



BEHAVIORAL HEALTH INTEGRATION LEARNING COLLABORATIVE

Learning Webinar Series:

A Closer Look at Implementing Change: Sustainability

March 19, 2020



WEBINAR SERIES: A CLOSER LOOK AT IMPLEMENTING CHANGE

Part I: Readiness

Part II: Implementation

Part III: Sustainability





TODAY'S SPEAKERS



Katherine Cox, MSW
Project Director & Practice Facilitator



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Project Director



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Practice Facilitator

DISCLOSURE

The speakers and the planning committee for today's webinar do not have any relevant financial relationship(s) to disclose.





OBJECTIVES

- ✓ Describe the importance of planning for the sustainability of change projects.
- ✓ Discuss how sustainability can be planned for
- ✓ Recognize the key factors in sustaining change initiatives
- ✓ Utilize planning tools and concepts to prepare for the sustainability and maintenance of improved outcomes



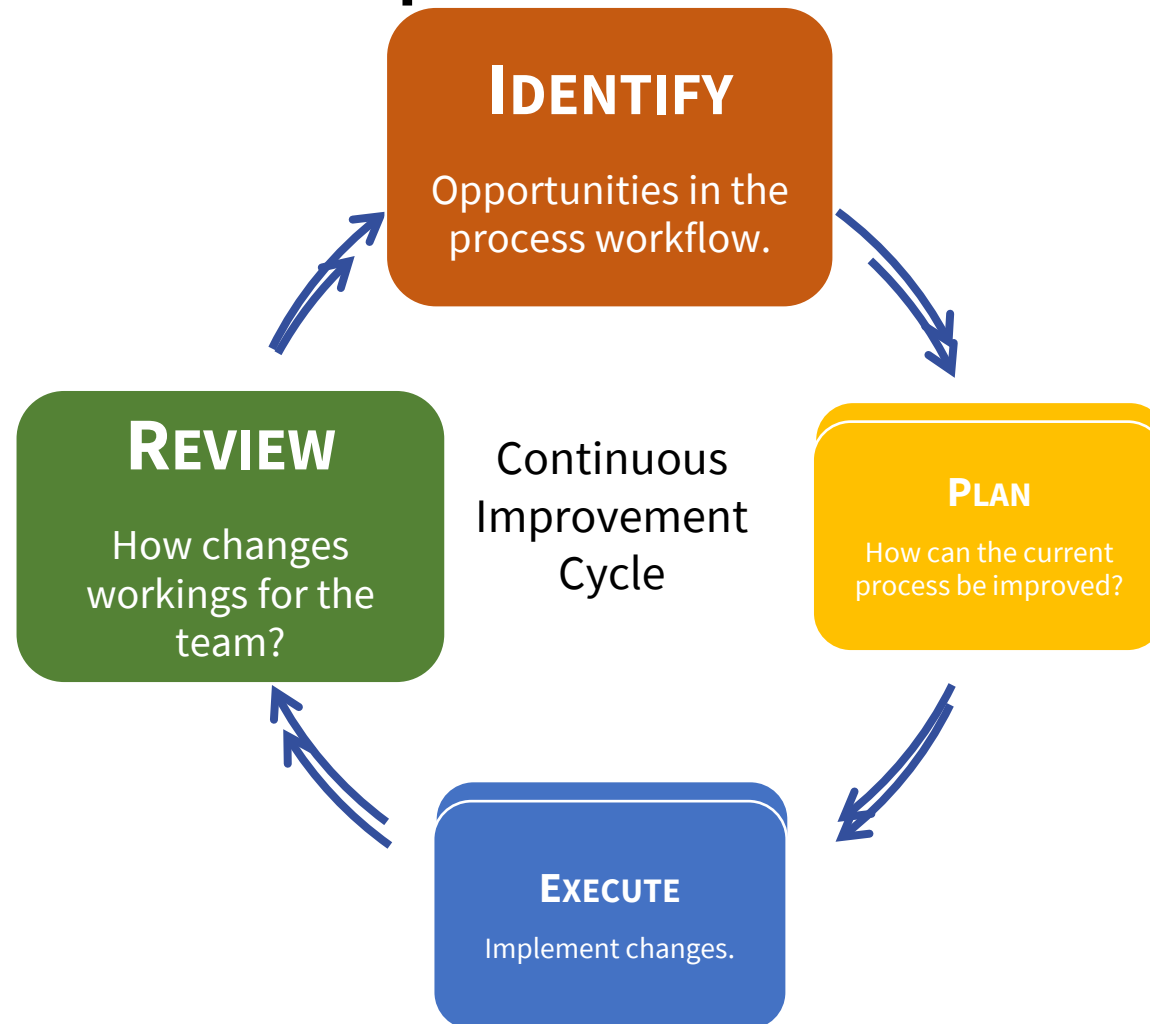


AGENDA

- I. Introduction of Sustainability Basics
- II. Analyzing Data
- III. Sustainability Tools
- IV. Q&A



Continuous Improvement Culture





What do we mean by sustainability?



The active process of establishing your initiative – not merely continuing your project but developing practices and procedures that become a lasting part of the work.



