

# UEC Improvement Collaborative Event

## Reflecting Upon Long Term Success to Sustain Improvements in Healthcare

**20/09/2017**

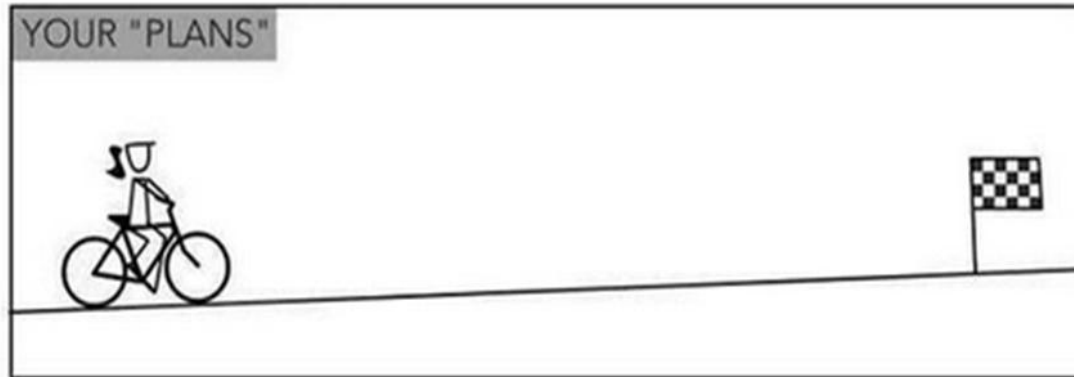
**Laura Lennox**, Associate Lead Improvement Science and  
Quality Improvement, CLAHRC NWL

# Session Outline

- Introduction and Background
  - The Sustainability Challenge*
  - Background and CLAHRC Experience*
- Defining Long Term Success for your work
  - Group discussion
- The Long Term Success Approach
  - The Factors for Long Term Success
- Considering your project's long term success
  - Group discussion
- Summary and Questions

# What is Long Term Success?

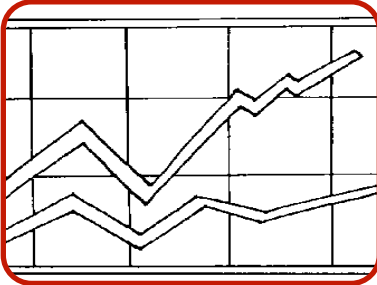
*'A process, not an end-point'*



# The Problem

- Significant resources are dedicated to quality improvement within healthcare services to improve patient outcomes and experience but...
- Many improvement initiatives don't have a lasting impact on care.<sup>1-3</sup>
  - **2004:** only 1/3 achieve long term success<sup>1</sup>
  - **2012:** Few than half of the continuing intervention at high levels of fidelity.<sup>2</sup>
  - **2015:** Quality improvement programmes associated with improvement, but the effects not sustained over time.<sup>3</sup>
  - **2016:** “Large-scale improvement projects can be sustained”<sup>4</sup>

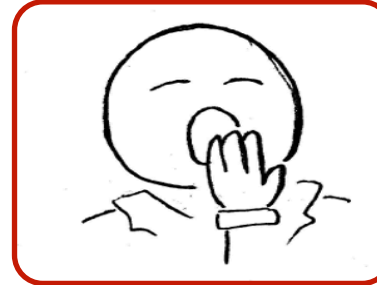
# Why is this important?



