

Spreading and Sustaining a Change Culture

During the past year, you have worked at implementing, sustaining, and spreading specific agency procedures or policies to support access to and retention in treatment. We now use these experiences to build or enhance your agency's *culture* to support the continuous use of process improvement strategies that enhance services to your clients and customers.

Webster defines *culture* as “the set of shared attitudes, values, goals, and practices that characterizes an institution or organization.”

What types of successful attitudes, values, goals, and practices would you like to integrate into your agency as a continuous work ethic? What strategies can help us build an agency culture that develops shared attitudes, values, goals, and practices that continuously improve services to our customers? To help this process, respond to these questions:

1. Describe the attitudes, values, goals, and practices you want your agency to sustain.
2. How can an agency determine the existing attitudes, values, goals, and practices that support the desired agency culture?
3. How could an agency create an environment that supports open communication and decision-making to keep the agency hopeful about continuous positive change?

At your agency, consider additional agency-wide discussions to sustain and spread your desired culture:

1. What organizational structures can be put in place to help support these characteristics?
2. What ongoing data needs will help the organization know if the desired agency characteristics are being spread and sustained?
3. What is the business case and strategic advantage for these agency characteristics?

Some examples of agency actions to spread and sustain a process improvement culture are:

- Trained all new employees to use the agency's process improvement program.
- Shared Change Projects, including progress on changes, at staff meetings and on poster boards.
- Discussed Change Projects in meetings and communicated the impact changes have on the agency goals.
- Integrated performance data into all discussions that assess agency progress.
- Included information in agency newsletters about Change Projects and other process improvement efforts.

In order to sustain and spread changes that support progress toward a NIATx aim, agencies also need a comprehensive plan for enhancing and sustaining a process improvement culture. Including process improvement in an agency's overall strategy and normal work environment helps spread and sustain the gains that you have made.

Spreading and Sustaining a PI Culture

1. Describe the attitudes, values, goals, and practices that you want to sustain and spread in the agency.

2. What organizational structures can be put in place to help support these characteristics?

3. What ongoing data needs will help the organization know if the desired agency characteristics are being spread and sustained?

4. What is the business case and strategic advantage for these agency characteristics?