Sustainability Concepts

Support

Stability

Connectivity

Capacity

Evaluation

Adaptation

Communications

Strategy





Sustainability Basics

WHY DO WE NEED TO PLAN FOR SUSTAINABILITY?

- To give yourself time you need to solve for any challenges or barriers
- To map out how to get from *testing change* to ***sustaining change***
- To make your sustainability efforts more efficient and effective
- Developing a plan to monitor the change or progress is more cost-effective





Next Steps in Sustainability Planning

QUESTIONS YOU MUST ASK:

- Is there an improvement to sustain?
- Are there strategies to analyze the data?
- Are there tools that can help you?



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Analyzing Data – Straightforward Data



Collected data along the way



Reports available



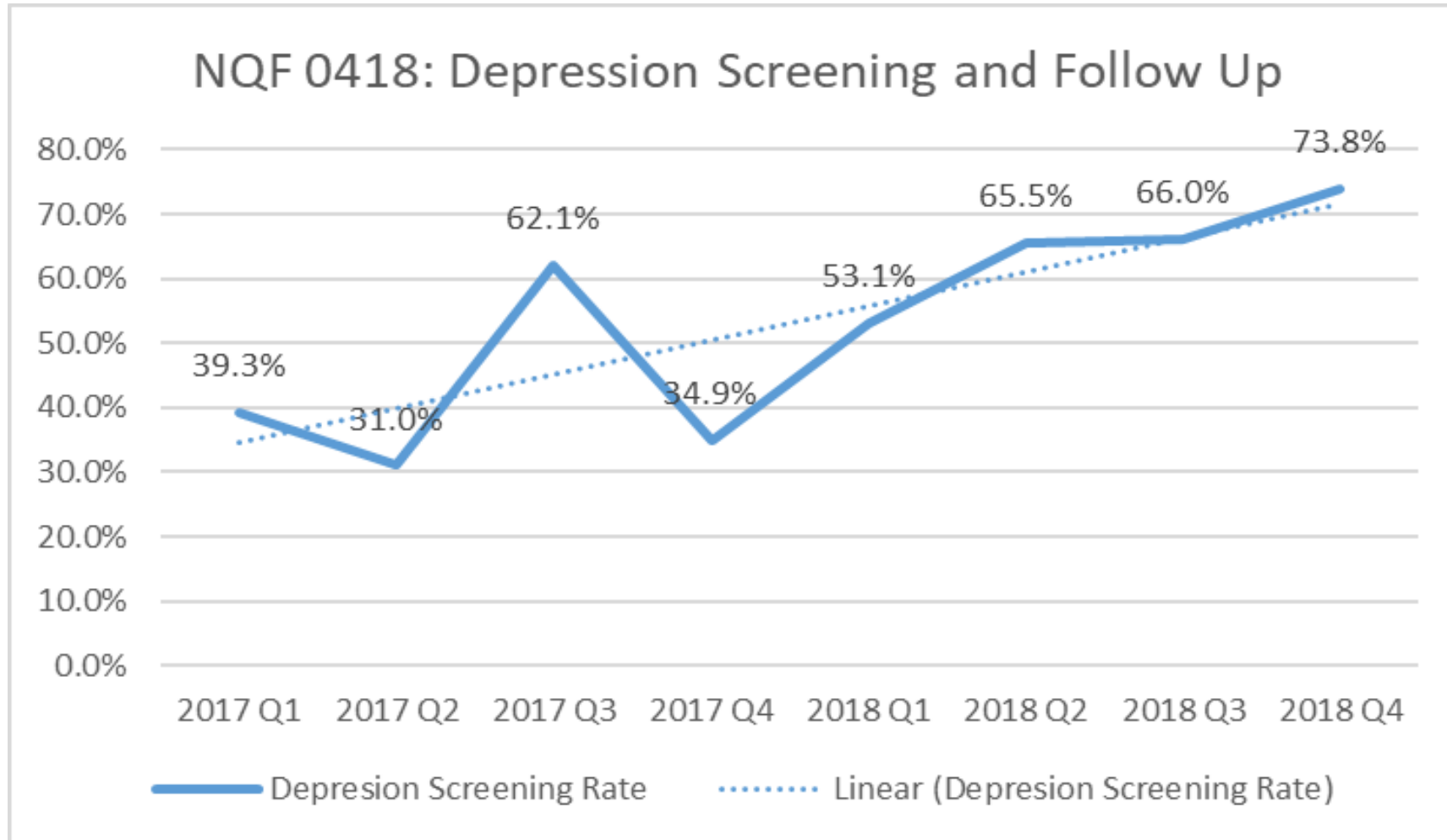
Implemented change ideas



Demonstrated improvements

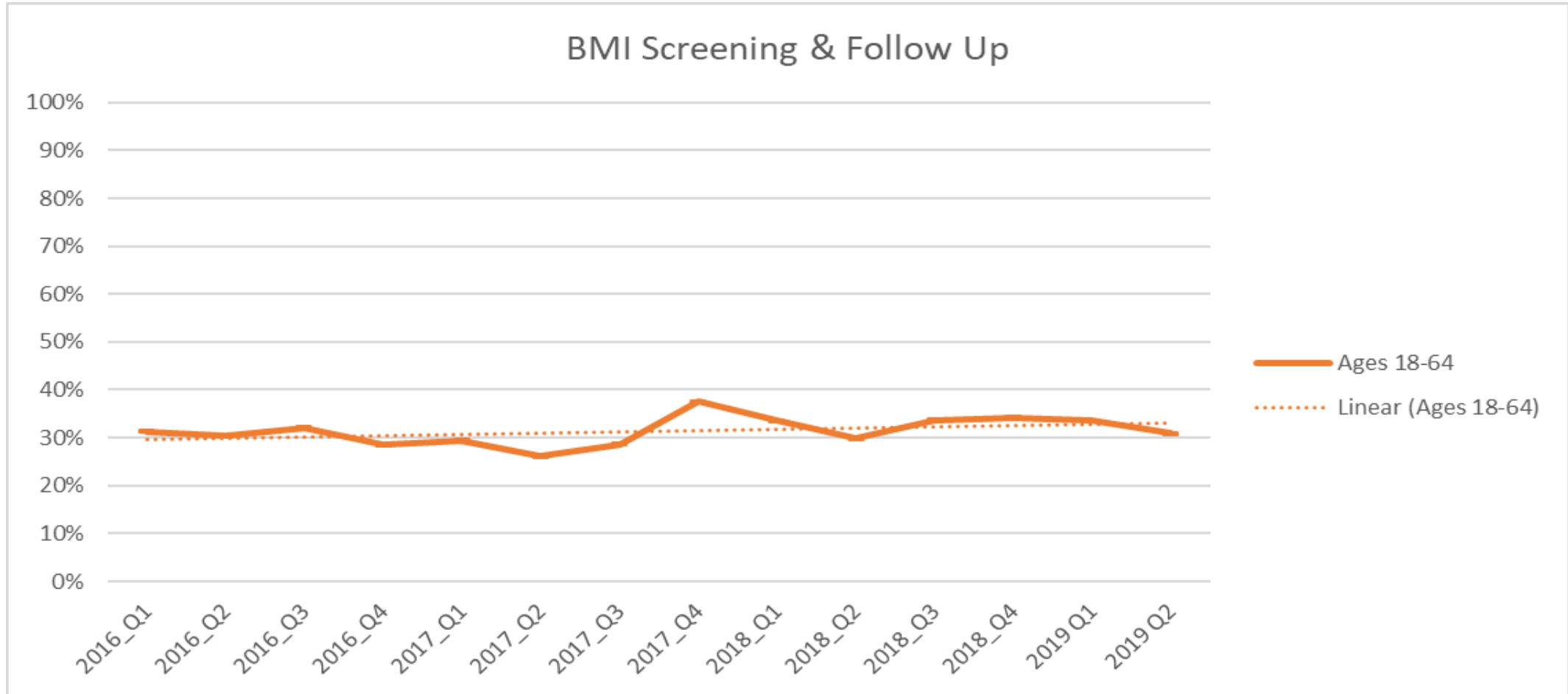


Case Study





Analyzing Complex Data

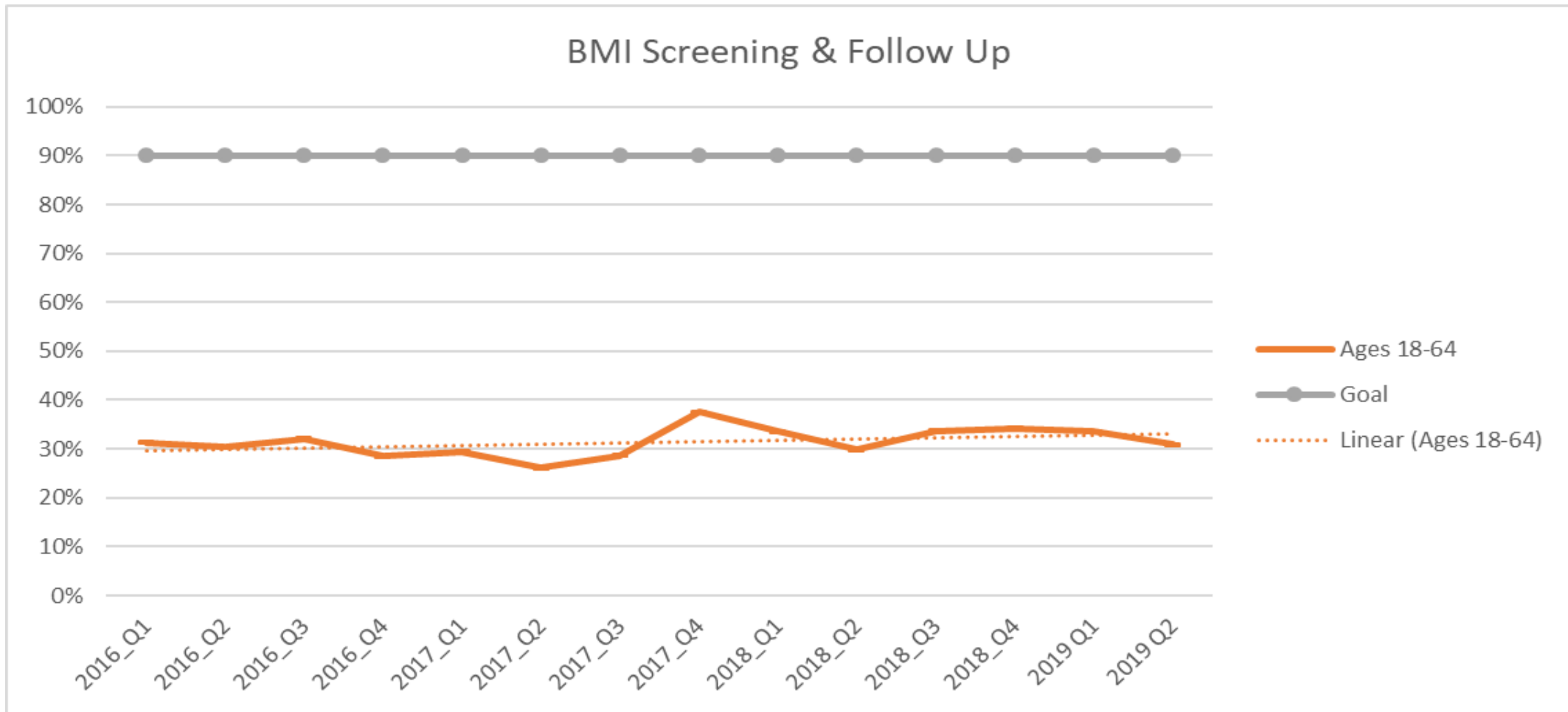




Analyzing Data – Complex Data

- What is your confidence level?
 - Number of patients?
