AMERICA'S ESSENTIAL HOSPITALS

Holding the Gains: A Model for Sustainability Part II
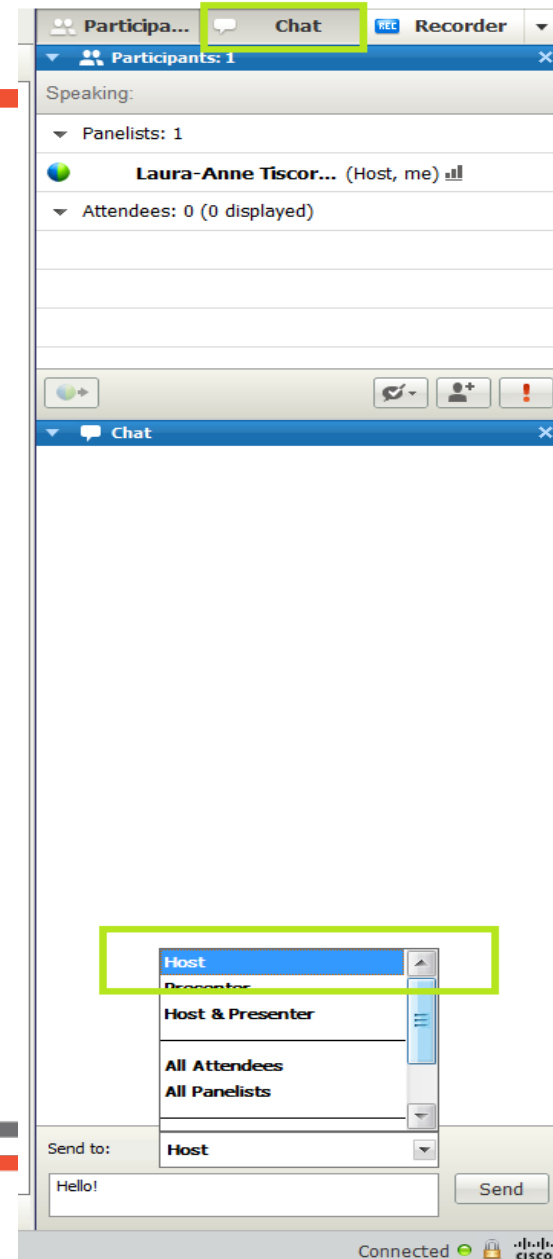
Essential Hospitals Engagement Network
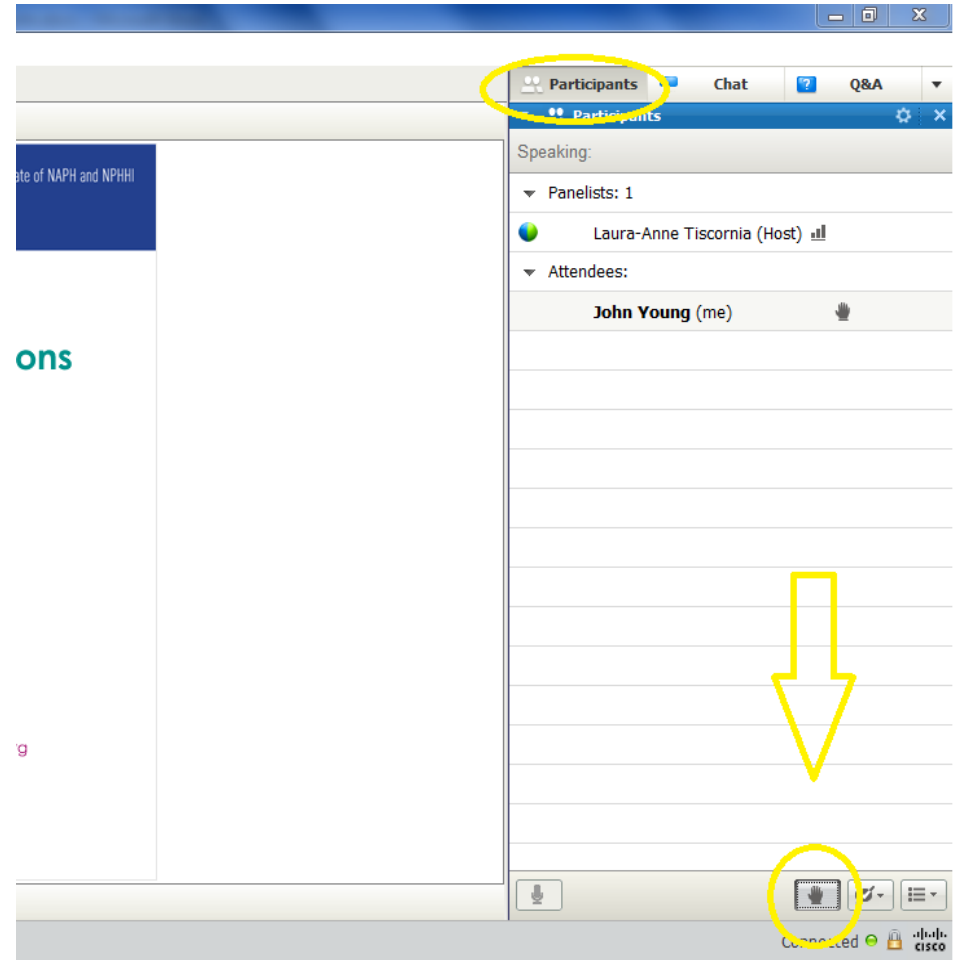*October 15, 2014*

