
CONTENTS

The Thing Speaks for Itself	7
By Patricia A. Teske, RN, MHA	
1 Accelerating Change at Scale: Spreading Effective Practices	16
By Joe McCannon	
System Spread vs. National Spread by Jason Byrd, J.D.	
2 The Origin and Evolution of the Breakthrough Series Collaborative	30
By Donald M. Berwick, M.D., MPP	
Adapting the Collaborative Model in Africa by Pierre Barker, M.D.	
3 Adopting Innovation and Change Management	45
By Jeff Thompson, M.D. and Patricia A. Teske, RN, MHA	
4 The Key Elements of Effective Collaborative Design—Fostering Leadership at All Levels	60
By Dennis Wagner, MPA, Dan Buffington, Pharm.D., MBA, John Scanlon, Ph.D. and Paul McGann, M.D.	
5 Collaborative Governance—Three Case Studies	84
By Lucy A. Savitz, Ph.D., MBA, Sam R. Watson, MSA, CPPS and Diane Stewart, MBA	

6 Designing Interventions	101
By Michael P. Silver, MPH, Jane Brock, M.D., MSPH and Brianna Gass, MPH	
7 Recruiting Participants, Strengthening Commitment	119
By Elizabeth (Betsy) A. Lee, MSPH, BSN, RN and Ken Alexander, MS, RRT	
Wisconsin Collaborative for Healthcare Quality (WCHQ) by Christopher Queram, MA	
Using Progressive Cohorts by Alison L. Hong, M.D.	
and Mary Reich Cooper, M.D., J.D.	
Work with the Willing by Kevin O'Connor	
8 Helping Participants Optimize Their Effectiveness	138
By Sarah M. Stout, MPAff	
9 Flexible Design and Funding of Large-Scale Collaboratives	158
By Stephen Hines, Ph.D. and James B. Battles, Ph.D.	
Resourcing, Marketing and Self-Funding a Collaborative by Andrea Kabcenell, RN, MPH	
Investing in Patient Safety and Quality by Marybeth Sharpe, Ph.D.	
10 Translating Knowledge into Action	176
By Karen Wolk Feinstein, Ph.D.	
Lean Daily Management Generates Action by John B. Chessare, M.D., MPH	
11 Optimizing Data and Measurement: Just Enough Data for Success	194
By Sam R. Watson, MSA, CPPS and Deneil LoGiudice	
Collaborative Public Reporting by Jim Chase	
Understanding the Best Way to Display Data to Meet Your Goals by Jason Byrd, J.D.	

12 Engaging and Activating Patients and Families	217
By Karen Wolk Feinstein, Ph.D. and Nancy D. Zionts, MBA	
The Hoy Family Story by Libby Hoy	
A Spark that Ignited an Entire Organization by Jim Conway, MS, LFACHE	
13 Communication for Collaboratives	237
By Andrew Cooper, Jenny Kowalczyk, and Alan Willson, Ph.D.	
Communication Strategies—Project JOINTS by Jo Ann Endo, MSW	
Using Stories to Inspire Change by Virginia McBride RN, MPH	
14 Evaluating Effectiveness and the Future of Collaboratives	261
By Bruce Spurlock, M.D.	
The Champion Model: An Alternative Collaborative by	
Karen Wolk Feinstein, Ph.D. and Susan Elster, Ph.D.	