

## Change Packages: A Starting Point for Ideas that Work

**Brandon Bennett**, Principal Advisor, Improvement Science Consulting; Senior Fellow, Carnegie Foundation

**Catherine Miller**, Associate, Learning Resource Design and Development, Carnegie Foundation

Please check that your microphone and camera are working.

Experiencing tech difficulties? Contact [SummitHelp@carnegiefoundation.org](mailto:SummitHelp@carnegiefoundation.org)

Reminder: All **live sessions** will be recorded and made available for on-demand viewing.





**Carnegie Foundation**  
for the Advancement of Teaching

# Change Packages: A Starting Point for Sharing Ideas That Work

2 April 2020 | 8:30am Pacific

**Brandon Bennet**, Senior Fellow

**Catherine Miller**, Associate, Learning Resource Design & Development

# Faculty



**Brandon Bennett**

Senior Fellow,  
Carnegie Foundation

 @BrandonB\_ISC



**Catherine Miller**

Associate, Learning Resource  
Design and Development,  
Carnegie Foundation

# Session agenda



1. What is needed to achieve reliability at scale?
2. Explore a change package
3. Define the elements of a change package
4. Discuss how to create a change package
5. Using change packages in practice

# Learning objectives

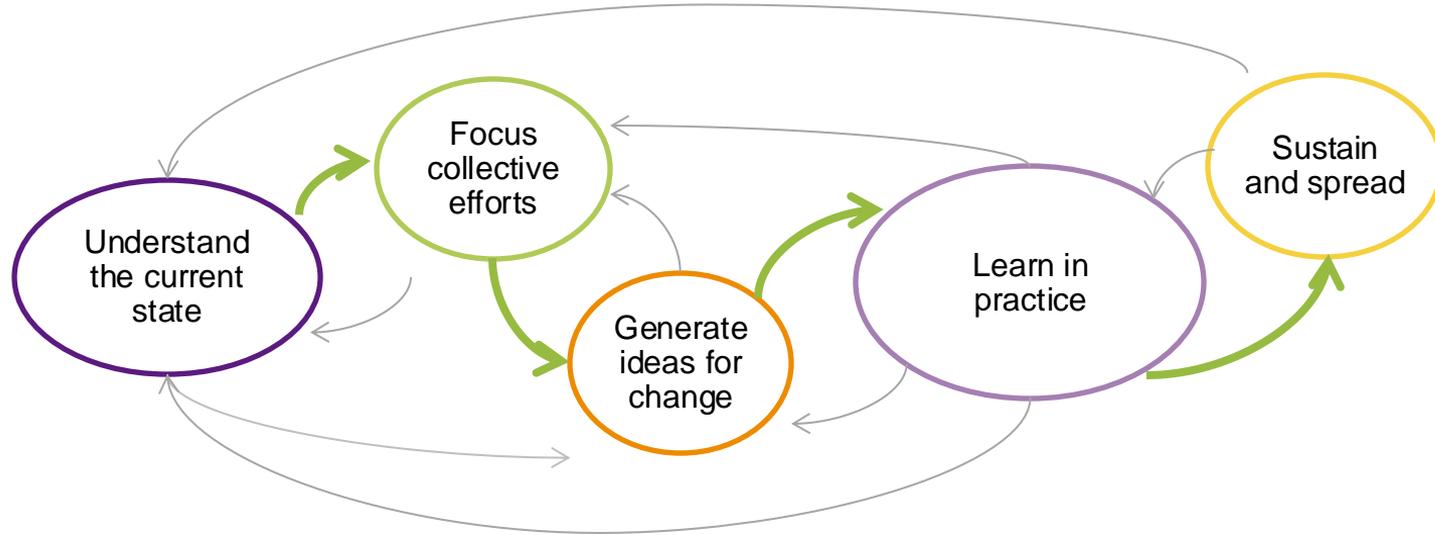


1. Identify the elements of a change packages
2. Situate the use of change packages in an improvement journey focused on achieving scale
3. Understand how change packages are developed, including the evidence chain connected to each idea presented