CHAT FEATURE

The chat tool is available to ask questions or comments at anytime during this event.
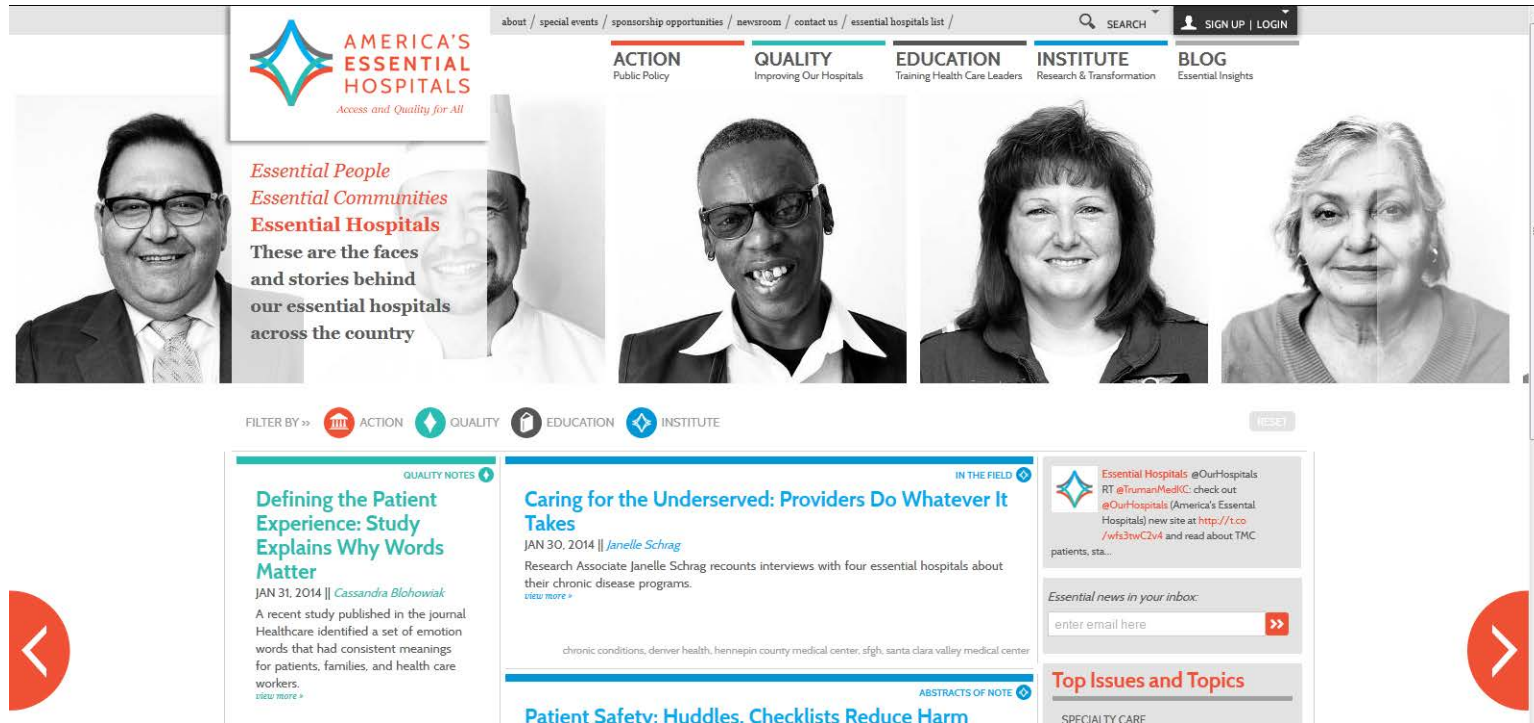
RAISE YOUR HAND

- If you wish to speak telephonically, please "raise your hand". We will call your name, when your phone line is unmuted

