

# MONITORING AND ADJUSTMENTS

## Implementation



### Monitoring and adjustments

Your ability to monitor and act on the change progress will determine the speed of implementation. Along with a long term evaluation plan you need a system that provides regular and timely feedback on the change progress.

### Implementation

The purpose of this phase is to effectively implement the solutions you have developed, so they become the new way of working.

## Key points

### 1. Identify potential monitoring measures

Brainstorm ideas with your team on what to monitor. Identify how the measures could be tracked and how frequently that could occur – ideally it would be real time or as close as possible. Measures that reflect take-up of new processes or changes in behaviour are often the best early monitoring measures.

### 2. Prioritise and choose

Don't try to measure everything. You need to let people take time to make the change. Choose the measure/s that are most valid – what you need to know and what is easiest to record. The best measures are those that are already captured (e.g. in electronic systems) or require minimal manual effort.

### 3. Monitor and report

Ensure that you schedule monitoring on a regular basis (daily/weekly) and have a way to keep to plan. Report the results to the governance team and frontline teams and managers. Dashboards or graphs need to have clear explanations of the change progress.

### 4. Act on the results

Choose the most useful actions on the basis of the results. If there is strong progress, visibly reward staff and champions to keep the momentum. If there is no progress, listen to staff on the frontline and find out why. Use Plan, Do, Study, Act (PDSA) cycles to test and learn more. Request actions from the steering committee or sponsor based on the results.

## Considerations and tips

Implementation is a very active phase, so monitoring and reporting needs to be sustainable and effective. Be prepared to adjust your approach if you find it is not effective.

### Keep it going

Sustain the monitoring and reporting until the change is embedded. This requires discipline and effort, but will help motivate and reward those that are putting in effort.

### Reward appropriately

Celebrate and recognise the change according to the monitoring – just don't celebrate too much too early. The first flurry of activity may not last, and you could need that celebration later.

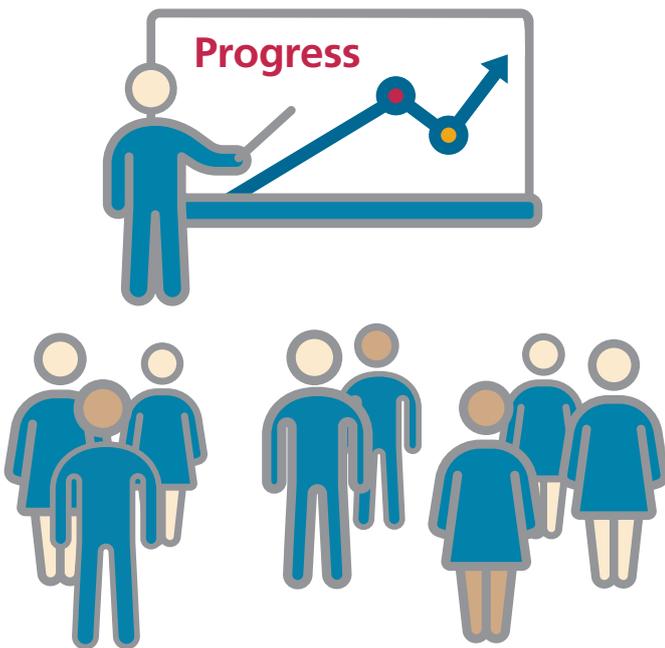
### Make it visible

Use a range of simple and interesting communication methods to display the results. Making them visible to staff on the frontline and using them to initiate discussion demonstrates your commitment.

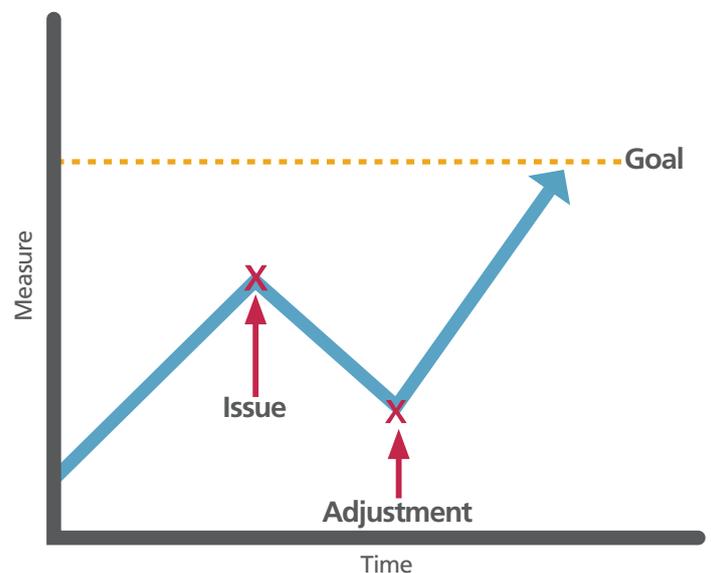
### Consolidate

Periodically collate the progress into the formative evaluation. The formative evaluation should also include measures reflecting the progress towards the goal and objectives, and staff and client feedback on the change.

## Regular progress feedback



## Monitor and Adjust to keep on track



## Further information

[My Health Learning Log in Form](#) – Redesign Implementation (202464792)

The importance of evidence and evaluation – [www.anzsog.edu.au/about/evidence-and-evaluation-hub/importance](http://www.anzsog.edu.au/about/evidence-and-evaluation-hub/importance)

## Next steps

The completion of a formative evaluation is an ideal time to assess the change progress and evaluate if the change is sustainable.