Variation<sup>1,5</sup>



Waste<sup>1,5</sup>

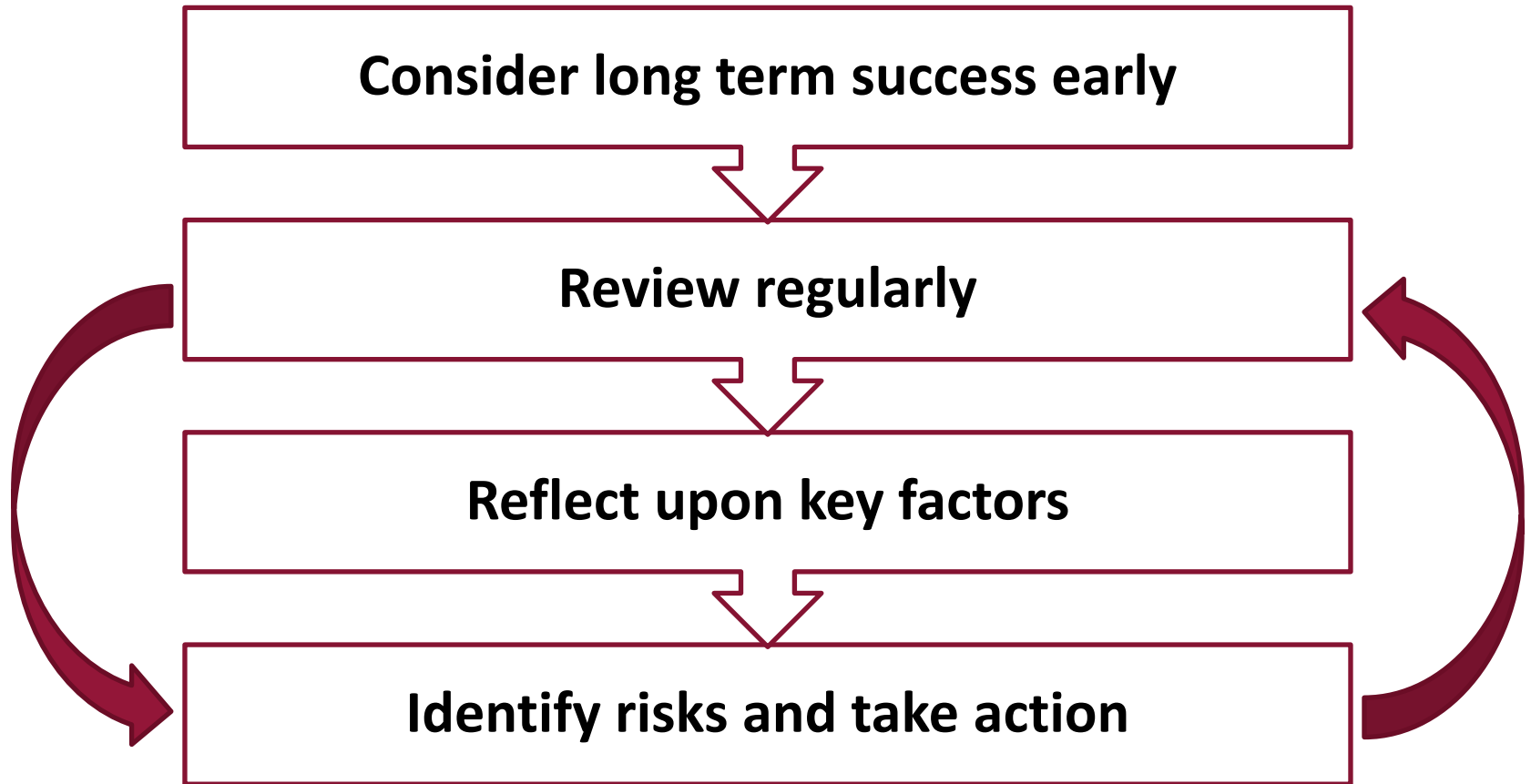


Declining  
Support<sup>6-7</sup>

# Why this should matter to you?

*“Your true impact will only be seen in time- if it doesn’t stick around you will never be able to show what you have accomplished. No one cares if you have made a change for two weeks.”*

# What can be done?



# In Small Groups

## Consider...

- 1. What does long term success mean for your work?*
- 2. Are there sustainability issues unique to your project/site/setting? If so, what are they?*