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AGENDA

- Introduction
- Holding the Gains: A Model for Sustainability Part II
  - » Lynne Maher, PhD, MBA of Ko Awatea and University of Auckland
- Q & A
- Upcoming events

SPEAKERS

Lynne Maher, PhD, MBA

Sustainability
Session 2- Understanding your Sustainability Results

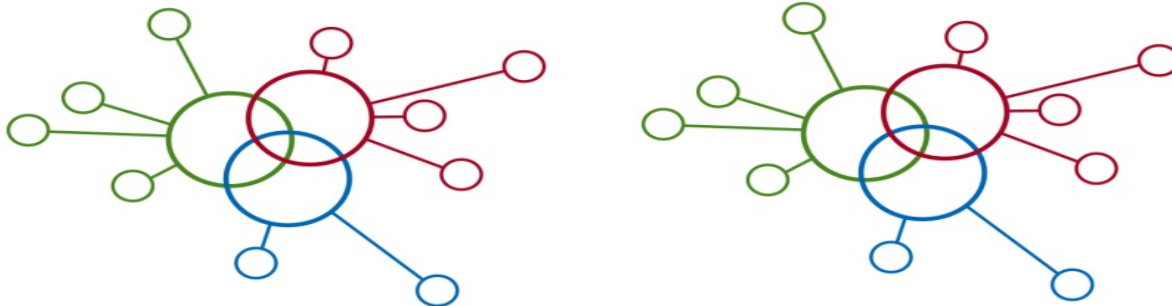Dr. Lynne Maher

Director for Innovation, Ko Awatea

Associate Honorary Professor of Nursing, The University of Auckland

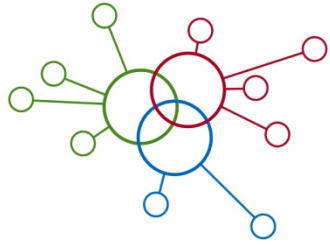@LynneMaher1

Plan for this session

- Provide an overview of the NHS Sustainability Model scoring systems
- Review and discuss your completed bar charts
- Start to plan to improve the scores

# "All models are wrong but some are useful"

W Deming

How to use the Model

– Designed for use at the beginning and throughout your improvement project

– Designed for use at the level of a specific planned, or ongoing improvement project

– *Not* designed to assess whether a department with multiple projects, whole organisation or health community is likely to sustain change in general

– Can be used as a 'diagnostic' for the project lead

– Is much better if multiple members of the team use it

– The score is useful, the insight and ensuing conversation from the whole team scores is extremely valuable

Before we talk about your charts individually

- How did it feel to go through the Model?
  - Language
  - Understanding the sub-factors
- Were you surprised at any of the individual scores?
- Were you surprised at your overall score?

## Other Comments?
Other Questions ?
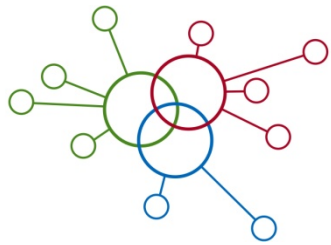
Overall Scores

- If your overall score is 55 or higher there is reason for optimism
- If your score is between 36 and 54 you have some work to do
- If your score is below 35, we usually advise that you suspend the project and concentrate on improving the likelihood that it will sustain

- For all; work on improving the two factors that have the biggest potential

- Re score in about 6-8 weeks

# Down into the detail

- Using your graph
- Identify the **two factors** which are of **greatest concern-** where your actual score is a long way from the potential score. These are the areas that will require work.
- Identify the **two factors** which are the **most positive** – where your actual score is nearest to the potential score. These are the areas you should celebrate, maintain and learn from.

