



# ED PIP: Getting Started

## Sustainability

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## What does “sustainability” mean?

- There is not regression back to the old process or level of performance and ideally the new process continues to evolve and improve over time in response to changes in context and to reach even better levels of performance
- Sustainability has been achieved “when new ways of working become the norm”
- In other words, the new process has become a mainstream way of working rather than something ‘added on’

# Sustainability must be a consideration from the outset

## ***There are many reasons why improvements are often not sustained...***

- The change is seen as an isolated project that is not aligned with other organizational strategies/improvement efforts (or the alignment has not been clearly articulated)
- Sustainability is seen as something you do after the initiative is complete; it is an afterthought rather than something that must be considered from the outset of the improvement effort
- Not all stakeholders understand and own the benefits of the change
- There is a lack of infrastructure to support ongoing sustainability
- The change has not been implemented with a whole system view
- Insufficient training and development of new skills for staff

Source: Improvement leaders' guide - Measurement for improvement. NHS Institute for Innovation & Improvement

# Sustainability...ongoing attention and continuous improvement



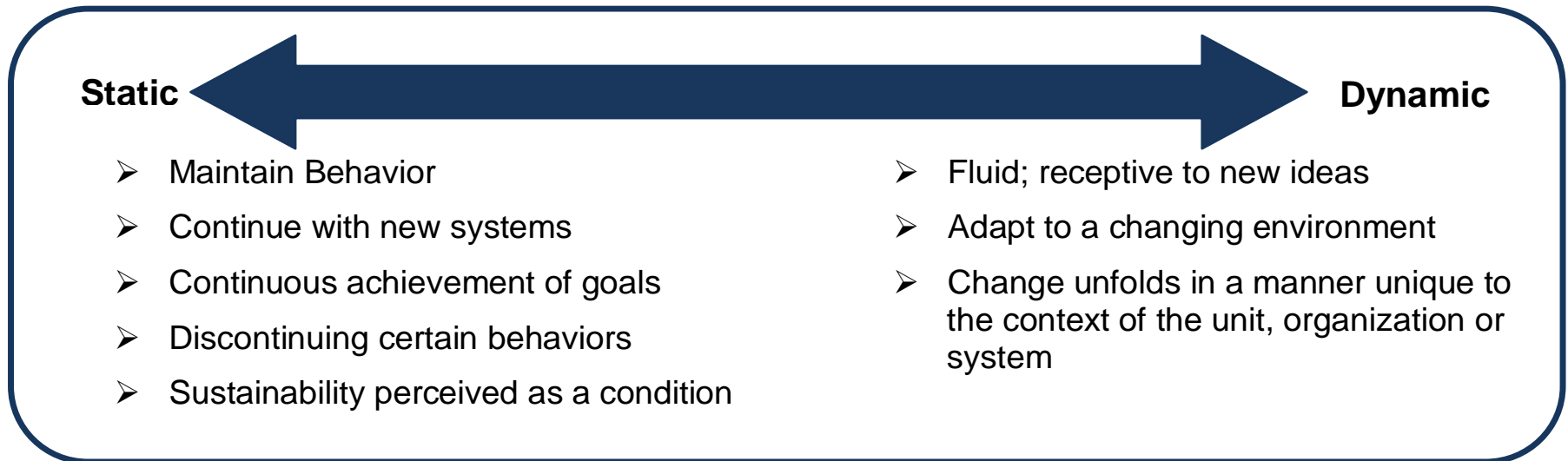
*“Sustainability is not a ‘project’ with an end-point. It is rather a constant effort to embed a change into the fabric of daily work.”*

*“We do not actually want completely sustainable change because today’s sustained change becomes tomorrow’s resistance to change. Instead we want change that sustains itself until a better idea or a context-shift occurs – but not longer than that.”*