**All improvement requires  
change, but not all change is an  
improvement.**

**The starting point for most organizations is a learning journey.**

# The Improvement Journey



Bennett, Grunow and Park 2019

**The journey culminates in  
knowledge of how to improve a  
specific system.**

**Delivering results at scale,  
across many systems, requires  
solutions to be simple, sound  
and accessible.**

Adapted from Sutton and Rao 2014

# What is a Change Package?

1. A summative document reflecting the knowledge of how to achieve in practice.
2. Include a collection of evidence-based ideas that have proven themselves capable of delivering improvement in a local setting.
3. Often are accompanied by a case study demonstrating the improvement made.
4. Serve as a starting place for individuals and organizations pursuing improvement at scale

**Change packages seek to provide these simple, sound and accessible solutions as a starting point for improvement.**

Adapted from Sutton and Rao 2014

# Small Group Activity

5 min

Skim through the Change Package provided.

- I. What are the elements you notice?
- II. What are you wondering about?



5 min

Discuss your observations with the others in your breakout room



As a group, be prepared to chat one observation or question about the structure of the change package when we return to the big room



### Early Childhood Education Change Package

**Aim: Ensure an average of 98% enrolment and attendance at participating ELCs by December 2016**

**Introduction**  
Quality Early Childhood Education contributes to outcomes for our youngest children, supports families, and leads to improved educational and life outcomes.

As part of the Early Learning Taskforce's focus on supporting early learning and increasing ECE participation we are working with centres across the North Island to innovate and adapt ideas for increasing ECE participation in those communities served.

**Background**  
ECE participation has been identified as a key factor in supporting vulnerable children, which has led to its inclusion in the Better Public Services programme launched in 2012. As part of this programme Government has a goal that by 2016, 98% of children starting school will have participated in quality early childhood education.

Children that don't participate in ECE are disproportionately Maori, Pasifika and children from low socio economic backgrounds. Ninety-eight percent of New Zealand European children already participate in ECE. Low participation is not evenly spread across the country. Therefore, the target of 98% participation in ECE by 2016 is, in effect a Maori and Pasifika target in specific areas.

There is also wide variation in duration of regular attendance with around one in five children attending regularly for a year or less. For most children at least a year of regular attendance in quality ECE is required to gain sustainable learning benefits. Research indicates vulnerable children benefit from starting ECE when they are two years old and sustaining regular attendance until starting school.

**Vision:** Increase participation in early childhood education

**Aim:** Ensure an average of 98% enrolment and attendance at participating ELCs by December 2016

# Welcome Back

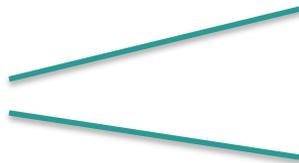
- I. Please take 1 min to type into the chat box a few reflections or questions from your breakout session.
  
- II. Spend 2-3 min reading through the chat, notice any similar experiences or questions people are having regarding the structure of the change package.

# What are the elements of a change package?

- 1) **Background Information**
- 2) **Problem Statement**
- 3) Aim (outcome of interest)
- 4) Measurement System
- 5) Theory of Improvement
- 6) Detailed ideas to change the system
- 7) Evidence for ideas
- 8) Outcomes achieved
- 9) Narrative experience
- 10) Contributing Team

# What are the elements of a change package?

- 1) Background Information
- 2) Problem Statement
- 3) Aim (outcome of interest)**
- 4) Measurement System
- 5) Theory of Improvement
- 6) Detailed ideas to change the system
- 7) Evidence for ideas
- 8) Outcomes achieved
- 9) Narrative experience
- 10) Contributing Team