The potential for performance improvement

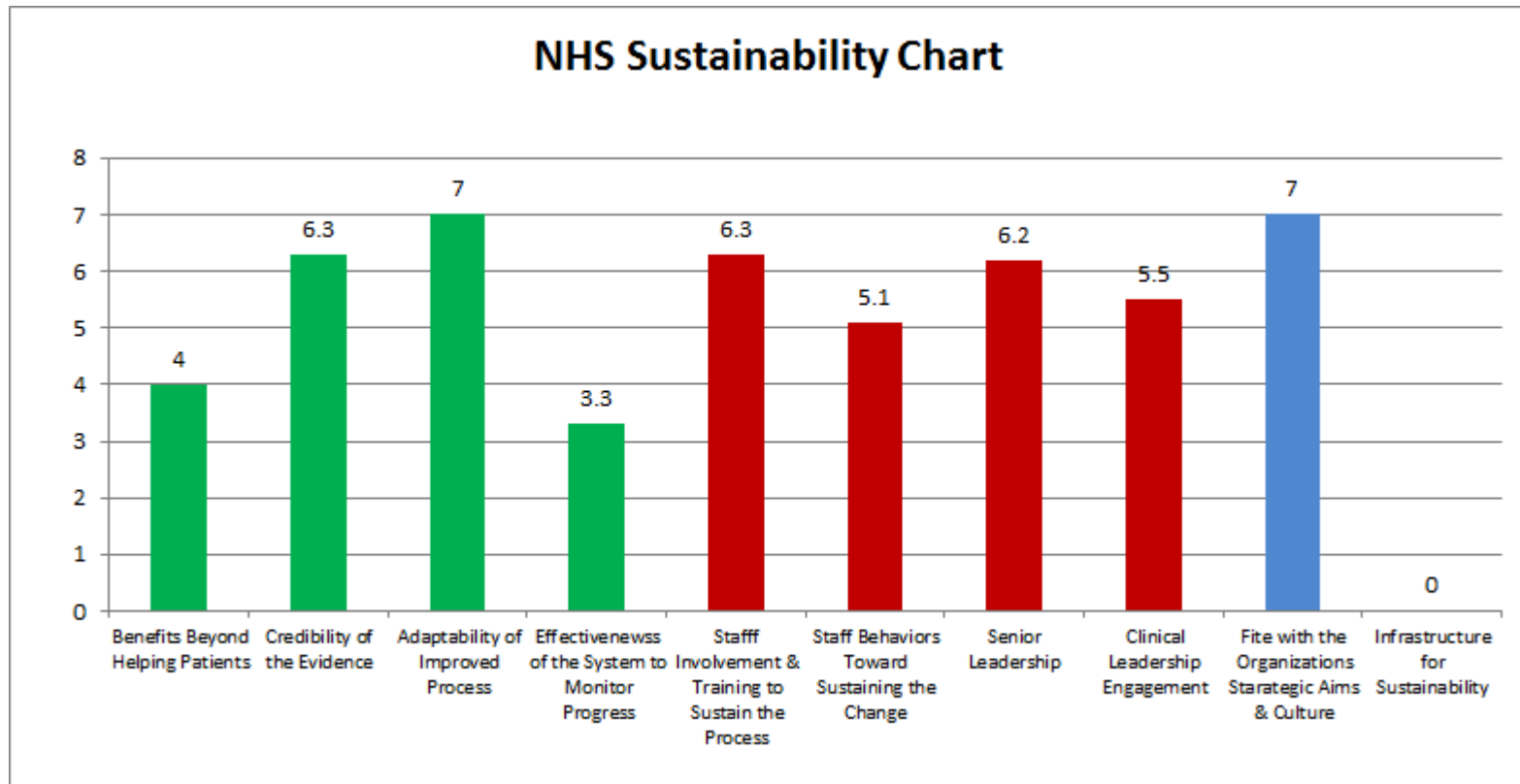©NHS Institute for Innovation and Improvement 2006
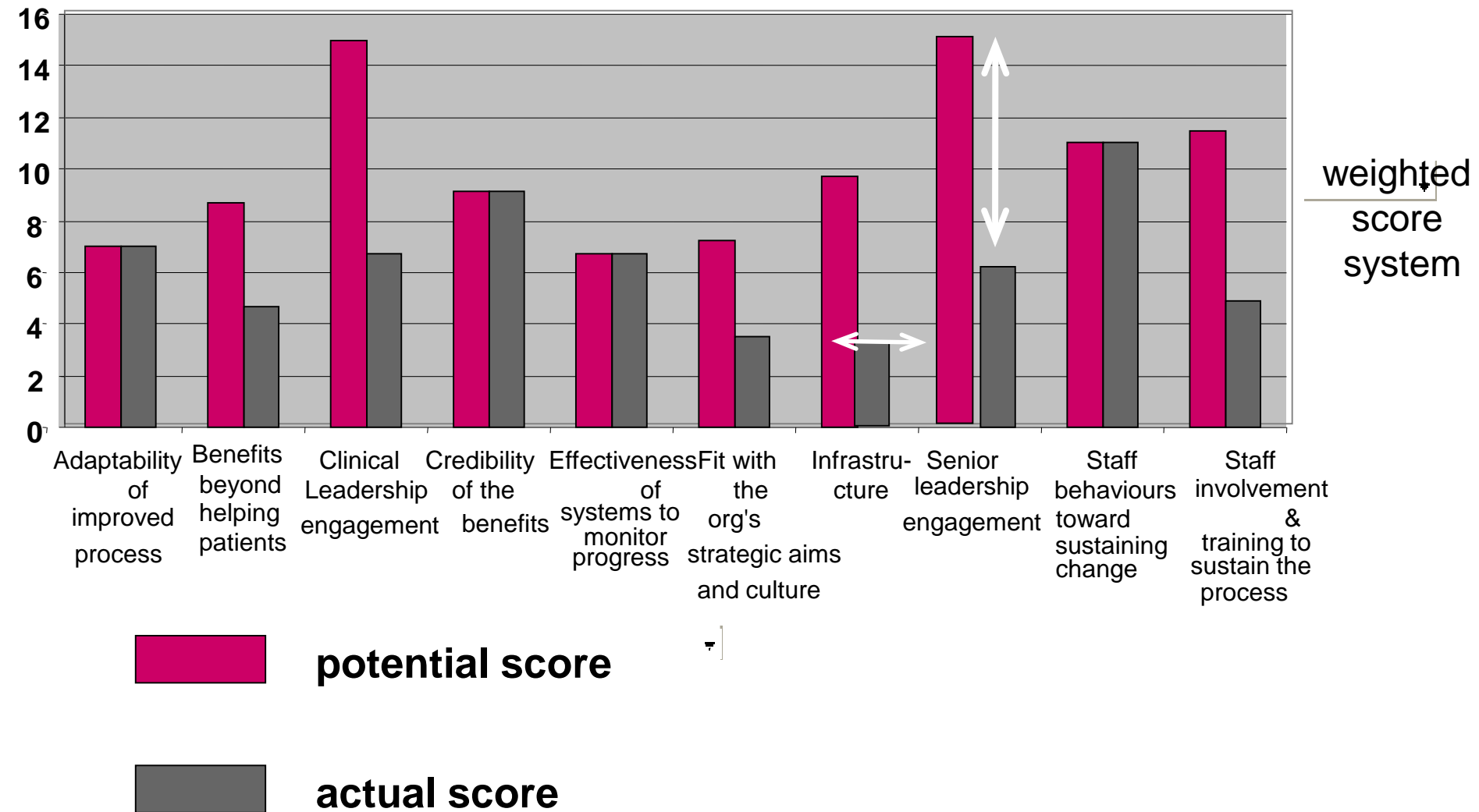