# Sustained changes must undergo continuous development

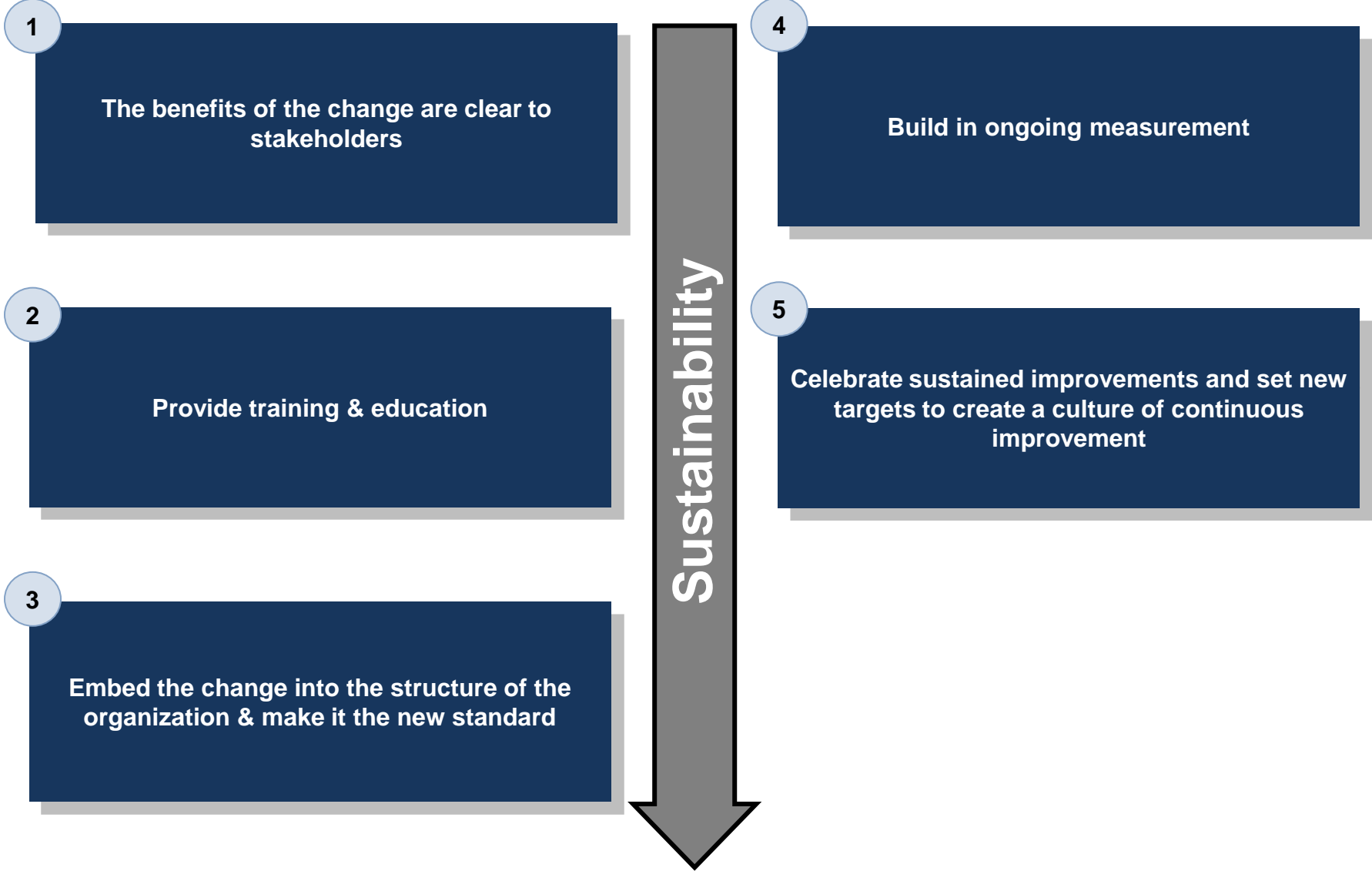
Although the aim is sustainable solutions, evolution will be required...

- The process needs to adapt to internal and external changes
- A solid performance management system with clear accountabilities will help to ensure that the effectiveness of the change is continually re-evaluated
- Ideally a culture of continuous improvement and the necessary improvement skills will be embedded in the unit/program/organization
- Organizations should strive to have a more “dynamic” view of sustainability



Source: Complexity of sustaining healthcare improvements: What have we learned so far? NHS Modernisation Agency

# How can we maximize the potential for sustainable change?



## 1 Benefits are clear to stakeholders

- The change should address root causes and produce measurable benefits that meet the needs of all stakeholders (patients, front-line staff, and leaders)
- Each stakeholder should be able to answer 'what's in it for me?' for themselves

### *How to strengthen this factor:*

- Identify key stakeholders from the outset and use a variety of methods (observation, conversation, focus groups) to understand the issues from their perspective; stakeholders should eventually own the changes
- There should be widespread stakeholder involvement in the identification of problems **and** design of solutions
- Emphasize the unique 'what's in it for me' characteristics in targeted communication to different stakeholders; there should be clear evidence that solutions address the root causes of real issues
- The pilot process (PDSA cycles) is helpful in demonstrating how the improvement can benefit both patients and staff at a comfortable pace; the Improvement Team must have permission to try small tests of change

## 2 Provide training and education

- This is not a 'once and done' exercise but rather an ongoing process
- Continual support and evaluation of the needs of those working within the changed process are required

