# IMPROVEMENT, MD
**A CHECKLIST FOR SMART BUT BUSY CHANGE LEADERS**

<table>
<thead>
<tr>
<th>PHASE/STAGE</th>
<th>TASKS/ROLES</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEFINE</td>
<td>- Performance MEASUREMENT</td>
</tr>
<tr>
<td>DESIGN</td>
<td>- Change MANAGEMNT</td>
</tr>
<tr>
<td>DEPLOYMENT</td>
<td>- User-Centered MODIFYING</td>
</tr>
</tbody>
</table>

### (1) Clarify Goal and Measure(s)
- What do we hope to accomplish by when?
- How do we intend to measure improvement?
- Who will be on the change team, who should lead, and who could provide executive support?

### (2) Troubleshoot/Investigate Problem(s)
- What is the current system reality and what is the strategic urgency for change?
- What baseline data is available?
- What is (are) the (root) cause(s)?

### (3) Assess User Needs
- Who are the customers and stakeholders of the system?
- What is required, desired, and wasted?
- What is the ideal system?

### (4) Brainstorm and Choose Solution(s)
- What is the area of highest leverage?
- Who do we involve in brainstorming?
- What decision criteria will we base our solution choice on?

### (5) Develop and Test Solution(s)
- What end result do we expect to happen (what is our hypothesis)?
- Where can we pilot the change to maximize our chances of success?
- What are the sources of fear and how can they be reduced?

### (6) Evaluate Outcomes and Impact
- How was actual versus expected outcomes?
- How sensitive is our solution to changes in the real world?
- How can/should the solution be improved/optimized/automated?

### (7) Implement Solutions
- What are the key barriers to success and how do we overcome them?
- How can we drum up excitement for the changes we will implement?
- How will we celebrate success?

### (8) Sustain Gains Made
- What and how will things be monitored?
- How can we create standards, habits, or rituals over time?
- At what point will we intervene?

### (9) Spread Lessons Learned
- How do we communicate our story?
- Where do we go next?
- Who are potential change leaders?