PI project, decreasing the no show rate for outpatient specialty clinics.
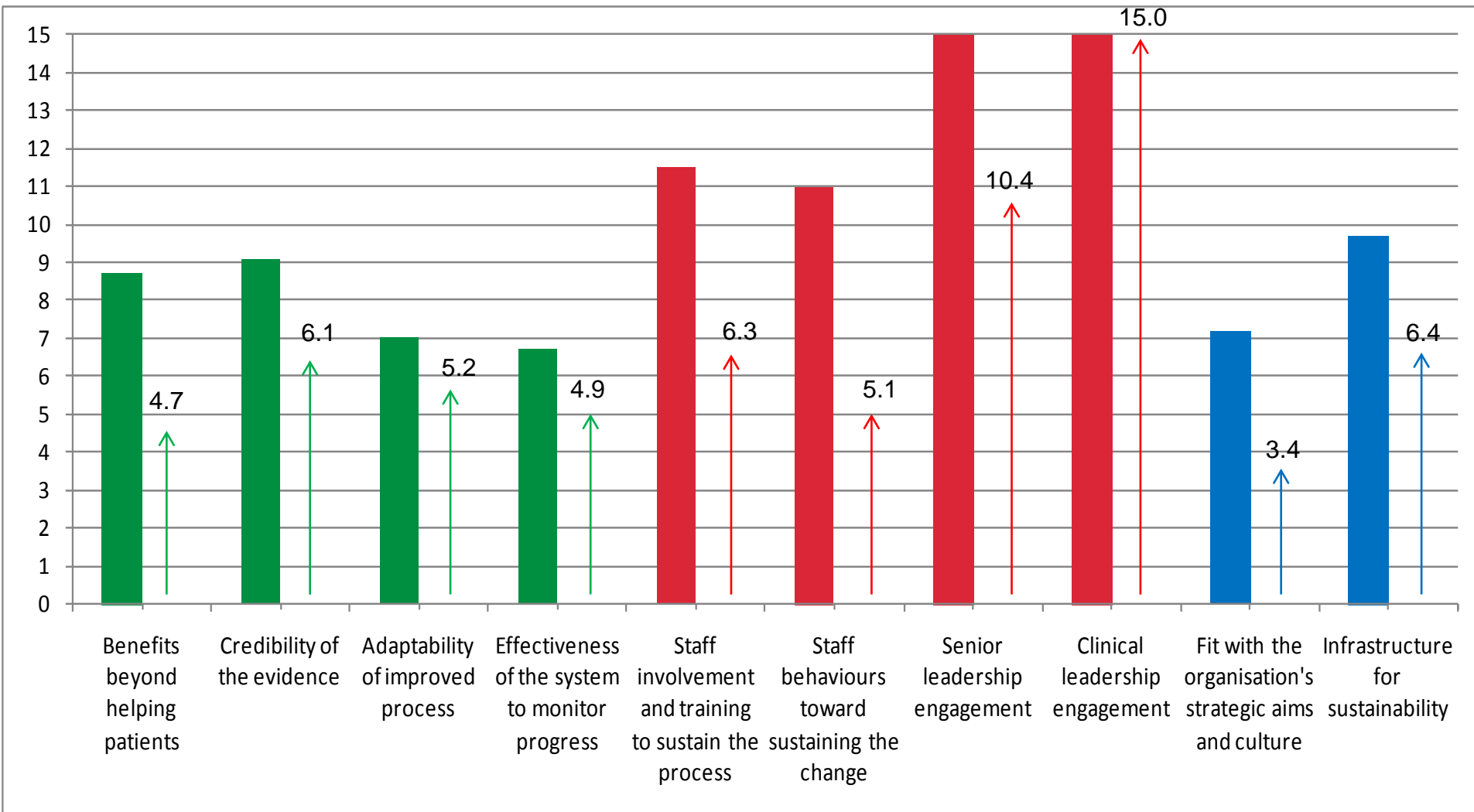
Overall score- 67.5