# Long Term Success Goals:

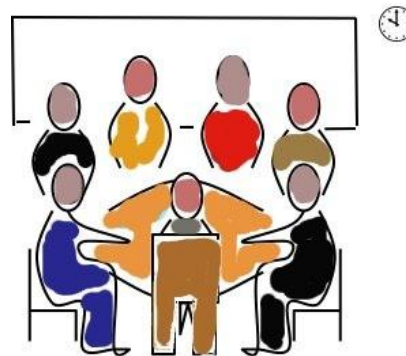
**Your goal could be to achieve:**

- I. A lasting improvement to patient care or outcomes
- II. Consistent achievement of targets
- III. Continued use of a method or resource
- IV. All or a combination of the above



# Feedback

- Record your goals on flipchart paper
- Discuss with your table
- Were there any differences/similarities?





# The NHS III Sustainability Model



- The NHS III Sustainability Model<sup>8</sup> was used by project teams from 2008-2013.
- Over 1900 completions of the model.
- Securing engagement with the SM was challenging.
- Feedback from teams indicating difficulty in understanding and applying the tool.<sup>9</sup>

Doyle et al. *Implementation Science* 2013, **8**:127  
<http://www.implementationscience.com/content/8/1/127>



## RESEARCH

## Open Access

### Making change last: applying the NHS institute for innovation and improvement sustainability model to healthcare improvement

Cathal Doyle\*, Cathy Howe, Thomas Woodcock, Rowan Myron, Karen Pheko, Chris McNicholas, Jessica Saffer and Derek Bell

#### Abstract

The implementation of evidence-based treatments to deliver high-quality care is essential to meet the healthcare demands of aging populations. However, the sustainable application of recommended practice is difficult to achieve and variable outcomes well recognised. The NHS Institute for Innovation and Improvement Sustainability Model (SM) was designed to help healthcare teams recognise determinants of sustainability and take action to embed new practice in routine care. This article describes a formative evaluation of the application of the SM by the National Institute for Health Research Collaboration for Leadership in Applied Health Research and Care for Northwest London (CLAHRC NWL).

