



QUALITY CAFÉ
Your Monthly Dose of Quality

MAKING IT STICK: PLANNING FOR SUSTAINABILITY

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**BC PATIENT SAFETY
& QUALITY COUNCIL**
Working Together. Accelerating Improvement.

What sorts of things have prevented you from sustaining improvements?



Definitions

- **Spread** - When best practice is disseminated consistently and reliably across a whole system, and involves the implementation of proven interventions¹
- **Sustainability** - When new ways of working and improved outcomes become the norm²
- **Scale** – Delivering improvement across an entire organization or system simultaneously³



“Adoption, adaptation, scale-up, spread, and sustainability are ill-defined, undertheorised, and little-researched implementation science concepts”⁵

“...near absence of studies focusing primarily on the sustainability of complex service innovations”⁶



ASSUMPTION

Looking for a permanent new way of working



Three key factors

- Context – the broader environment and pressures/enablers
- Intervention – the nature of the changes being made
- People – the perspectives and interests of those impacted



Perspective

- Sustainability is not a post-implementation activity.
- We should be addressing sustainability:
 - 1) Planning the change
 - 2) Change process
 - 3) Embedding and ensuring success



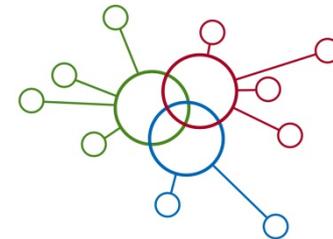
1) Planning for Sustainability

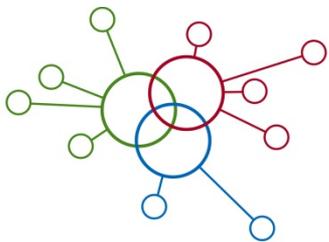
- Efforts planned without strategies for making the changes permanent are unlikely to stick by chance.
- The un-sustainable change may temporarily help – but can do damage in the long term
- Consideration to sustainability should be included at the outset of any initiative.