 - Length of time?
- Do you know what you are measuring?
 - Have you collected baseline data?
 - Do you know what goal you are looking for?

Analyzing Complex Data





Analyzing Data – Complex Data

- What type of data are you collecting?
 - Attribute or variable
- What are you trying to prove?
 - Null Hypothesis vs Alternative Hypothesis
- What are you changing?
 - Did you do a root cause analysis?
 - Did you only make one change at a time?
- Is there statistical significance?

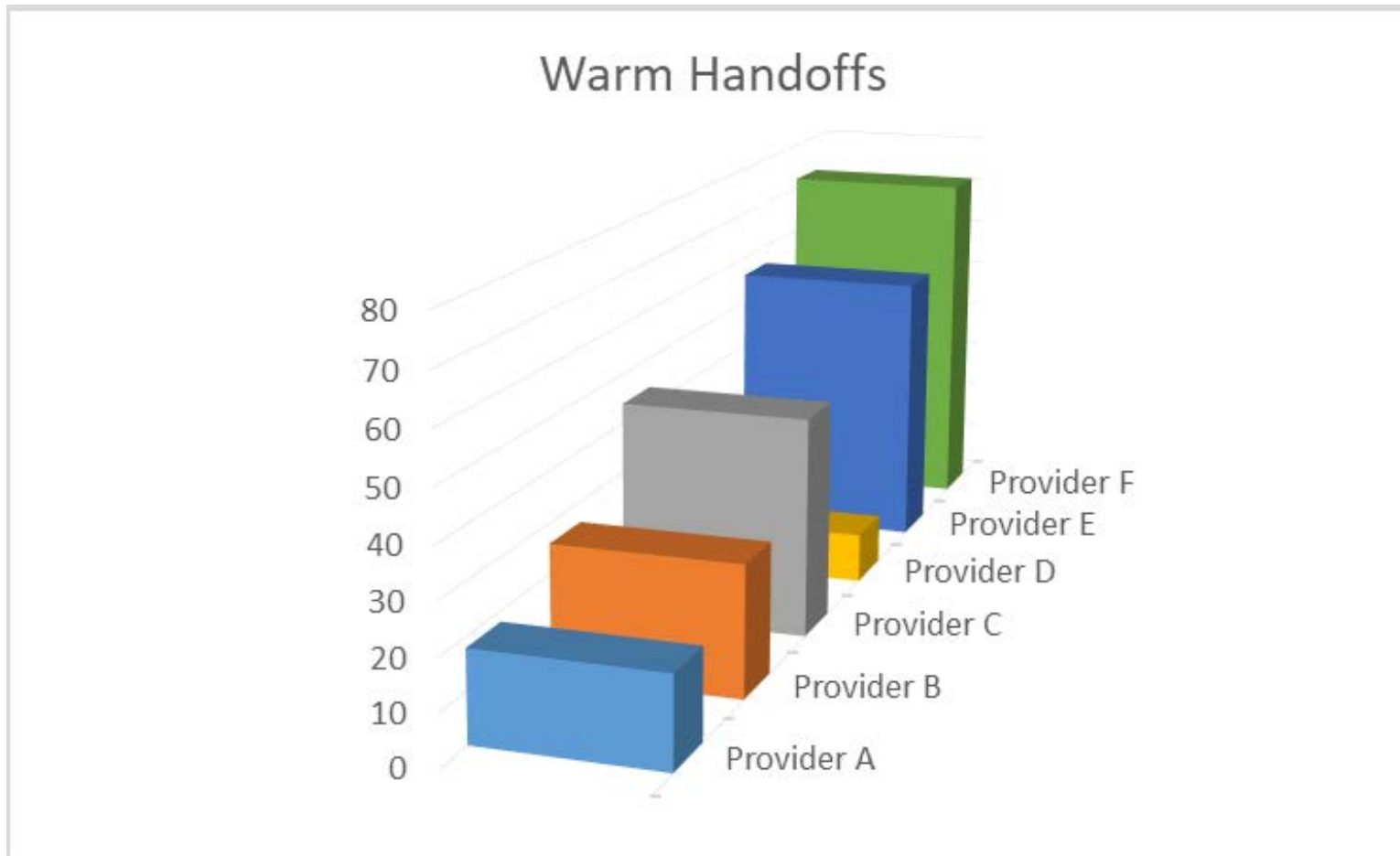
What to do with complex data?