Debra Burgess, RN, BSN, MHA
Quality & Safety Nurse, UCDHS

NHS Sustainability Chart

Overall Score – 50.7

Thomas Holton & San Francisco Team HAPU
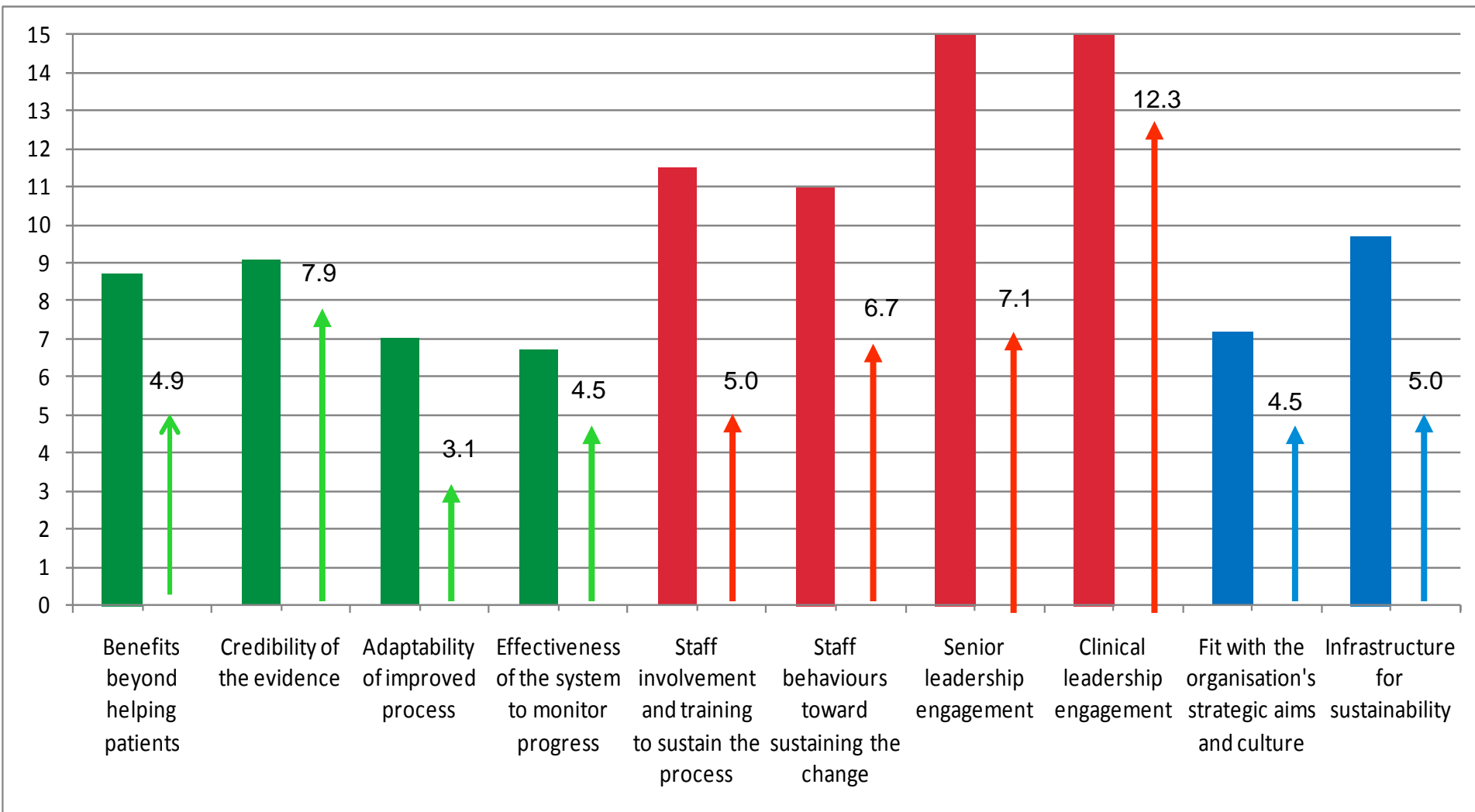
Overall score-61.0