### *How to strengthen this factor:*

- Develop a plan to address future skills and training needs
- Consider selecting a small number of staff who can be trained as 'trainers'
- All new and rotating staff need to understand how to work within the changed process and expectations should be set during the orientation process (either hospital-wide, profession, or unit-specific orientation)
- Reinforce the new process through visual management
- Training content/method must be evaluated regularly to ensure it remains useful and relevant
- In addition to training related to the new process, consider a quality improvement capability building program

### 3 Make it the new standard

- Ensure the new process has been embedded into the daily work and systems of the organization
- The new process should be reflected within the policies and procedures of an organization or department

#### *How to strengthen this factor:*

- Modify roles and responsibilities, standards and policies as needed as the solution moves out of the Pilot phase and into the Control & Roll-out phase
- Ensure that new policies reflect the new way of working but are not so rigid that they stifle ongoing improvement
- Update job descriptions to reflect altered roles
- Consider completely removing the old way of doing things
- Ensure the necessary facilities, supplies, and equipment are in place to support the new process
- Communicate to staff how ED-PIP is helping to achieve the organization's strategic priorities

## 4 Build in ongoing measurement

- Establishment of a measurement system and a standardized way of communicating results reinforces that the change is important to the organization
- A mechanism to identify slippage will allow the organization to take the necessary action to resolve issues

### *How to strengthen this factor:*

- Select a small number of measures that capture what the improvements are
- Build these measures into the organization's existing performance management system
- Develop a feedback loop through staff meetings and formal reports
- Slippage should be acknowledged/communicated and trigger an escalation process

## 5 Celebrate, renew and set the bar higher

- It is common for organizations to celebrate initial improvement; however, it is just as important to celebrate when an indicator has stayed at an improved level over time
- Once targets have been achieved and maintained it is critical to take the time to set new targets to drive further improvements

### *How to strengthen this factor:*

- Make plans in advance to celebrate continued success and to reflect on progress
- Never settle into simply a maintenance level; constantly question how you can take improvements to a new level
- Create a culture of continuous improvement by setting new targets

# Key activities impacting sustainability by phase

Evolution/Continuous  
Improvement

## Key Activities:

- ✓ Embedding a performance management system including an escalation process which is responsive to degradation in performance
- ✓ *Actively* responding to changes in the internal / external environment which affects performance of the change and continually seeking further improvement

Implementation  
(Control/Roll-out)

## Key Activities:

- ✓ Ensuring solutions have been tested under a variety of conditions and project measurements are demonstrating real improvement
- ✓ Implementing a *permanent* measurement system to monitor ongoing performance
- ✓ Providing necessary resources and infrastructure to sustain the improvement beyond the active project lifecycle

Active Planning & Testing  
(Solution Design/Pilot)

## Key Activities:

- ✓ Involving front-line staff in the development of solutions
- ✓ Ensuring the change has improved efficiency or made jobs easier
- ✓ Aligning project objectives to the priorities and/or strategy of the organization
- ✓ Engaging the organizations' leadership team in the project

## Sustainability Checklist - Solution Design Phase



Solutions address the root cause of real issues



Solutions have been co-designed with key stakeholders



The new processes are designed to make the work of unit staff easier by removing non-value added work



The relationship between the improvement project and the organization's strategy has been documented and communicated

# Sustainability Checklist - Pilot Phase



The change idea was tested in a variety of conditions



The users of the process actively participated in the pilot process and had the opportunity to provide input and feedback



The improvement team or designate collected baseline data and ongoing real-time measurements for key metrics



The impact of significant organizational change on the improvement has been examined by the team



Implementation is either led, or done jointly with, existing managers of the unit (an initial step towards transitioning ownership from the team)



Key stakeholders understand the link between change initiative and the organization's overall strategy

# Sustainability Checklist - Control and Roll-out Phase



There is evidence that improvement targets or goals have been achieved



A front-line change champion has been identified to support successful implementation



All staff on all shifts have been adequately trained to carry out the new process



Roles and responsibilities have been altered and included in unit-level job descriptions



As applicable, organizational policies and procedures have been updated to reflect the new process(es)



All barriers or threats to the sustainability of the improvement have been removed (this may or may not have resource implications)

## Sustainability Checklist - Control and Roll-out Phase



The new way of doing business has been communicated to the organization



A small, but representative set of measures has been identified to monitor performance of the change over time; individuals have been assigned responsibility for monitoring performance and a plan has been developed for communicating the results to front-line staff and leaders within the organization



An individual has been assigned responsibility and protected time for conducting scheduled audits to ensure that new process is being consistently used, and if not, investigates reasons why



If performance declines, accountabilities have been identified to address the situation (there is an escalation process in place)



An individual(s) has been assigned to provide organizational leadership and is accountable for ongoing Performance Management