

8.1b ~~iv~~ vii

Speech and Language Therapy
SIMPLER Plan

8.1b iv
July 2016

	Assessment	Definition of Impact Collaborative	Status
0.5	Intent to Participate	Team has signed up to participate in the collective	<ol style="list-style-type: none"> Change equation (Beckard & Harris) <ul style="list-style-type: none"> Team is dissatisfied with the current state. There are identifiable safe, first steps Hoshin Kanri – vision is shared Capacity – perception that the plan will release capacity, but unknown at present. Team is formed (Tuckman & Jenson 1977) Team is Storming – within cell structures, defining roles, skills, style and scope of practice and boundaries. <ul style="list-style-type: none"> Team has defined the goals and some of the outcomes. There are communication and information sharing strategies. Team is Norming <ul style="list-style-type: none"> There is debate and staff contribution within cells and between cells. Team is active within BCUHB wide Task and Finish groups Cells have identified protocols and procedures and are responding to intelligent performance management. There is contact with relevant stakeholders. The task for each cell is defined, but relationship behaviour at present is immature (Hersey and Blanchard, 2001)
0	Forming Team	Team has been formed, target population identified, aim determined, information gathering and baseline measurement began	<ol style="list-style-type: none"> Cells are clear in purpose of the task <ul style="list-style-type: none"> Numerous presentations on SIMPLER plan provided. 'mission control' in HOS office, Bodfan had been developed. Planning Cell is mature in development and in a position to oversee the implementation of the plan. Driving forces for change are dominant. There is a focus on the task. The deadline is inflexible. The improvement must be achieved. There is a focus on the task. 'Politics' continues to impede some progress in a few cells. The change at times has had to be forced. However 80% of the work and focus is evolutionary in nature. The technical ability of the cells is immature (Hersey and Blanchard, 2001) The cells are willing, but a few members are demonstrating a degree of un-readiness.
1.5	Planning for the Project has Begun	The team studied the change framework for the collaborative. Team is meeting, discussions are occurring. The team's aim and measures are consistent with the charter for the collaborative	<ol style="list-style-type: none"> Cells and teams are meeting on a regular basis. Teams have formed, normed and stormed. Politics and a degree of 'power struggle' continues to impede some progress Relationships between clinical cells and the planning cell remains at an early stage of development. Planning process is complete with systems and structures in place, in the form of Hoshin Karin, SIMPLER lean and FUTURES
2.0	Activity but no change	Initial plan for the project have been made. Team is actively engaged in development, information gathering, data collection and discussions, but no change has been tested	<ol style="list-style-type: none"> There is agreement of the project scope. There is agreement on the structures of the project Analysis and planning documentation are complete Terms of reference and cell structure / clinical networks are complete and shared. There is no information on the impact of individual cells on improvement and change. There is overall data that identifies improvement within the whole team performance. Learning and spread of learning is being shared, but is immature.
2.5	Changes tested but no improvement	Changes are being tested is more than one of the components of the change package, but no improvement in measures has been noted. Data on key measures are reported and tests are connected to the change package	
3.0	Modest Improvement	Initial test cycles have been completed and implementation begun for more than one component of the change package. Evidence of moderate improvement in process measures.	
3.5	Improvement	Some improvement in outcome measures noted, process measure continuing to improve PDSA or many components have been completed. Changes implemented on several components	<ol style="list-style-type: none"> DNA levels reduced by 56% HIC levels reduced by 54% PIC levels reduced by 19% Waiting list reduced by 29% Follow up backlog reduced by 65% Triage within 48 hours – met by 100% Stroke performance – best in Wales. Reduction in Concerns and Datix by 45%