

Planning for Long Term Success Utilising the Sustainability Model and Guide

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1. Why are we asking you to use the Sustainability Model and Guide?

The NIHR CLAHRC for Northwest London aims to support all of its projects in achieving long term success. All of the methods and tools recommended by CLAHRC have been carefully selected to support your team achieve successful outcomes, sustainable improvement and spread improvements to other sites who can benefit from your work.

It is important to deliver improvements that can be sustained after the life time of the project. Sustainability occurs when new ways of working, and improved outcomes become the norm.

- Not only have the process and outcome changed
- but the thinking and attitudes behind them are fundamentally altered
- and the systems surrounding them are transformed in support.

However, there is considerable evidence of high failure rate in projects sustaining their efforts after the initial project funding has ended (as much as 70%)!¹

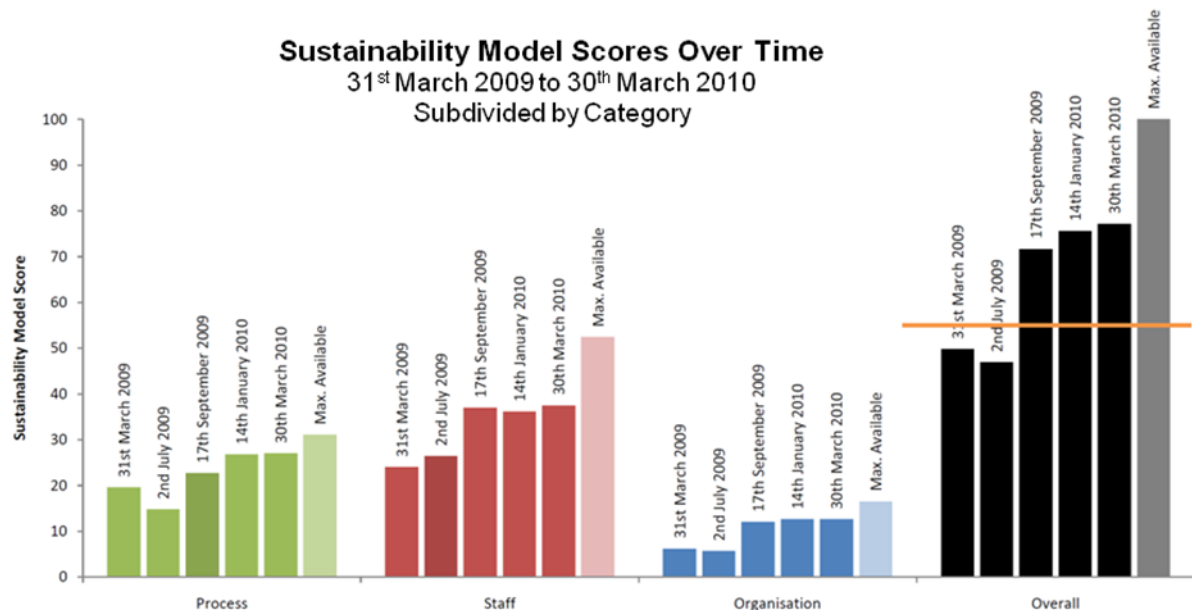
The CLAHRC have chosen the NHS Institute of Innovation and Improvement's Sustainability Model and Guide² as a tool to support our projects. It brings together a rich and evidence based understanding of the barriers to change and sustainability into a simple framework that can be utilised by all members in a project team. Used together, the Sustainability Model and Guide can help teams, from the very start of their project, reflect on how they can increase their chances of long term success.

2. The Sustainability Challenge

To support teams in planning and working towards long term success we have set a challenge to all of our project teams, to complete the Sustainability Model² prior to each CLD event (7 times over an 18 month period).

The results of completing the Sustainability Model can be used to reflect on sustainability as a team and agree actions that can be taken to improve chances of long term success.

