

Successful Transfer of Practices in KP

Assessment Tool for Potential Transfers: Checklists for three roles in the transfer process

- Senior Leaders
- Lead Implementers/Change Agents
- Physician Champions

Research findings based on interviews with 92 people involved in 56 transfers of 13 practices within Kaiser Permanente informed development of the tool.

Transfer Research

Kaiser Permanente produces many valuable and effective innovations each year. To best leverage these new processes and products, the organization needs to share them widely. The Care Experience Council (CEC) commissioned the Transfer of Successful Practices Workgroup to investigate factors associated with successful transfers using structured interviews. Interviews were conducted with 56 lead implementers (persons responsible for importing a practice), 16 source champions (who originated or shared information about the practice with the lead implementer), and 20 non-transfers (potential implementers who chose not to transfer).

Correlations between factors hypothesized to be related to success in transferring were calculated*. Factors that were correlated with transfer outcomes are used in these checklists. (Factors printed in boldface type indicate correlations ranging from $r=.40-.60$. Factors printed in regular type represent correlations ranging from $r=.30-.39$). The findings are generally consistent with the theory and research described in the diffusion literature.

How to use this tool

The practices identified on the checklists tended to be used in more successful transfers. All factors need not be present to have an effective transfer. Leaders are encouraged to consider increasing their odds of transferring successfully by including these success factors where appropriate. Use of the assessment tool as a team can provide new insights into readiness for transfer.

*Huberman, King, and Tallman. Transfer of Successful Practices: Initial Research Findings. Presentation to the Care Experience Council; August 2003.

Senior Leadership *Implementation Checklist*

Success Factors for KP Transfers (Strongest factors printed in boldface type)	
Challenge	<input type="checkbox"/> Is it important for the unit to solve this problem?
	<input type="checkbox"/> Is solving the problem aligned with departmental or regional goals?
	<input type="checkbox"/> Are there financial reasons to improve performance in this area?
	<input type="checkbox"/> Are physicians and/or staff dissatisfied with current conditions?
Lead Implementer	<input type="checkbox"/> Is the lead implementer (person in charge of the implementation) convinced of the value of the practice?
	<input type="checkbox"/> Will the lead implementer be available during and after implementation to provide hands-on assistance?
MD Champion	<input type="checkbox"/> Is there a well-respected physician champion available for this project (where applicable)?
Source Champion	<input type="checkbox"/> Is the source champion willing and able to assist throughout the transfer?
Learning About the Practice	<input type="checkbox"/> Are there plans for members of the implementation team to visit the source site to help them learn the tacit or “how to” knowledge about the practice?
	<input type="checkbox"/> Are there plans to invite the source champion to visit your site?
Sponsorship/ Leadership	<input type="checkbox"/> In your role as sponsor, will you be able to:
	<input type="checkbox"/> <ul style="list-style-type: none"> • Provide support with logistics and removing barriers? • Provide sufficient resources for this practice transfer? • Communicate frequently about the practice transfer? • Ensure there is time and money for training?
	<input type="checkbox"/> If this project began as a grassroots effort, are you planning to provide your sponsorship? (Grassroots-only projects have lower odds of success)
	<input type="checkbox"/> Are you planning to mandate the practice transfer? (Mandates tend to be helpful in some settings.)
Implementation	<input type="checkbox"/> Are you planning to select a steering committee (or planning and/or implementation committee) for this project?
	<input type="checkbox"/> Will the implementation be informed by the input of multiple stakeholder groups?
	<input type="checkbox"/> Is there a part- or full-time formal project manager available for this practice transfer?
	<input type="checkbox"/> Are you planning to phase-in the project rather than implement over night? (Phasing-in tends to help)
	<input type="checkbox"/> Are there plans to measure before and after implementation, and continue tracking? (Not a direct research finding, but necessary to determine if there is improvement.)

Lead Implementers / Change Agents *Implementation Checklist*

(Lead implementer: person responsible for implementing the practice and might also serve as the MD champion or project manager.)