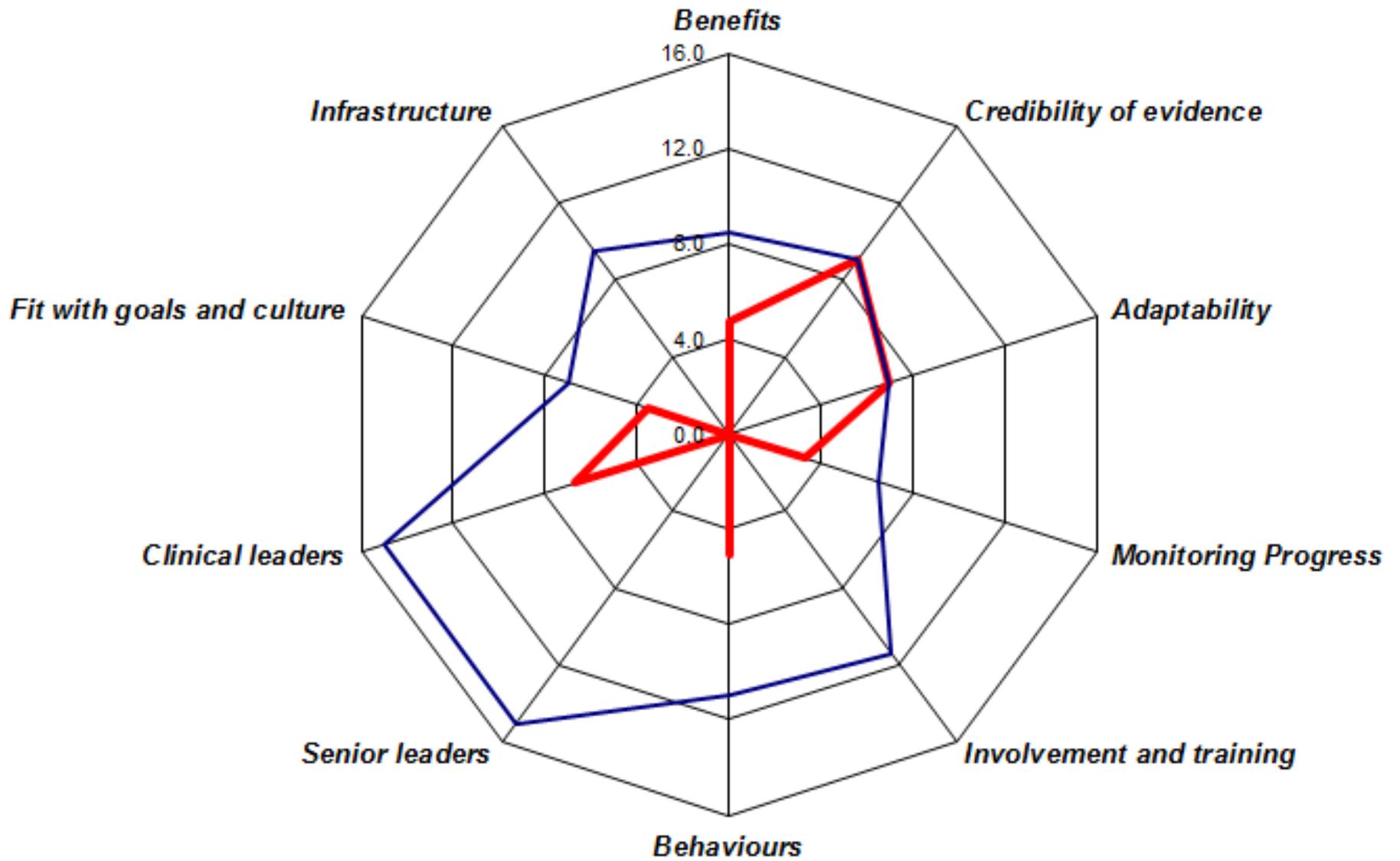


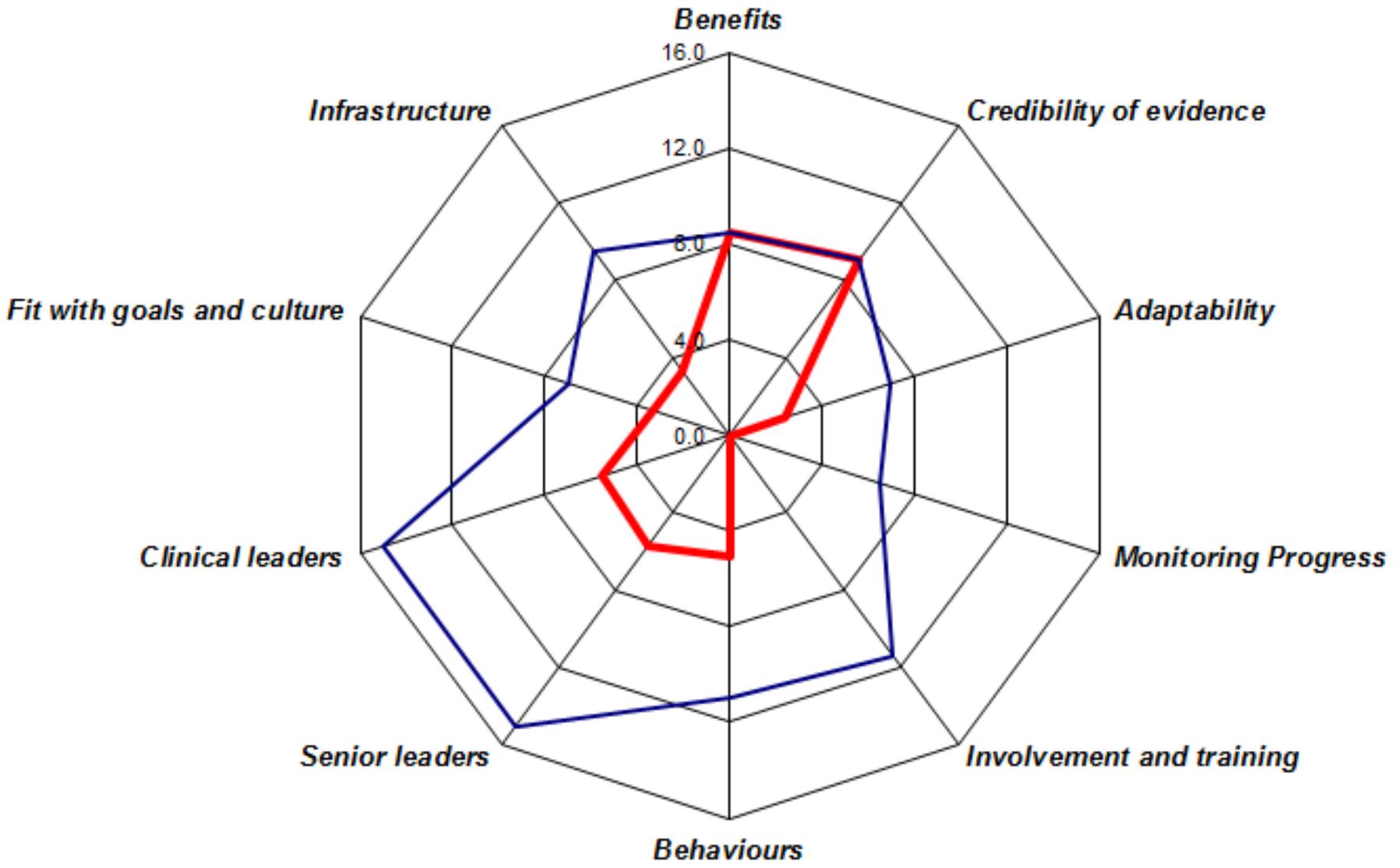
NHS Sustainability Model

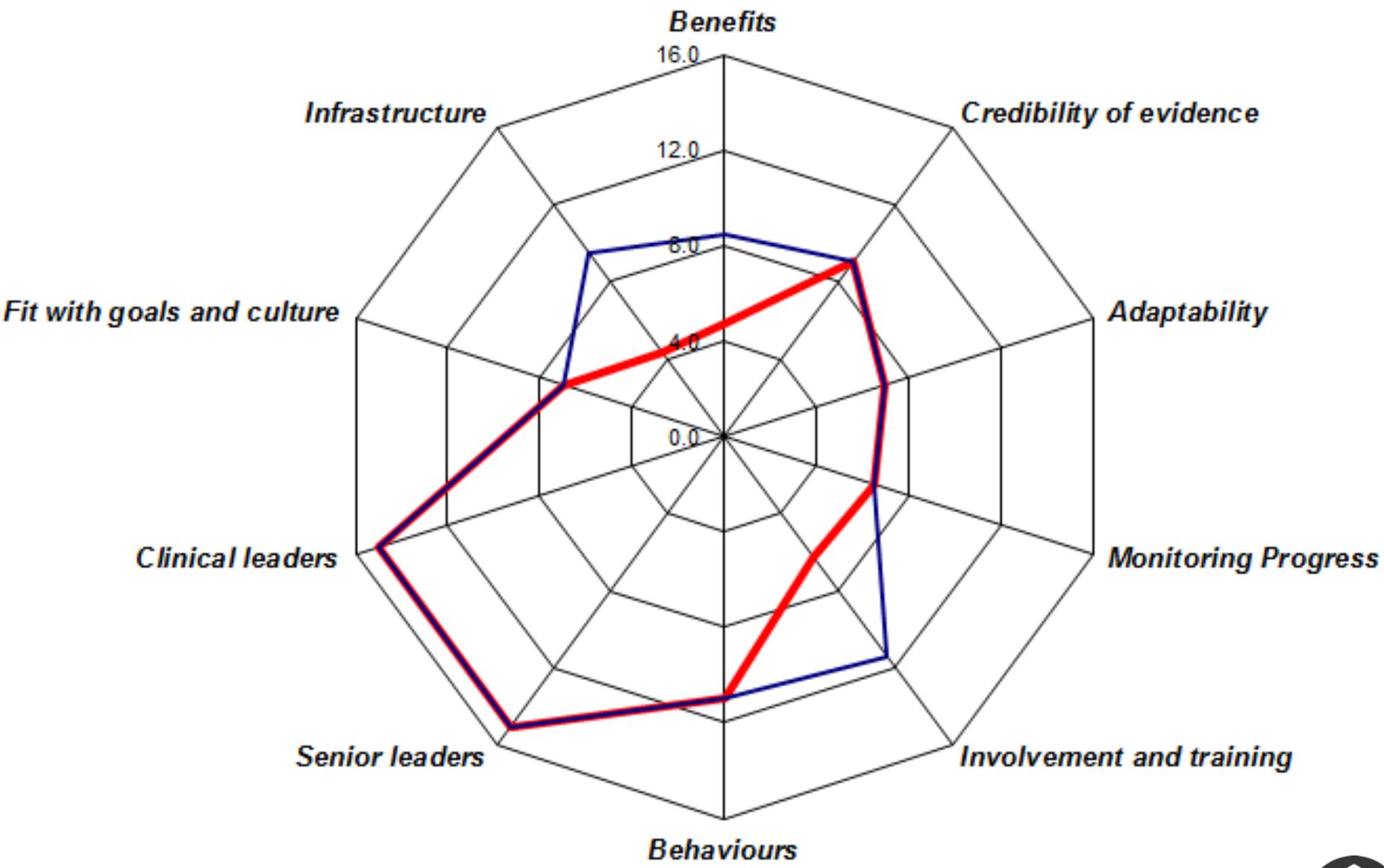
- A diagnostic tool
- 10 factors critical to sustainability
 - People
 - Process
 - Organization
- Versatile in application