Renee Kearby & Team IMMU
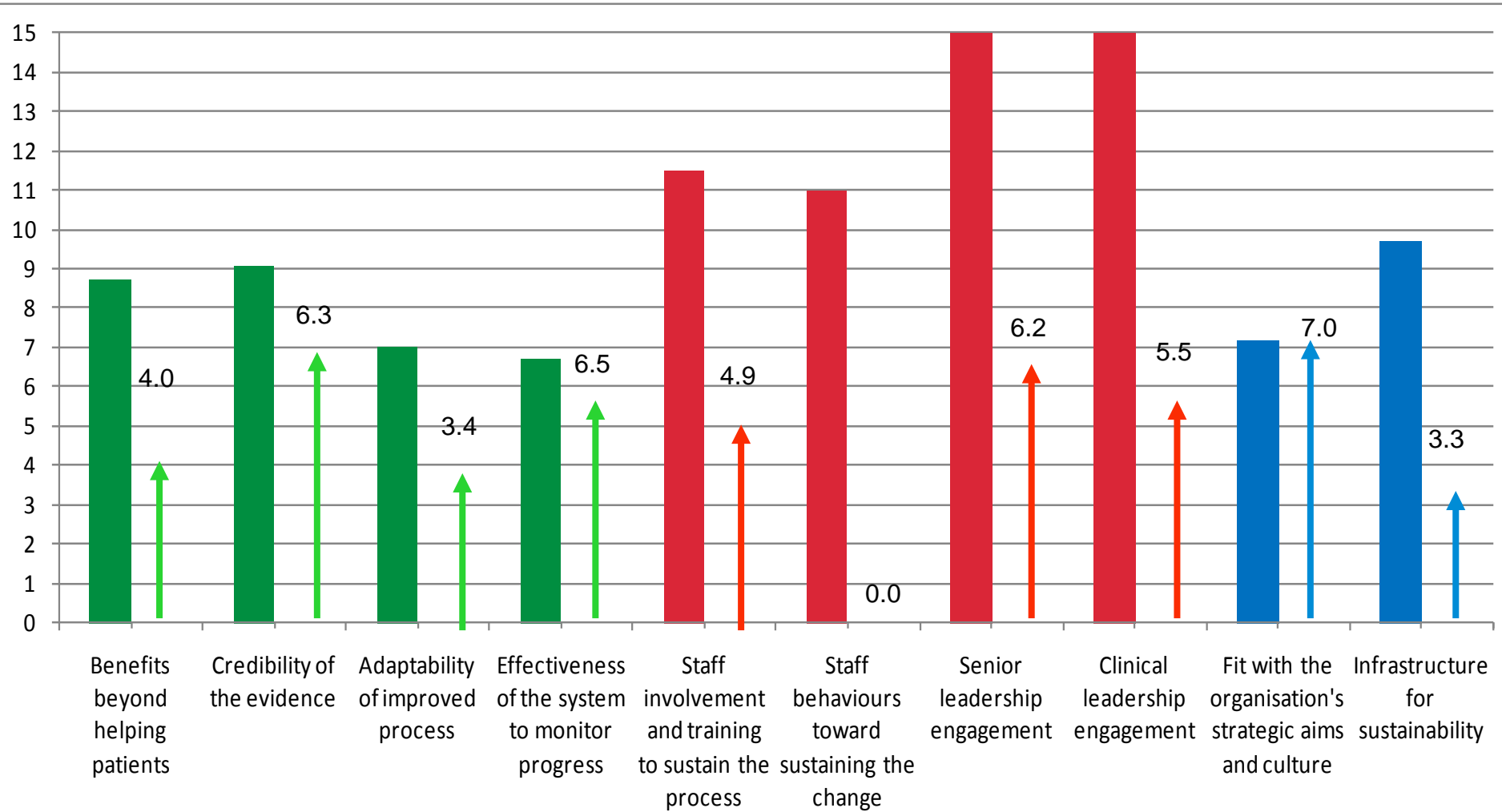
Overall score- 47.1

Learning from each other

- Share your graph sheets.
- Explore who has a high score for a factor that you have a low score?
- Make a time to meet and chat about what they have done to achieve that score.
- Share with them any areas of your good practice too
- Review the material in the Sustainability Guide
- Plan to improve two areas where you have the highest potential for improvement

What did you learn and what are you going to do?