We recommend that each time the Sustainability Model is complete you utilise your next meeting to review your scores, see what progress has been made since it was last completed and identify an action to take to help improve your scores in one or two factors.



Feedback from a Round 2 CLAHRC project team:

"In hindsight the sustainability model is one of the most useful parts of the project... ..as time progressed and understanding increased, we began to implement activities based upon the sustainability sections. It has even helped with our plan for a roll out application as we can address the questions of 'how is this going to sustain?' and 'who needs to be involved?'".

3. What is the Sustainability Model and Guide?

The Sustainability Model³ is a diagnostic tool that is used to indicate the likelihood of sustainability for your improvement project.

The Sustainability Guide⁴ provides practical advice on how you might increase the likelihood of sustainability for your improvement initiative.

There are three broad themes (domains) in the Sustainability Model:

- **Process - Factors relating to the intervention**
- **Staff - Factors relating to the people involved**
- **Organisation - Factors relating to the environment**

How to... Sustainability Model v1.0

These themes were derived by the NHS Institute of Innovation and Improvement and the University of Wisconsin, by literature search, panel interviews and discussions with improvement leaders in front line positions. The detail of this can be found in Section 8.

Each domain contains a number of factors which need to be considered if a project is going to be sustainable and achieve long term success. The three domains of sustainability and the ten factors are shown in the diagram below:



4. How to use the Sustainability Model

| Factor description | Identify (✓) | Factor level |
|---|--------------|---|
| Benefits beyond helping patients <ul style="list-style-type: none"> In addition to helping patients, are there other benefits? Does the change reduce waste, duplication and added effort? Will it make things run more smoothly? Will staff notice a difference in their daily working lives? | | Choose the factor level that comes closest to your situation and tick the area to the left of it The change improves efficiency and makes jobs easier The change improves efficiency but does not make jobs easier The change does not improve efficiency but does make jobs easier The change neither improves efficiency nor makes jobs easier |

1. Read the Questions for each Factor. Discuss them with your team or a CLAHRC member of staff to ensure you have a shared understanding of what the factor means and how it is relevant to your project

2. Once you have read the questions you can score your self against the 4 Factor Levels. Remember these levels may not exactly describe your situation but chose which one you feel best does.

3. Enter the levels you chose on to the CLAHRCs Web Reporting Tool. Each project member can have a Web Reporting Tool log in, or if you prefer you can complete the scores in paper format, and ask the project manager to enter them on your behalf.

4. The Web Reporting Tool will then automatically add up all of the scores entered by your team and present the results in an easy to read graph, along with a table that summaries all of the results.