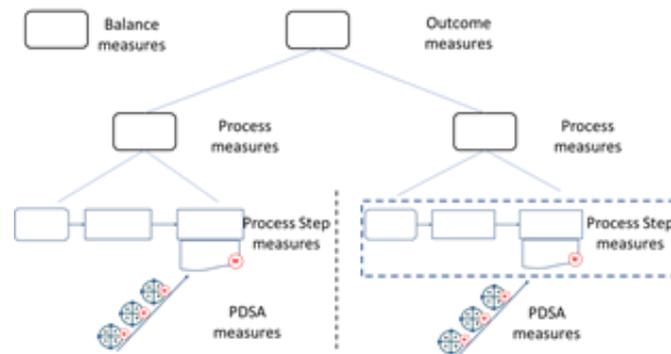


**What are we trying to accomplish?**

Langley et al 2009

# What are the elements of a change package?

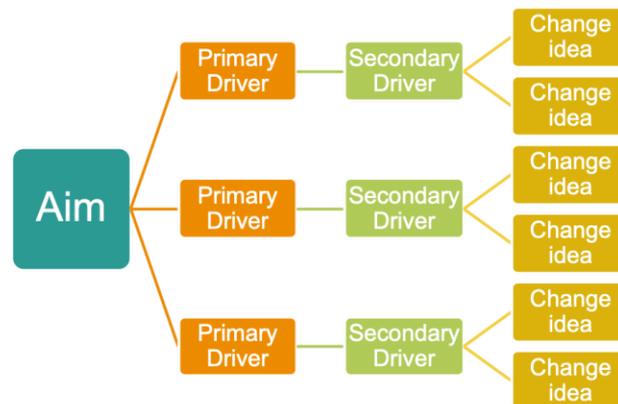
- 1) Background Information
- 2) Problem Statement
- 3) Aim (outcome of interest)
- 4) Measurement System**
- 5) Theory of Improvement
- 6) Detailed ideas to change the system
- 7) Evidence for ideas
- 8) Outcomes achieved
- 9) Narrative experience
- 10) Contributing Team



Bennett 2018

# What are the elements of a change package?

- 1) Background Information
- 2) Problem Statement
- 3) Aim (outcome of interest)
- 4) Measurement System
- 5) Theory of Improvement**
- 6) Detailed ideas to change the system
- 7) Evidence for ideas
- 8) Outcomes achieved
- 9) Narrative experience
- 10) Contributing Team



# What are the elements of a change package?

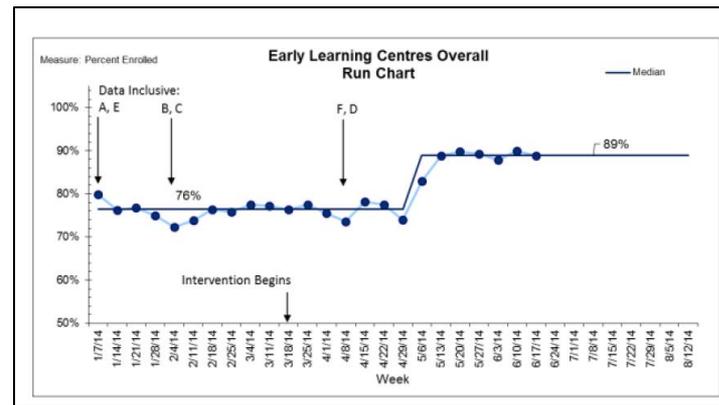
- 1) Background Information
- 2) Problem Statement
- 3) Aim (outcome of interest)
- 4) Measurement System
- 5) Theory of Improvement
- 6) Detailed ideas to change the system**
- 7) Evidence for ideas
- 8) Outcomes achieved
- 9) Narrative experience
- 10) Contributing Team

