deliver any training to impacted stakeholders
	Execute your planned changes
	Implement feedback mechanisms to gather information on the efficacy of the changes

Execute Phase Check List Continued:

	Actively lead and support the change
	Meet with your team regularly to review feedback, identify themes, and formulate a response and update your project plan
	Make adjustments to the planned changes as needed and modify project plan as necessary
	Implement complimentary changes for greater impact
	Communicate progress frequently to impacted stakeholders
	Summarize the final set of changes that you intend to sustain
	Formulate a rewards and recognition program aimed at sustaining excitement and momentum for your project

Execute Phase-Workbook

1. Plan your PDSA cycles
 - a. *What changes will you make?*
 - b. *For how long will you try the changes before re-evaluating for impact?*
 - c. *What training or supportive materials do you need to provide to empower others to lead the change?*
 - d. *How will you obtain feedback from those impacted by the change?*
 - e. *How will you measure the impact of your changes?*
 - f. *How will you communicate progress and celebrate small wins to impacted stakeholders?*
 - g. *How will you roll out your improvements?*
2. Set a kick off date for your first PDSA cycle
 - a. *How will you create enthusiasm for the proposed changes?*
3. Create a project plan for your planned PDSA cycles
4. With your team, determine a roll out plan for the improvements.
 - a. *Which stakeholders need to be trained?*
 - b. *Who will be available to coach and support during the roll out of the changes?*
5. Communicate to stakeholders how to provide feedback on the changes
 - a. *Who will gather the feedback and summarize it for your project team meetings?*
 - b. *How frequently will you meet to review the feedback?*
 - c. *How will you close the loop with those that have contributed?*
6. Monitor your metrics to determine the impact of your changes
 - a. *Post the metrics publically so the team can see progress*
7. With your project team meet regularly to review the progress and study the results
8. Formulate additional Plan, Do, Study, Act cycles to increase impact of changes on the outcome measure
9. Communicate frequently on the project progress per your communication plan
 - a. *Progress against key metrics*
 - b. *Key themes in feedback*
 - c. *How additional changes incorporate the feedback*
 - d. *What the anticipated impact is of any additional changes you implement*
10. Summarize the key changes you intend to sustain
11. Schedule the exec stakeholder meeting to share preliminary results
12. Incorporate rewards and recognition to keep momentum and excitement for the project

Monitor Phase Deliverables Checklist

Goal:

- Design and implement sustainability measures
- Substantiate that your project achieved the stated AIM

Monitor Phase Check List:

	Re-measure to determine the impact of the changes against the project aim
	Analyze systems and structures
	Formulate and implement a sustainability plan
	Establish a mechanism to monitor process and outcome measures over time
	Assure process owners are in place and trained to sustain performance
	Modify any systems and structures to hardwire the changes
	Reward and recognize those who embody the “new normal”
	Summarize the impact of the project
	Communicate to key stakeholders and celebrate

Monitor Phase-Workbook

1. Use the systems and structures tool to identify challenges to sustainability
2. Using the helping-hindering template to identify focus areas
3. Create a 30, 60, 90 day plan to modify systems and structures accordingly
 - a. Ongoing training and onboarding of staff
 - b. EPIC/IT requests
 - c. Rewards and recognition programs
 - d. Standard work documentation
4. Develop a mechanism to monitor the process performance on an ongoing basis
 - a. Charts, graphs of key performance indicators
5. Identify key stakeholders to help sustain the changes
6. Develop a plan to support stakeholders in mastering their roles and responsibilities in the changed state.
7. Identify and implement tools to sustain change
 - a. Managing daily work boards
 - b. Public recognition for those that embody the changed state
8. Meet with your project team regularly to monitor progress against plan
9. Leverage executive stakeholders to remove barriers to change/sustainability
10. Summarize your project
 - a. Complete the insights box on your A3
 - b. Complete a "Project Charter" to use as a poster
11. Celebrate

Close Phase Deliverables Checklist

Goal:

- Formally close your project
- Transition ownership to process owners
- Meet with Executive Stakeholders to inform them of the project's results

Close Phase Check List:

	Conduct an FMEA with process owners to assure basic mitigation plans are in place
	Close out any remaining project plan items
	Conduct a project debrief with your team.
	Meet with Executive stakeholders to recap the project and its impact
	Finalize any project documentation – complete your A3 and your Project Charter
	Submit your final documentation to IHQSE
	Consider publication or other means of disseminating your project
	Create and execute a final communication out to impacted stakeholders to inform them of the project closure and final results
	Celebrate success with your project team and officially disband the project team

Close Phase-Workbook

1. Meet with key process owners- the people responsible for maintaining the new processes over time
 - a. Create agreement around key responsibilities to manage the process
 - b. Identify likely failure modes and create basic mitigation plans using an FMEA
 - c. Orient everyone to the dashboard and expectations for monitoring
2. Close out any remaining items on the 30,60,90 day plan
3. Leverage executive stakeholders to remove barriers to closure
4. Finalize all project documentation
5. Conduct a formal debrief with your project team
 - a. What went well? Use the three dimensions of success (results, process, relationships) to evaluate your project and team
 - i. Did you get the results you hoped for?
 - ii. What processes worked well?
 - iii. How do your team members feel about the project?
 - b. What would have been even better if...
 - i. Again consider the 3 dimensions of success- results, process, and relationships. What could you improve upon?
6. Document the key insights on your A3 and Project Charter
7. Create and execute a final communication plan to key stakeholders
 - a. Hold a formal project recap with the executive stakeholders
 - i. Show case results
 - ii. Articulate sustainability measures
 - iii. Ask for ongoing support if needed
 - b. Communicate project closure and success to front line stakeholders
 - i. Tell a story of the impact
 - ii. Thank and acknowledge
 - iii. Set the expectation of sustainment
8. Celebrate the project end with your team and formally disband the team
9. Submit all documentation to IHQSE
10. Consider further dissemination of your work