- Let the experts help
 - Ask an analyst
 - Utilize online tools
<https://www.graphpad.com/quickcalcs/ttest1.cfm>

- Design of Experiment

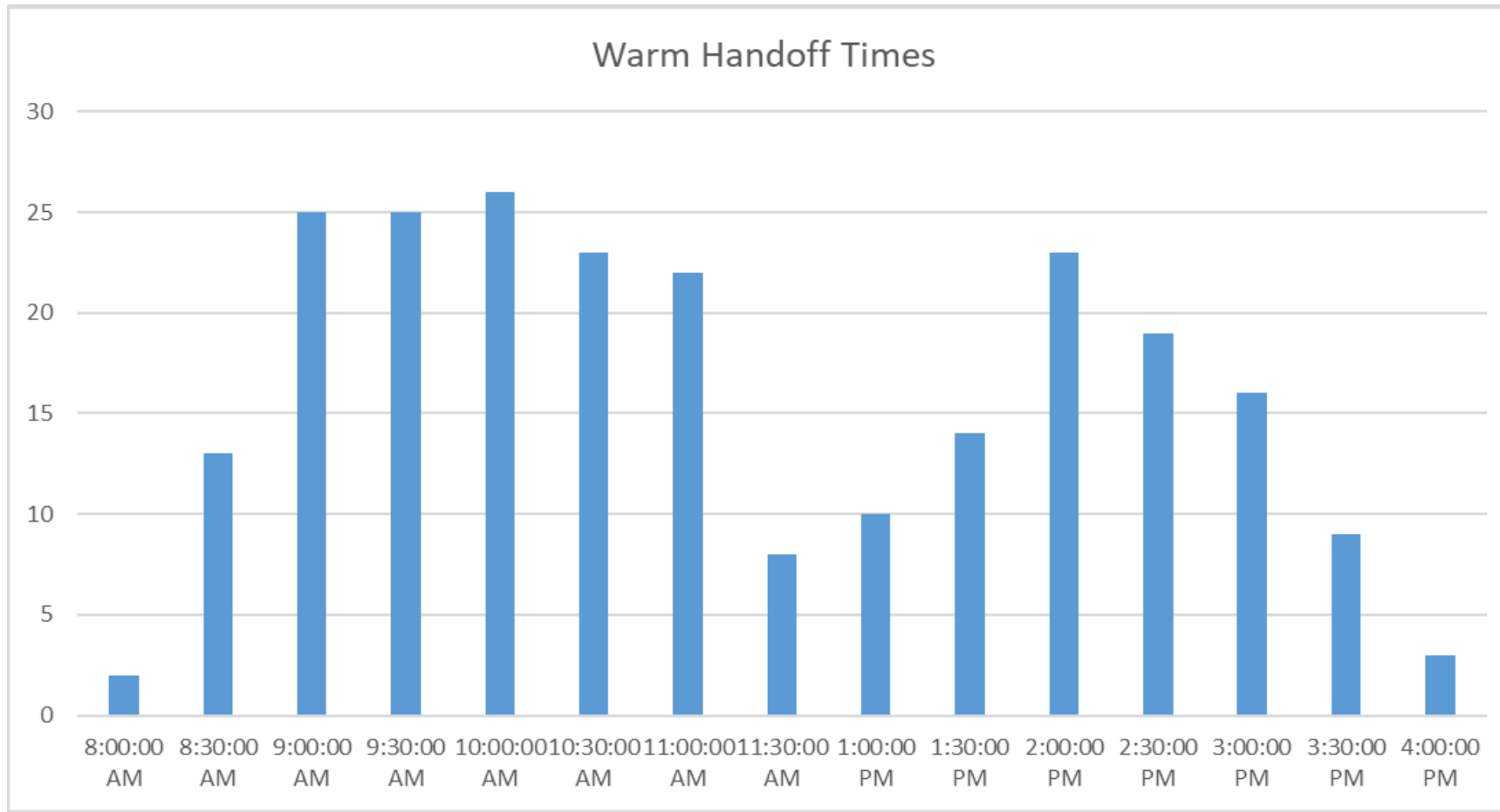
Types of Data	Examples	Statistical Test to Use
One Attribute	Diabetes Diagnosis	1 sample proportion test
Two Attribute	Diabetes Diagnosis and A1C>9	Chi squared
One Variable	A1C level	T-Test
One Attribute and One Variable	Diabetes Diagnosis and A1C level	T-test or ANOVA
Two Variable	A1C level and BMI	Correlation test