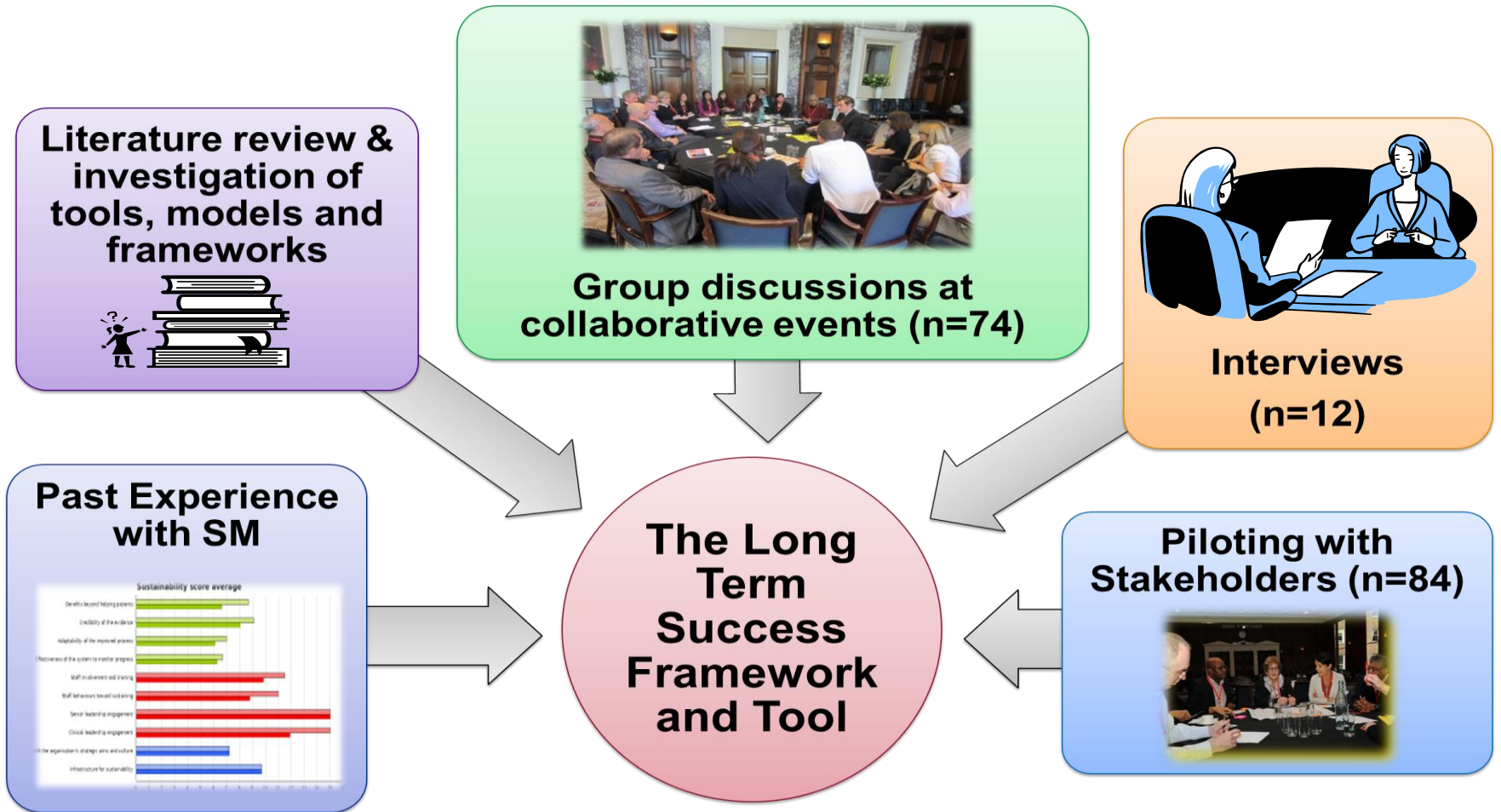
Data from project teams' responses to the SM and formal reviews was used to assess acceptability of the SM and the extent to which it prompted teams to take action. Projects were classified as 'engaged,' 'partially engaged' and 'non-engaged.' Quarterly survey feedback data was used to explore reasons for variation in engagement. Score patterns were compared against formal review data and a 'diversity of opinion' measure was derived to assess response variance over time.

Of the 19 teams, six were categorized as 'engaged,' six 'partially engaged,' and seven as 'non-engaged.' Twelve teams found the model acceptable to some extent. Diversity of opinion reduced over time. A minority of teams used the SM consistently to take action to promote sustainability but for the majority SM use was sporadic. Feedback from some team members indicates difficulty in understanding and applying the model and negative views regarding its usefulness.

The SM is an important attempt to enable teams to systematically consider determinants of sustainability, provide timely data to assess progress, and prompt action to create conditions for sustained practice. Tools such as these need to be tested in healthcare settings to assess strengths and weaknesses and findings disseminated to aid development. This study indicates the SM provides a potentially useful approach to measuring teams' views on the likelihood of sustainability and prompting action. Securing engagement of teams with the SM was challenging and redesign of elements may need to be considered. Capacity building and facilitation appears necessary for teams to effectively deploy the SM.