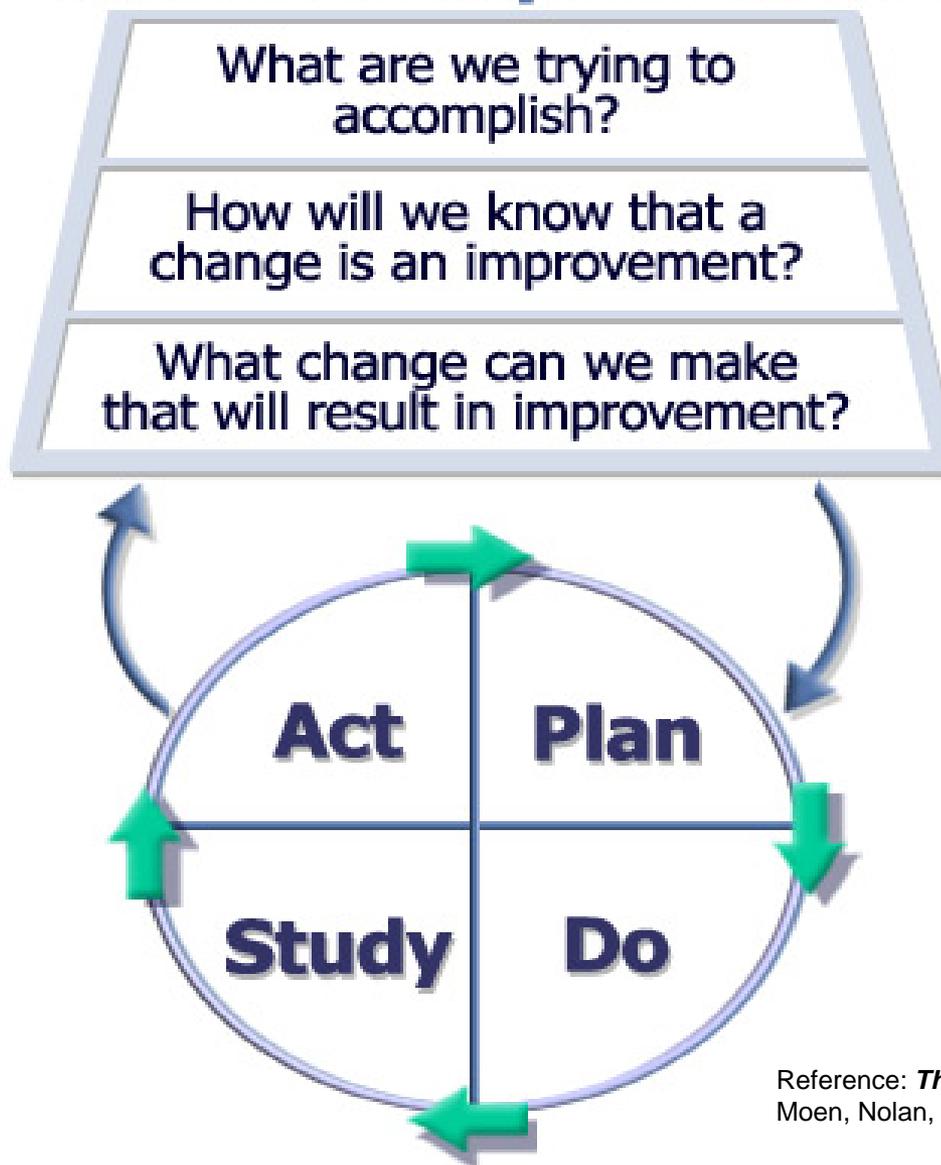


2) The Change Process

- After planning an improvement project, we must test the interventions
- Sustainability is a key consideration to the way interventions are designed and introduced