Displaying Data





Displaying Data





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Sustainability Checklist

Project Sustainability	Yes	No
Do we have a process owner responsible for reviewing our data to monitor for slippage, designing ongoing improvements/adjustments, and facilitating communication about the performance?		
Are our senior leaders involved?		
Are the systems and processes we developed operating independently of the people involved?		
Have we created, adapted, or used all the existing tools required to make it easier for everyone to follow the new procedures?		
Are we continuously monitoring the project results?		
Have we celebrated our successes?		
Have we communicated our improvements to stakeholders?		

Adapted by K.Cox (2019) from Center for Public Health Quality (n.d). Project Sustainability Checklist.

Sustainability Resources

<p>Program Sustainability Assessment Tool</p>	<p>Free sustainability self-assessment designed to evaluate the sustainability capacity of a program.</p> <ul style="list-style-type: none"> • Offers a sustainability framework that identifies a small set of organizational and contextual domains that can help build the capacity for maintaining a program.
<p>IHI- 6 Essential Practices for Sustainable Improvement</p>	<p>Web-based resource that reviews 6 Quality Control practices as the most promising path to sustainability:</p> <ul style="list-style-type: none"> • Standardization, Accountability, Visual Management, Problem Solving, Escalation, & Integration
<p>Center for Public Health Quality</p>	<ul style="list-style-type: none"> • Spread Checklist and Plan – Tool to assist QI Staff and Leaders to plan for the spread of QI Tools, concepts, and new processes throughout the organization. • Leader's Checklist for Creating a Foundation for Success – useful checklist to guide leaders to create a culture of quality improvements; includes many sustainability elements. • QI Project Sustainability Checklist – Tool to assist QI staff and project teams develop a plan to sustain the improvement made during a QI project.

Spread Checklist

- Spread Evaluation
 - Relative Advantage
 - Compatibility
 - Simplicity
 - Trialability
 - Observability

CPHO **Spread Checklist**
(Adapted from Jane Taylor and the Institute for Healthcare Improvement)

INSTRUCTIONS

1. Complete each section of this checklist to evaluate how the target population will perceive the tool/concept you aim to spread.
2. Identify potential strategies to improve the odds of spreading the tool/concept.
3. Use the *Spread Plan* to summarize the details of your plan.
4. Remember some tools/concepts will be more difficult to "sell" than others. Repeat the above process for **each** tool/concept you aim to spread to ensure that you have developed a successful spread plan.

Better idea
 Identify the tool/concept you aim to spread. _____

Target Population
 Identify who would be most open to the tool/concept. (Think about early adopters.) _____

Improving Spread Odds (Perceived Attributes)

Use the below chart to evaluate how the target population will rate each "perceived" attribute of the tool/concept.
 Based on your ratings, list strategies that will make each attribute more appealing and increase the odds that staff will buy-in to the tool/concept. (Example ideas are listed in gray.)