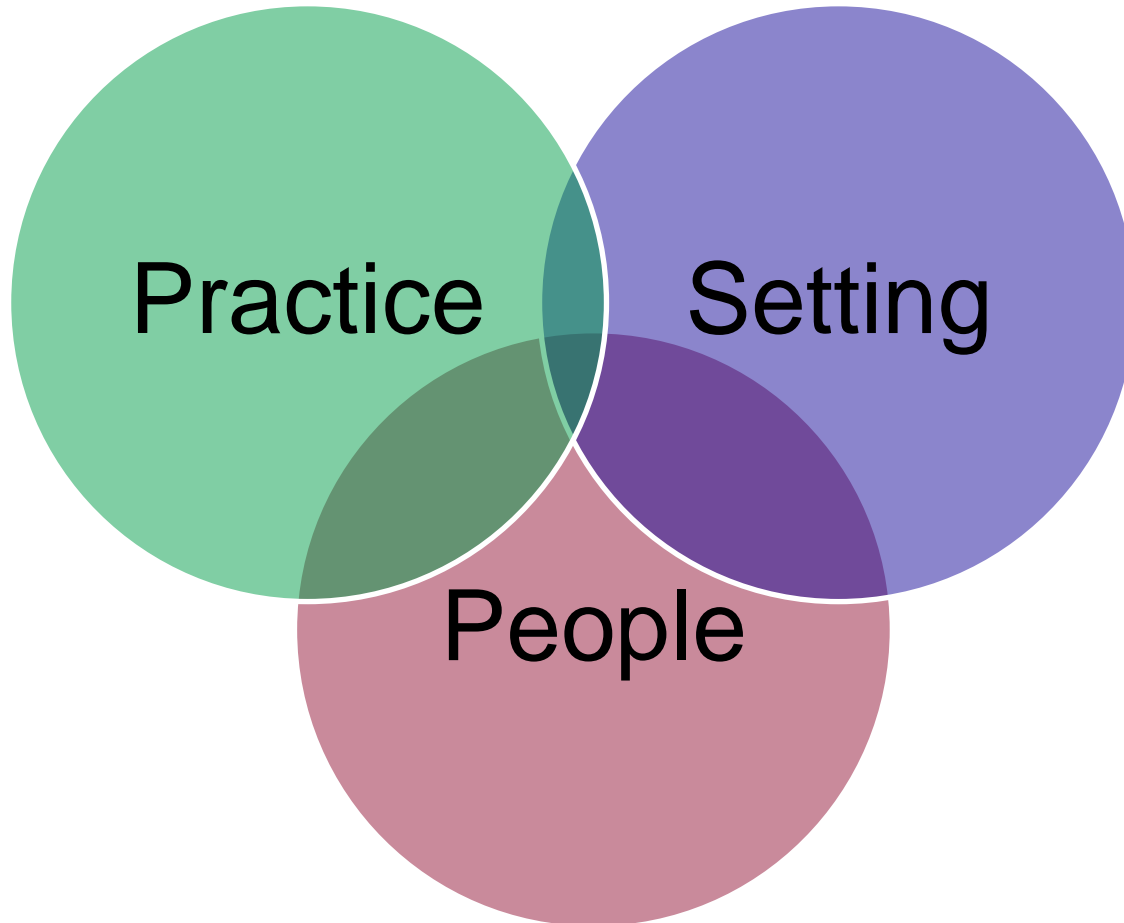
**Keywords:** Sustainability, Implementation