Success Factors for KP Transfers (Strongest factors printed in boldface type)	
Challenge	<input type="checkbox"/> Is it important for your unit to solve this problem?
	<input type="checkbox"/> Is solving the problem aligned with departmental or regional goals?
	<input type="checkbox"/> Are there financial reasons to improve performance in this area?
	<input type="checkbox"/> Are physicians and/or staff dissatisfied with current conditions?
Lead Implementer	<input type="checkbox"/> Does this practice have evidence it produced improvement at the source site?
	<input type="checkbox"/> Are you convinced of the value of the practice for your site?
	<input type="checkbox"/> Will you have the time to provide leadership and hands-on assistance for this project during planning, implementation and afterwards to sustain the practice?
MD Champion	<input type="checkbox"/> Will there be a physician champion associated with the transfer at your site? (where applicable)
Source Champion	<input type="checkbox"/> Do you trust the source champion?
	<input type="checkbox"/> Is the source champion willing and able to assist throughout the transfer?
Learning about the practice	<input type="checkbox"/> Will you be able to visit the source site to learn about the details of the practice and the tacit or “how to” knowledge about the practice?
	<input type="checkbox"/> Will you be able to invite the source champion to visit you?
Sponsorship/ leadership	<input type="checkbox"/> Do you have sufficient support from management and sponsors? Will they provide:
	<input type="checkbox"/> • Support with logistics and removing barriers?
	<input type="checkbox"/> • Sufficient resources for this practice transfer?
	<input type="checkbox"/> • Communicate frequently about the practice transfer?
	<input type="checkbox"/> • Time and money for training?
	<input type="checkbox"/> • A mandate? (Mandates tend to help in some settings)
Implementation	<input type="checkbox"/> Will the implementation be informed by the input of multiple stakeholder groups?
	<input type="checkbox"/> Have you considered phasing-in the project rather than implementing all at once? (Phasing-in tends to help)
	<input type="checkbox"/> Are there plans to measure before and after the implementation, and continue tracking? (Not a direct research finding, but necessary to determine if there is improvement.)

Physician Champion Implementation Checklist

Note: Physician champions are not appropriate for all implementations

Success Factors for KP Transfers (Strongest factors printed in boldface)	
Challenge	<input type="checkbox"/> Is it important for your unit to solve this problem?
	<input type="checkbox"/> Is solving the problem aligned with departmental or regional goals?
	<input type="checkbox"/> Are physicians and/or staff dissatisfied with current conditions?
	<input type="checkbox"/> Are there financial reasons to improve performance in this area?
Lead Implementer	<p>If you are working with a lead implementer (person responsible for the implementation):</p> <input type="checkbox"/> • Is this person convinced of the value of the practice? <input type="checkbox"/> • Will this person be available during and after implementation to provide hands-on assistance?
MD Champion	<input type="checkbox"/> Does this practice have evidence that it produced improvement at the source site?
Source Champion	<input type="checkbox"/> Do you trust the source champion?
Learning About the Practice	<input type="checkbox"/> Will you be able to visit the source site to learn about the details of the practice and gain the tacit or “how to” knowledge about the practice?
	<input type="checkbox"/> Will you be able to invite the source champion to visit you?
Sponsors/ Leadership	<p>Do you have sufficient support from management and sponsors? Will they provide:</p> <input type="checkbox"/> • Support with logistics and removing barriers? <input type="checkbox"/> • Sufficient resources for this project? <input type="checkbox"/> • Communicate frequently about the practice transfer? <input type="checkbox"/> • Time and money for training? <input type="checkbox"/> • A mandate? (Mandates tend to help in some settings)
Implementation	<input type="checkbox"/> Will the implementation be informed by the input of multiple stakeholder groups?
	<input type="checkbox"/> Will there be time for you to share the benefits of the practice with your colleagues, especially thought leaders and early adopters?
	<input type="checkbox"/> Have you considered phasing-in the project rather than implementing all at once? (Phasing-in tends to help)
	<input type="checkbox"/> Is there a part-time or full-time formal project manager available for this practice transfer?