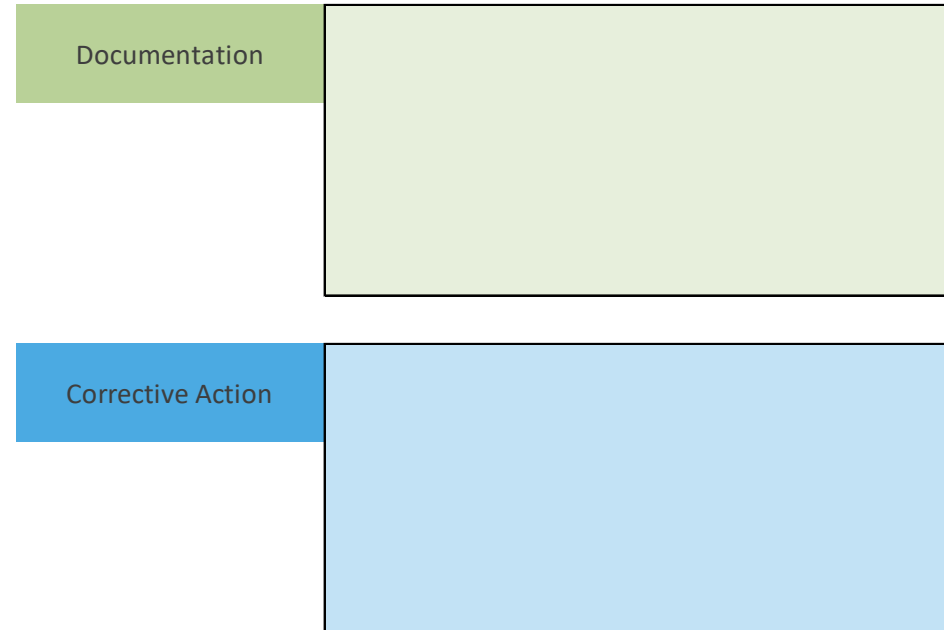
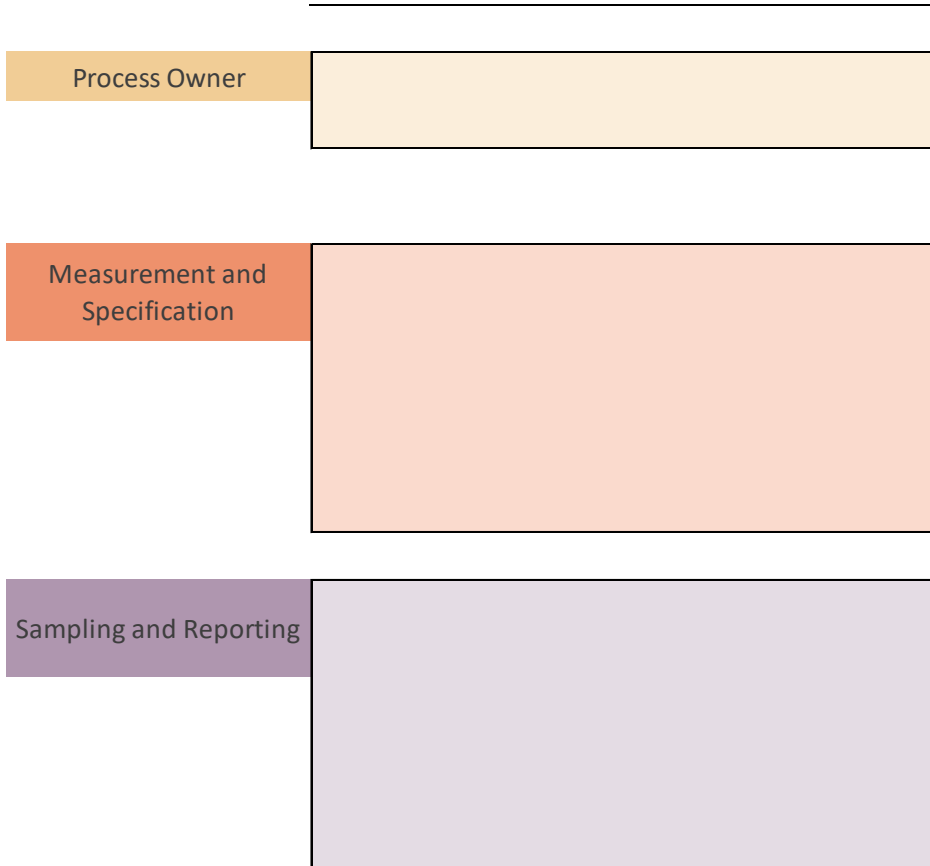
	Poor	Fair	Good	Very Good	Excellent	
1. Relative Advantage of using the tool/concept over what is currently done (e.g. cost-effectiveness, benefits to me).						If you rated an attribute less than "excellent", list strategies that will make each attribute more appealing to your target population. + Showcase benefits & advantages of doing so + Provide incentives to increase advantage of participating
2. Compatibility with existing experiences, needs, and routines.						+ Adapt to positions & needs (e.g. quality services, efficient, and less stress)
3. Simplicity and easy to understand and use.						+ Get rid of jargon and make it fun + Provide training, coaching, and resources to increase confidence + Work with the tool/concept on a team, create a learning environment
4. Trialability in using the tool/concept on a small scale with limited investment (i.e. risk, cost, time).						+ Break things into small pieces (e.g. introduce one tool/concept at a time) + Apply it to a personal issue
5. Observability of the tool/concept in "action".						+ Showcase results from previous QI projects + Demonstrate how each tool/concept works; show it in "action" + Allow staff to use tools in their personal lives

* Summarize your ideas for spreading the tool/concept in the **SPREAD PLAN**. *

- Spread Plan
 - What tool/concept/process will be spread?
 - Who will you spread it to?
 - How many people?
 - What key messages will be communicated?
 - How Often?
 - What strategies will you use to improve the odds of spread?
 - What measures will you track to show you have successful spread the new tool/concept/process?



