

**Achieving Equitable Health Outcomes in Nebraska, Session 11**  
**Refining Changes and Managing Expectations**

**Key Takeaways:**

- Spreading a change involves implementing a tested approach in a new setting or audience. In cases where spread is most appropriate, a spread plan helps with preparation for testing by identifying assets, barriers, and critical differences across settings and/or audiences.
- Scaling a change means expanding its scope across multiple settings and/or audiences. This requires addressing issues that are not essential to spread, including infrastructural constraints, greater resource needs, greater complexity, relationships between adopters, and a lower level of control.
- Changes often need to be adapted in order to spread or scale. Adaptations may include who completes the tasks involved, the workflow required to implement a change, and/or the timing or location for required tasks.
- To maximize the likelihood of successfully implementing a change, start by identifying the needs of core audiences and where/how these are aligned or misaligned.

**Further Reading:**

Health Equity	<i>Six Phases of Racial Equity Practice.</i> <a href="#">Dismantling Racism Website.</a>
	<i>Nebraska Hospital Association Health Equity Toolkit.</i> <a href="#">Nebraska Hospital Association Website.</a>
	<i>Five Essentials for Workplace Mental Health and Well-being.</i> Office of the US Surgeon General. <a href="#">US Department of Health and Human Services Website.</a>
	Wheel of Power and Privilege by Sylvia Duckworth. <a href="#">Research Gate Website.</a>
	<i>Good Health Is Good Business: The Value Proposition of Partnerships Between Businesses and Governmental Public Health Agencies to Improve Community Health.</i> Bipartisan Policy Center and De Beaumont. June 2019. <a href="#">De Beaumont Website.</a>

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Psychological Safety	Gallo A. "What Is Psychological Safety?" <a href="#">Harvard Business Review</a> . Feb 15 2023.
	"Building a psychologically safe workplace" Amy Edmondson. <a href="#">TEDxHGSE</a> . <a href="https://www.youtube.com/watch?v=LhoLuui9gX8">https://www.youtube.com/watch?v=LhoLuui9gX8</a>
	Nembhard I and Edmondson A. "Making it Safe: The Effects of Leader Inclusiveness and Professional Status on Psychological Safety and Improvement Efforts in Health Care Teams." <i>J. Organiz. Behav.</i> 27, 941–966 (2006). <a href="#">Published online in Wiley InterScience</a> .
Quality Improvement	Greenhalgh T, Papoutsi C. Spreading and scaling up innovation and improvement. <i>BMJ</i> . 2019 May 10;365:l2068. doi: 10.1136/bmj.l2068. PMID: 31076440; PMCID: PMC6519511. <a href="https://pubmed.ncbi.nlm.nih.gov/31076440/">https://pubmed.ncbi.nlm.nih.gov/31076440/</a>
	Massoud MR, Nielsen GA, Nolan K, Nolan T, Schall MW, Sevin C. A Framework for Spread: From Local Improvements to System-Wide Change. IHI Innovation Series white paper. Cambridge, MA: Institute for Healthcare Improvement; 2006. <a href="#">Institute for Healthcare Improvement Website</a> .
	McCannon CJ, Schall MW, Perla RJ. Planning for Scale: A Guide for Designing Large-Scale Improvement Initiatives. IHI Innovation Series white paper. Cambridge, MA: Institute for Healthcare Improvement; 2008. <a href="#">Institute for Healthcare Improvement Website</a> .
Joint Commission National Patient Safety Goal	<i>R3 Report Issue 38: National Patient Safety Goal to Improve Health Care Equity</i> . <a href="#">The Joint Commission Website</a> .
	<i>National Patient Safety Goal to Improve Health Care Equity</i> . R3 Report: Requirement, Rationale, Reference. A complimentary publication of The Joint Commission. Issue 38, December 20, 2022. <a href="#">The Joint Commission Website</a> .
Achieving Equitable Health Outcomes in Nebraska Program	<i>Achieving Equitable Health Outcomes in Nebraska Program Homepage</i> . <a href="#">University of Nebraska Medical Center Website</a> .