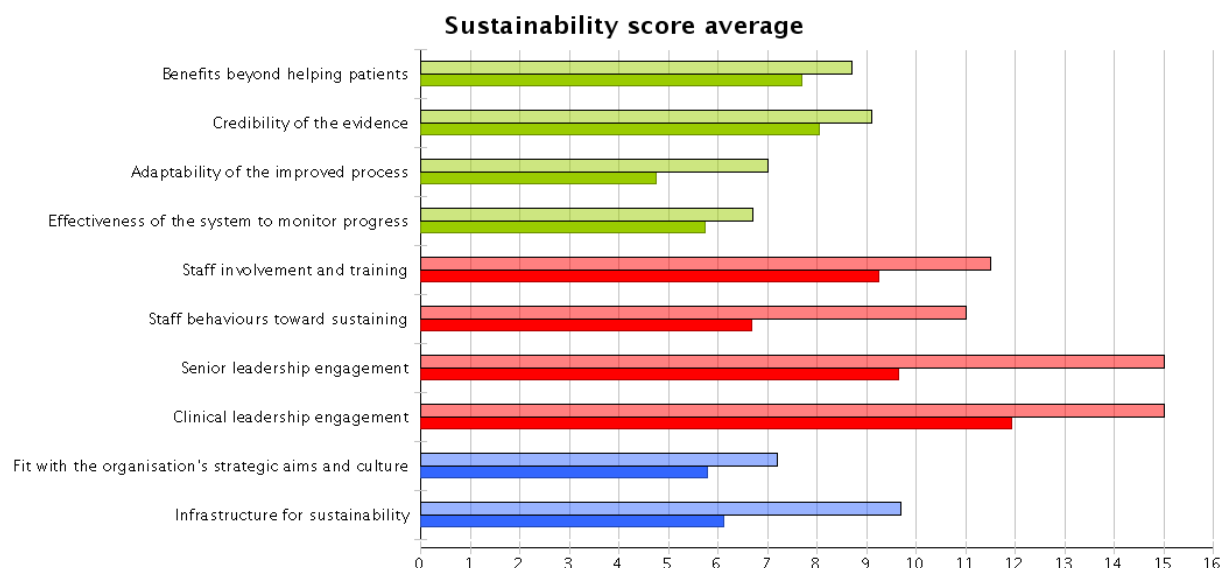


How to... Sustainability Model v1.0

- The first time you use the Model we recommend that you read through each section of the Model. Focus on the questions that are listed under each factor (see diagram section 1)
- Discuss the different factors of the Model with your team or with a member of the CLAHRC team to develop a common understanding of what the factors mean to your project
- Each member of your team - on your own – complete the CLAHRC Web Reporting Tool to indicate which level you have selected for each factor (see diagram section 2 and 3). See the Web Reporting Tool User Guide for further details.
- We recommend that the whole team completes the model but as a minimum at least 8 individuals per team should complete the scores

Analysing Results

- The Web Reporting Tool will automatically collate the Sustainability Model results from your team members using the weighted scores
- The Web Reporting Tool will then generate graphs showing the average scores of the whole team against the maximum possible score for each factor (see diagram section 4)



Interpreting and Acting on Results

- Review your scores.
- As a team decide which factor you think needs the most improvement, and decide what actions to take.
- Log your actions on the Web Reporting Tool
- Use the Sustainability Guide for inspiration, and speak to others in your team, stakeholders and other teams, for ideas on how to improve the sustainability scores.

Words of advice

- It is OK if some of your scores are low at the beginning of the project (we would be surprised if they weren't!)
- Some factors will not improve until your project is starting to demonstrate progress e.g.

- Infrastructure for sustainability
- Effectiveness of the system to monitor progress
- Aim high – Imagine what success will look like in 18 months time. Compare where you are now to where you would like to be and score yourself with reference to that 'ideal' future position.
- If you score very high in one area reflect whether this really reflects the actual position you are in. If it does then fantastic, but maybe think if there are any future challenges that may influence your long term success. If the scores don't reflect your actual position spend some time discussing with your team as to what further improvements need to be made.
- The "Father of Improvement Science" W. Deming stated that "all models are wrong but some are useful" so be critical – do the scores the model has provided reflect your reality? If not why not? Use the model as a starting point for discussion not an end point – it's not there to judge you but to help you to drive improvement.

5. How to use the Sustainability Guide

The Sustainability Guide⁴ is a separate book and DVD that accompanies the Sustainability Model. The Book is available on the CLAHRC website at:

http://www.clahrc-northwestlondon.nihr.ac.uk/inc/files/documents/sustainability-resources/nhs_sustainability_guide.pdf

Once you have looked at your scores, had some team discussions, and identified priorities for improvement the guide can give you some ideas on what actions to take and how to proceed. This includes evidence and examples from other projects on how sustainability can be improved.

6. How do the 10 factors of Sustainability relate to the CLAHRC Improvement Tools and Methods?

Process

Benefits beyond helping patients: In addition to helping patients, are there other benefits? For example, does the change reduce waste, duplication and/or added effort?

PROCESS MAPPING should help identify areas for improvement.

Credibility of the evidence: Are benefits to patients, staff and the organisation visible? Do staff believe in the benefits?