Sustainability Factor	Factor score	Learning from colleagues /other sources	How will I use the learning?

Questions/ Comments?
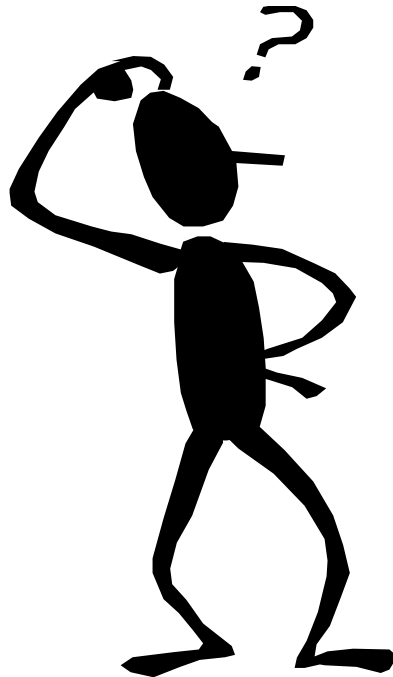
UPCOMING EVENTS

- **Webinars**
  REAL eLearning Module
  Nov 18 | 1 pm EST

  Maternal Health
  Nov 20 | 2pm EST

  Leadership for Safety – Responding to Patient Safety Disasters
  Dec 4 | 12pm EST

- **In Person Event:**
  Summit on Harm Reduction - Sustaining Progress, Building on Success
  Nov 10 | Chicago

THANK YOU FOR ATTENDING

- **Evaluation:** When you close out of WebEx following the webinar, an evaluation will open in your browser. Please take a moment to complete. We greatly appreciate your feedback!

- **Check out the new EHEN Leadership for Safety Program website:** http://essentialhospitals.org/institute/ehen-leadership-safety-program/

  Visit http://essentialhospitals.org/groups/ehen/ to **collaborate** today.

Sustainability:recommended reading

- Berwick D (1989) Continuous Improvement as an Ideal in Health Care. *New England Journal of Medicine*. 320: 53-6

- Bridges W (2003) Managing Transitions: Making the Most of Change. London. Nicholas Brealey Publishing.

- Buchanan D. Ketley D, Gollop R, Jones JL, Lamont SS, Sharpe A, Whitby E. (2002) No Going Back: a review of the literature on sustaining strategic change. NHS Modernisation Agency.

- Greenhalgh T, Robert G, Bate P, Kyriakidou O, Macfarlane F, Peacock R. (2004) How to spread good ideas. *A systematic review of the literature on diffusion, dissemination and sustainability of innovations in health service delivery and organisation.* NHS Service Delivery Organisation. London

- Kotter J (1995) Leading Change: why transformation efforts fail. Harvard Business Review.

Sustainability-recommended reading

- Ovretveit J, Bate P, Cleary P, Cretin S, Gustafsen D, McInnes K, McLeod H, Molfenter T, Plsek P, Robert G, Shortell S, Wilson T (2002) Quality Collaboratives: lessons from research. *Quality and Safety in Health Care*; 11:345-351.

- Ovretveit J (2003) *Making Temporary Quality Improvements continuous: a review of the research relevant to the sustainability of quality improvement in health care*. Second Report of the 'Improving Improvement Action Evaluation Project'. Unpublished.

- Oxtoby B, McGuiness T, Morgan R. (2002) Developing Organisational Change Capability. *European Management Journal* Vol 20, No 3. pp 310-320

- Langley G, Nolan K, Nolan T, Norman C, Provost L. (1996) *The Improvement Guide: A Practical Approach to Enhancing Organisational Performance.* Jossey Bass. San Francisco.

- Maher L, Penny J (2004) Service Improvement in Peck E (ed) *Organisational Development in Healthcare: approaches, innovations, achievements*. Oxon. Radcliffe.

Sustainability-recommended reading

- Paton R A McCalman J (2000) Change Management: *A Guide to effective Implementation*. London. Sage
- Plsek P, Greenhalgh T. (2001) The Challenge of Complexity in Health care *BMJ*: 323 625-62
- Plsek P, Wilson T. (2001) Complexity, Leadership and Management in healthcare Organisations. *BMJ*. 323: 746-749
- Research into Practice (2002) *From Scepticism to support- what are the influencing factors*?
- Stacey R. (2001) *Complex Responsive Processes in Organisations: Learning and Knowledge Creation*. London. Routledge.
- Strubel P (1996). Why do employees resist change? *Harvard Business Review*. 71:95-101