**Successful Change Ideas to increase Enrolment**

Description	How to (brief detail description)	Evidence for/from	Possible sequence of adaptation/implementation
Complete enrolment forms onsite/in-person with care giver	Rather than giving enrolment forms to a caregiver to take, complete and return, provide assistance in the moment to complete the forms with them when they arrive and decide to enrol a child	Sylvia Park Kindergarten	Cycle 1 – complete enrolment process with the next enrolment with one family Cycle 2 – adapt enrolment process to provide personal onsite assistance to complete enrolment with families ~ Change adopted
Offer 30* free hours per child per week	For children of families requiring financial subsidy, increase the availability of free hours to 30 hours per child per week	Early Discoveries Centre	Cycle 1 – simulate financial impact in Excel* Cycle 2 – try with 1-5 families Cycle 3 – increase families as financial analysis allows and maintain at a sustainable level ~ change adopted *adapt # of hours based on community need and financial sustainability, 30 hrs worked in South Auckland
Update, and maintain up to date website	To ensure parents have open and immediate access to centre events, photos and activities regarding their children	Sylvia Park Kindergarten	Cycle 1: <a href="https://www.aka.org.nz/sylvia-park-kindergarten">https://www.aka.org.nz/sylvia-park-kindergarten</a>
Create an inviting environment (activities at the ready, coffee for parents, etc.)	To encourage parents to drop off children at the start of a session	Kakano Early Learning	Cycle 1 – coffee and tea and milo provided prior to morning session Cycle 2 – coffee, tea, milo and soup provided Cycle 3 – dispensing beverage machine and in addition to children arriving on time, spin off is parents staying longer and engaging in activities with children
Use "welcome rules"	To ensure that on arrival to the centre the family will <u>always</u> be welcomed immediately and the child settled into an activity	Sylvia Park Kindergarten	Cycle 1 – tested on all arrivals on one day Cycle 2 – tested for one week ~ Adopted into practice

# What are the elements of a change package?

- 1) Background Information
- 2) Problem Statement
- 3) Aim (outcome of interest)
- 4) Measurement System
- 5) Theory of Improvement
- 6) Detailed ideas to change the system
- 7) **Evidence for ideas**
- 8) **Outcomes achieved**
- 9) Narrative experience
- 10) Contributing Team



Tyler, Davies and Bennett 2018

# Evidence for Ideas

## Degree of Belief

Concept predicated on the extent to which the prediction can be supported by evidence and the similarity between the conditions under which the evidence was obtained and the conditions to which the prediction applies.

Shewhart 1931, Langley et al 2009

# Evidence for Ideas

1. Very strong – evidence generated by the authoring team (a shift or trend on a run or Shewhart control chart), presence in research literature or in practice elsewhere (with reference).
2. Strong – Locally generated evidence by the authoring team only. Often, this level of evidence is very good, but ideas may require adaptation elsewhere as the context shifts in a scaling effort.
3. Weak – present in the literature, but either untried locally by the authoring team or without demonstrable quantitative evidence of improvement in the local setting.
4. Very weak – belief and anecdote, often a good starting place, based in clinical knowledge or experience but with a word of caution that is yet to be proven at all in practice (either locally or in the literature).

Bennett 2020

# What are the elements of a change package?

- 1) Background Information
- 2) Problem Statement
- 3) Aim (outcome of interest)
- 4) Measurement System
- 5) Theory of Improvement
- 6) Detailed ideas to change the system
- 7) Evidence for ideas
- 8) Outcomes achieved
- 9) **Narrative experience**
- 10) Contributing Team



In order for me to change, we all needed to change. My wife is no longer worried about me dying, my whaanau is reconnected, and we have a toolbox. My goal was to get healthier. I feel I have achieved that. Now I have to maintain it.  
-Diva

We all started doing some health eating – cooking food at home and eating more greens.  
-Daughter

Kia Kaha helped us to learn about pain management and make a strategic plan as a family.  
-Wife

Dad was a lot less grumpy. I noticed that his attitude changed. He became more approachable.  
-Daughter