ACTION EFFECT DIAGRAM will help to demonstrate cause and effect relationships between project activities and the improvement aim.

Adaptability of improved process: Can the process overcome internal pressures and continually improve? Does the change continue to meet ongoing needs effectively?

Is a culture of continuous improvement embed in the team? Will they continue to utilise the *MODEL FOR IMPROVEMENT* and *PLAN-DO-STUDY-ACT* cycles after the project has finished?

Effectiveness of the system to monitor progress: Does the change require special monitoring systems to identify improvement? Are these data already collected and are they easily accessible?

MEASUREMENT FOR IMPROVEMENT is a key driver of change and project teams can set up systems to ensure progress can be monitored after the end of the project.

Staff

Staff involvement and training to sustain the process: Do staff play a part in innovation, design and implementation of the change? Have they used their ideas to inform the change process from the very beginning?

Identifying your *PROJECT TEAM* and key *STAKEHOLDERS* is essential to drive change and sustain staff motivation and ownership after the project has finished.

Staff behaviours toward sustaining the change: Are staff encouraged to express their ideas throughout the project and is their input taken on board? Are staff trained and empowered to run small-scale tests (PDSA) based on their ideas, to see if additional improvements should be recommended?

Engaging staff in *PROCESS MAPPING*, creating an *ACTION EFFECT DIAGRAM* and *TESTING AN INTERVENTION* all help to ensure that the intervention is fit-for-purpose.

Senior leadership engagement: Are the senior leaders trustworthy, influential, respected and believable? Are they involved in the initiative, do they understand it and do they promote it?

Clinical leadership engagement: Are the clinical leaders trustworthy, influential, respected and believable? Are they involved in the initiative, do they understand it and do they promote it?

Organisation

Fit with organisational strategic aims and culture: Has the organisation successfully sustained improvement in the past? Are the goals of the change clear and shared?

Does your aim fit with the strategy and objectives of your organisation? An *ACTION EFFECT DIAGRAM* is a useful method to demonstrate how project team work supports patient centred improvement aims.

Infrastructure for sustainability: Do you have enough staff trained in the new way of doing things? Are there enough facilities and equipment to support the new process?

How can you maximise the *FINANCE* provided by CLAHRC to build capacity and capability during the time of the project?

7. Contributing to the CLAHRC evaluation

The CLAHRC programme has been established to answer the question *'How can we increase the chances of long term success?'*

All of the methods and tools recommended by CLAHRC have been carefully selected, based on existing evidence, to support project teams realise long term success.

However, CLAHRC wants to continue to add to the evidence base around the different tool and methods that we use including how effective they are, how easy they are to use, how better we can support their use, and ultimately if they contribute to the long term success of our projects.