Model for Improvement



Reference: *The Improvement Guide*, 2nd ed. Langley, Moen, Nolan, Nolan, Norman & Provost, p. 24



The Change Process

- How we work with people
- The nature of the changes
- The context in which the change occurs



3) Making it Stick

- Once we have a successful intervention(s) in place, we need to transition from a new way of working to THE way of working.
- Same three factors at play
 - People
 - Context
 - Change



Key Considerations

- Resource
- Embedding
- Fidelity
- Monitoring for sustainability



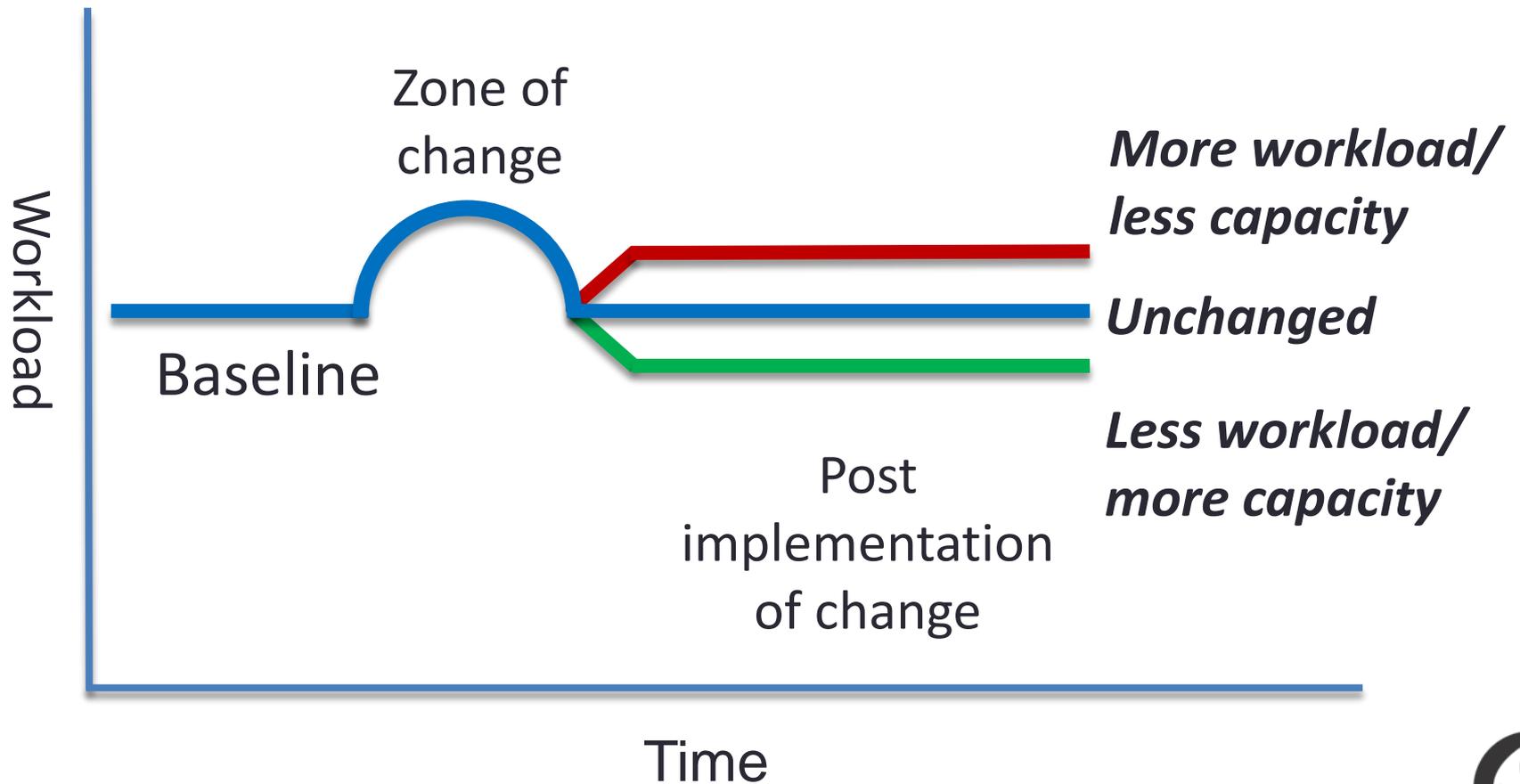
Resources

- Often need extra resources for the improvement process
- Financial and human

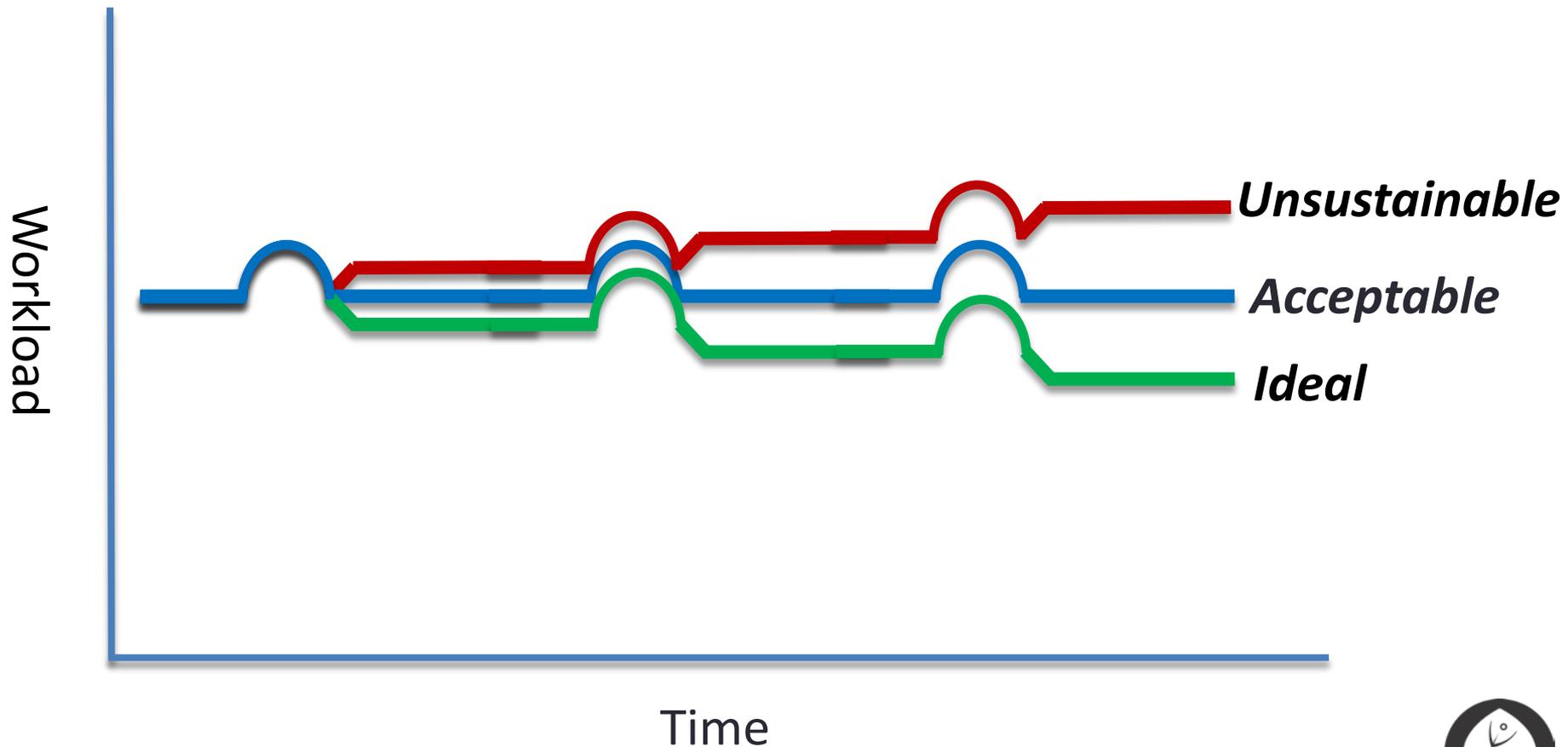
- Key is to distinguish between the change process and the intervention