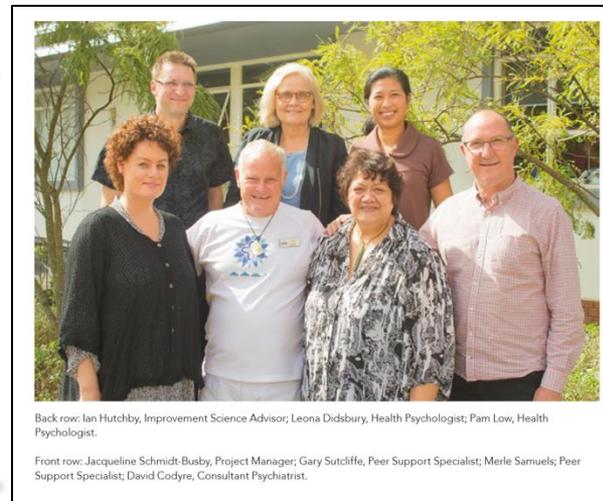
Diva was referred to me for assessment. However, he completed the Manage Better Course before seeing me and his psychological distress scores were all very low, suggesting psychiatric review is no longer necessary.  
-Dr David Codyre, Consultant Psychiatrist

Diva's wife, Rena, was showing scores of 10 and 8 on the PHQ-15 and GAD-7 respectively pre-Kia Kaha. Post-Kia Kaha, her scores were zero.  
-Leona Didsbury, Health Psychologist

Kia Kaha Change Package, Ko Awatea, 2016

# What are the elements of a change package?

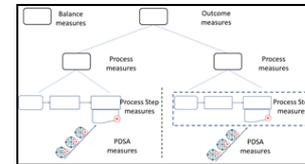
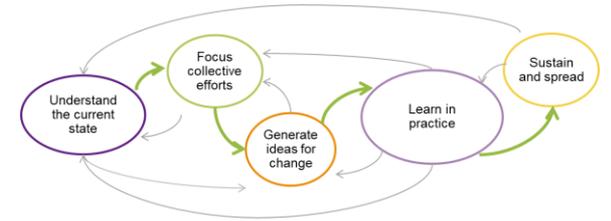
- 1) Background Information
- 2) Problem Statement
- 3) Aim (outcome of interest)
- 4) Measurement System
- 5) Theory of Improvement
- 6) Detailed ideas to change the system
- 7) Evidence for ideas
- 8) Outcomes achieved
- 9) Narrative experience
- 10) Contributing Team**



Kia Kaha Change Package, Ko Awatea, 2016

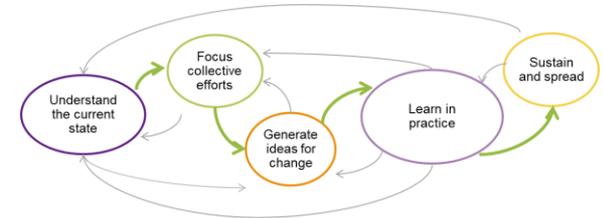
# How to create a Change Package?

1. Start and finish and improvement learning journey.
2. Gather/Collate key knowledge artifacts (process maps, checklists, PDSA cycles, pictures, diagrams, etc.) from the learning journey.
3. Use the structure described to develop a comprehensive narrative which includes both quantitative and qualitative experiences.

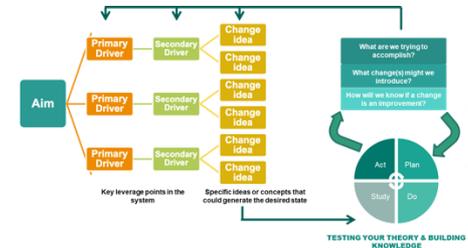


# How to use a Change Package?

1. Start an improvement learning journey with a previously created change package.



2. Adapt and adopt the practices described using the Model for Improvement and responding to local context.



Bennett 2020

# Small Group Activity



10 min

What insights about this tool are emerging for you?



What questions do you have about their use in practice?

Upon return we will move into a final time period for Q&A



# Questions & Discussion

CARNEGIE FOUNDATION SUMMIT  
*on*  
IMPROVEMENT IN EDUCATION 2020  
SAN FRANCISCO

# Help us improve!

## To submit your session evaluation:

1. Navigate to the specific session page in the Summit mobile app or online web browser version
2. Scroll to the bottom of the page to find the link to the session evaluation survey



**Carnegie Foundation**  
for the Advancement of Teaching

THANK YOU

© 2018 Carnegie Foundation for the Advancement of Teaching.  
All rights reserved.