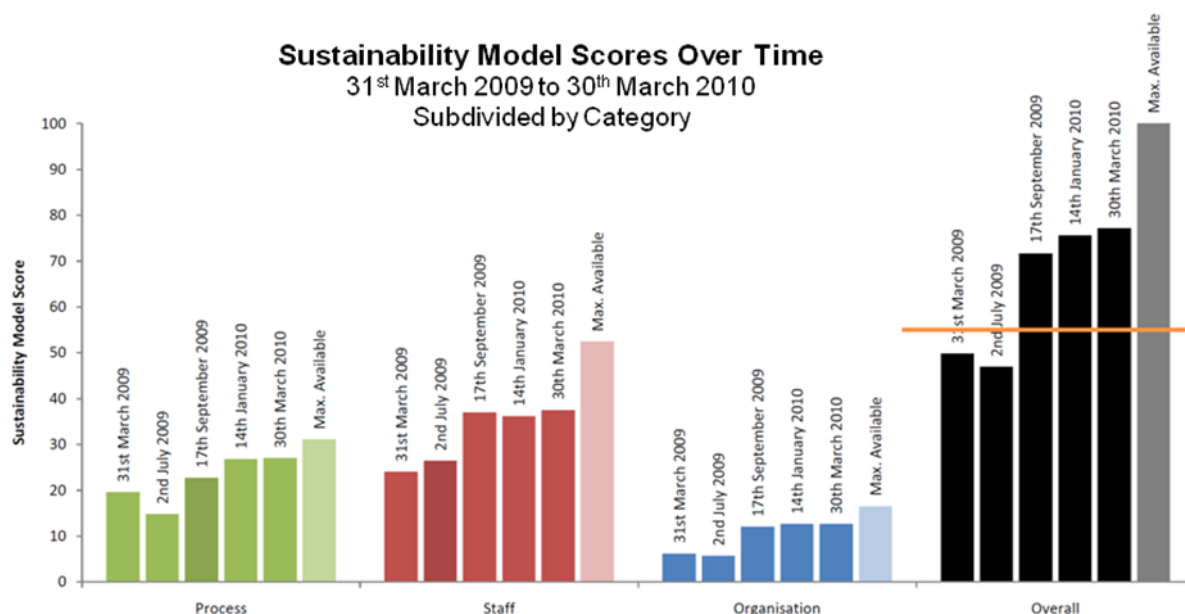
How to... Sustainability Model v1.0

Through project teams using the Sustainability Model and other features of the Web Reporting Tool CLAHRC aims to evaluate the impact of the Sustainability Model and contribute to research and learning in this area including,

- Real life examples of factors that influence sustainability
- Usefulness and impact of Sustainability Model and other Quality Improvement tools and methods
- Understanding the Complexity of Change and how we can better support frontline staff

Example: Sustainability Model Scores Over Time

Every 3 months project teams score their project on each of the 10 factors of sustainability using the Web Reporting Tool. This will automatically generate a chart showing the aggregated scores over the whole project team. This then allows teams to facilitate appropriate action to improve the sustainability of their project.



8. What evidence exists relating to the Sustainability Model?

8.1 Development of the Sustainability Model and Guide

The Sustainability Model and Guide was Developed by NHS Institute of Innovation and Improvement and University of Wisconsin (Lynne Maher, Professor David Gustafson, Alyson Evans)

10 key “factors” for sustainability were identified through literature search, panels of experts and improvement leaders in front line positions

Each factor was rated for importance by over 250 improvement leaders. Regression analysis was used to calculate the weighting of these factors.

Since the Model’s development it has been tested for theoretical robustness and practicality by NHS and American improvement teams. To our knowledge the NIHR CLAHRC for Northwest London now holds the largest data set of completed Sustainability Model scores

(over 900 entries to date) and we will analyse this information to further improve understanding of sustainability and drivers for long term success.

8.2 Research relating to the 3 domains of sustainability

Research examining the characteristics of successful interventions

- Active approaches better than passive ones
- Multifaceted interventions more effective than single ones
- Interventions more effective if
 - relative advantage
 - compatible
 - simple
 - testable
 - observable/measurable
 - involving
- Further Reading: Rogers⁵, Grimshaw and Grol⁶, Greenhalgh⁷

Research examining the involvement of people – the psychology of change

- Change is more likely to be effective when individual characteristics are taken into account
 - attitudes to new ideas e.g. innovators, early adopters, early and late majority, laggards
 - stage of journey towards change e.g. pre-contemplation, contemplation, preparation, action, maintenance, completion
- Further Reading: Rogers⁵, Prochaska and Velicer⁸

Research examining the organisational environment

- High performing organisations have strong leadership, clear vision, commitment to build capacity, well integrated services, excellent IT, focus on users and on measurement, engaged clinical staff through active explicit processes, strong sense of accountability, aligned incentives, sensitivity to local context/culture
- Characteristics of failing organisations tend to be mirror image of above
- Further Reading: Bate⁹, Davies¹⁰

“People responsible for planning and implementing change often forget that while the first task of change management is to understand the destination and how to get there, the first task of transition management is to convince people to leave home.”

William Bridges

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