Impact of Change on Workload/ Capacity



Cumulative Impact of Change



Embedding the Change

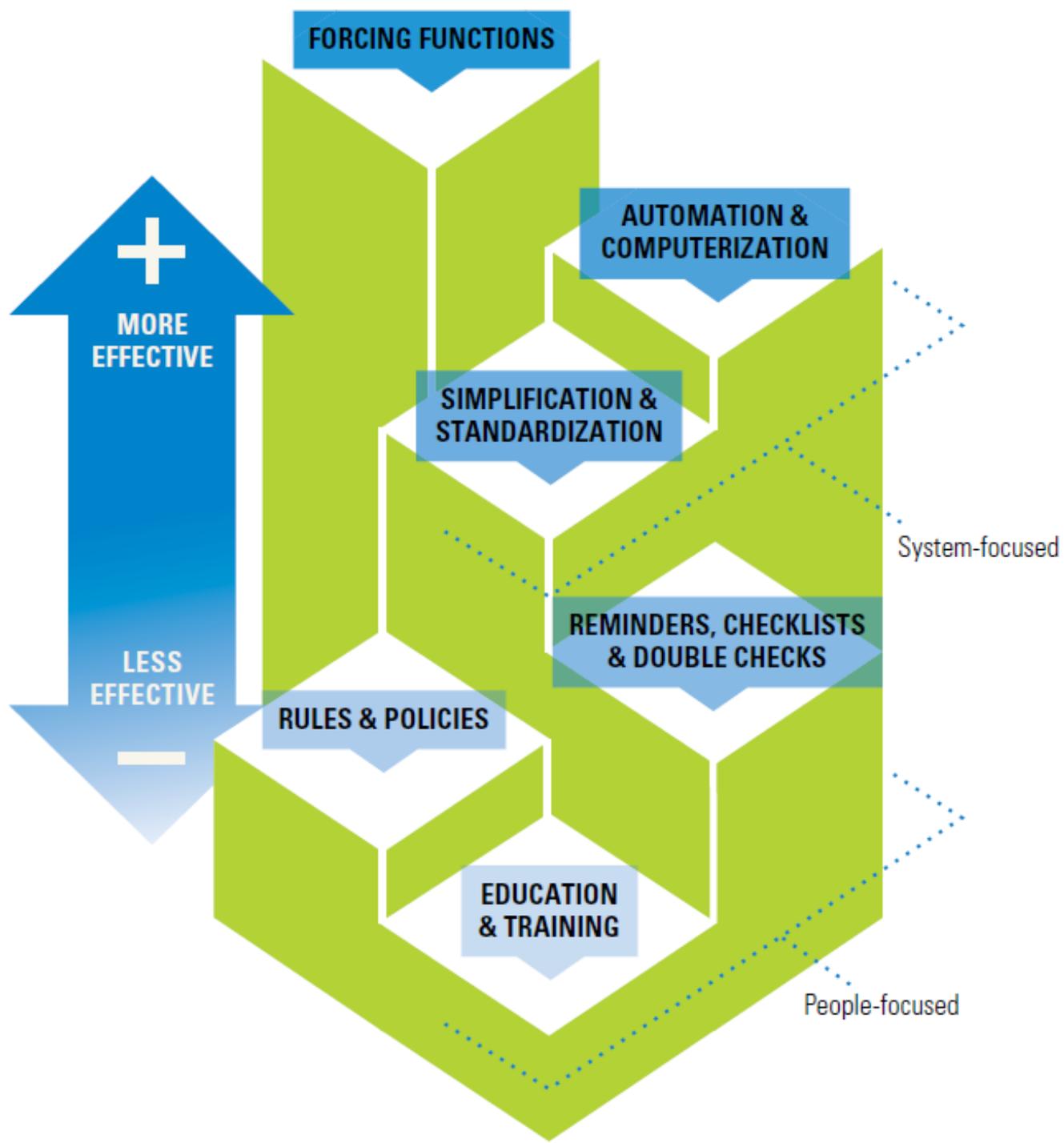
- Change job descriptions
- Integrate into orientations
- Document procedures
- Include in patient education
- Transition from project lead to operational lead



Fidelity

- To avoid “drift” – we need to ensure that the key components of the change are maintained.
- We need to have learned what the key features are.





Monitoring for Sustainability

- Ongoing measurement of the improvement process
 - Frequency and sample may reduce
- Integrate into electronic systems