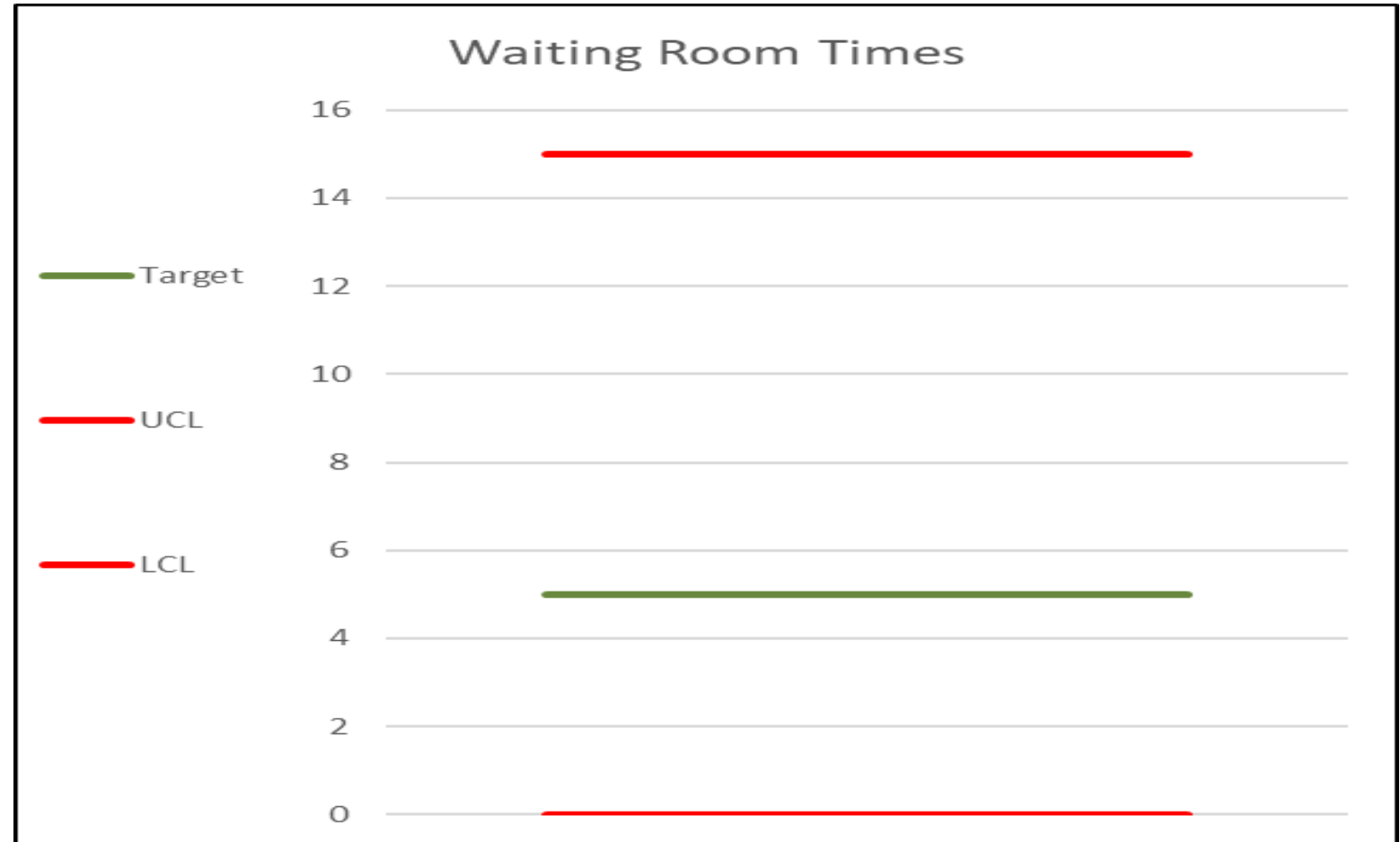
Control Plans





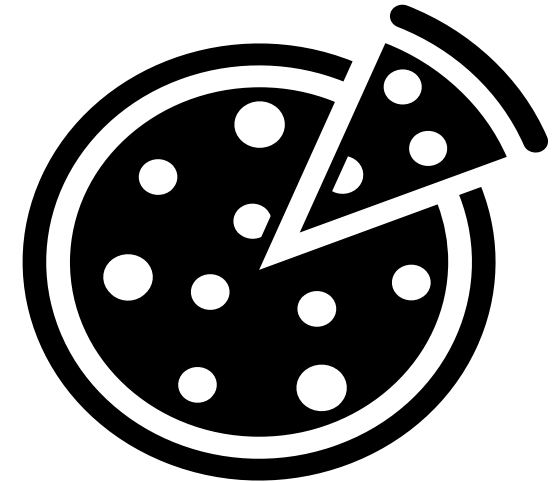
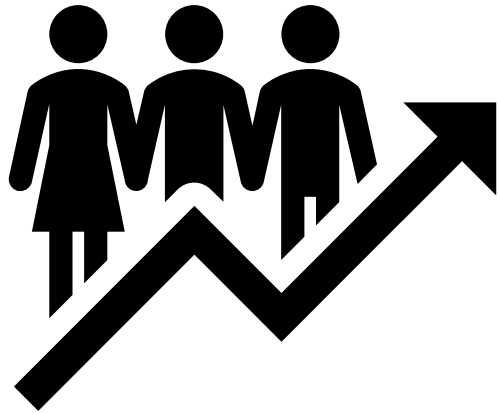
Control Charts

Target
5
UCL
15
LCL
0





Report Out and Celebration





QUESTIONS



VISIT US

www.citizenshealthinitiative.org



SEND US A NOTE

info@citizenshealthinitiative.org