# Developing an Adapted Method

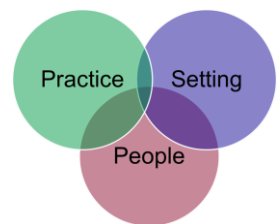
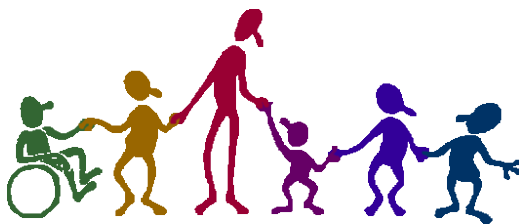
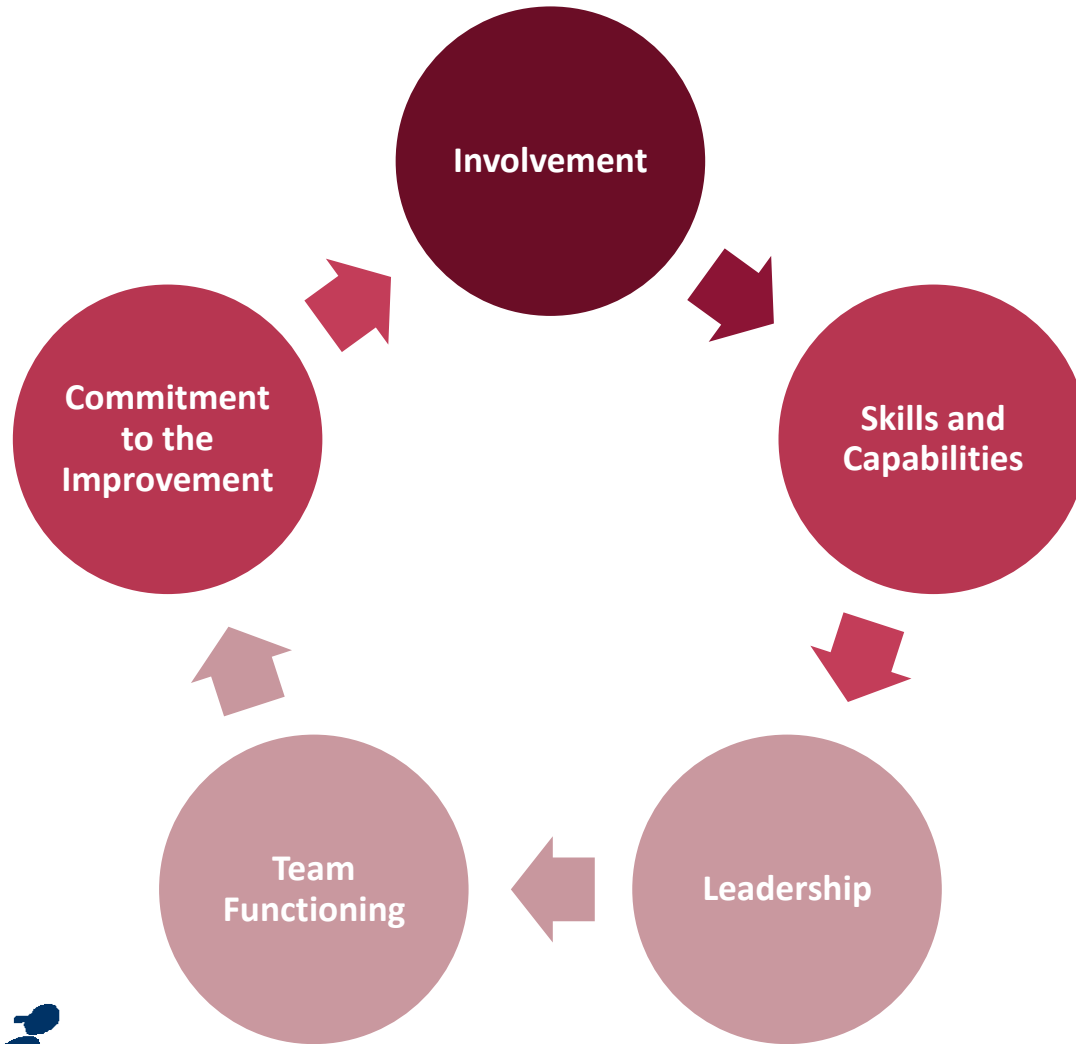


# **The Factors for Long Term Success**

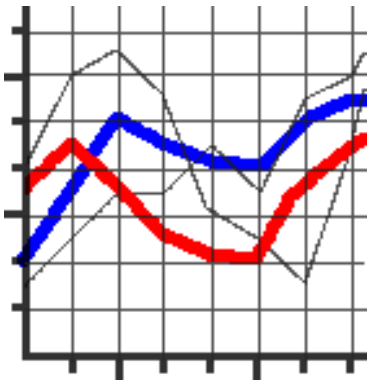
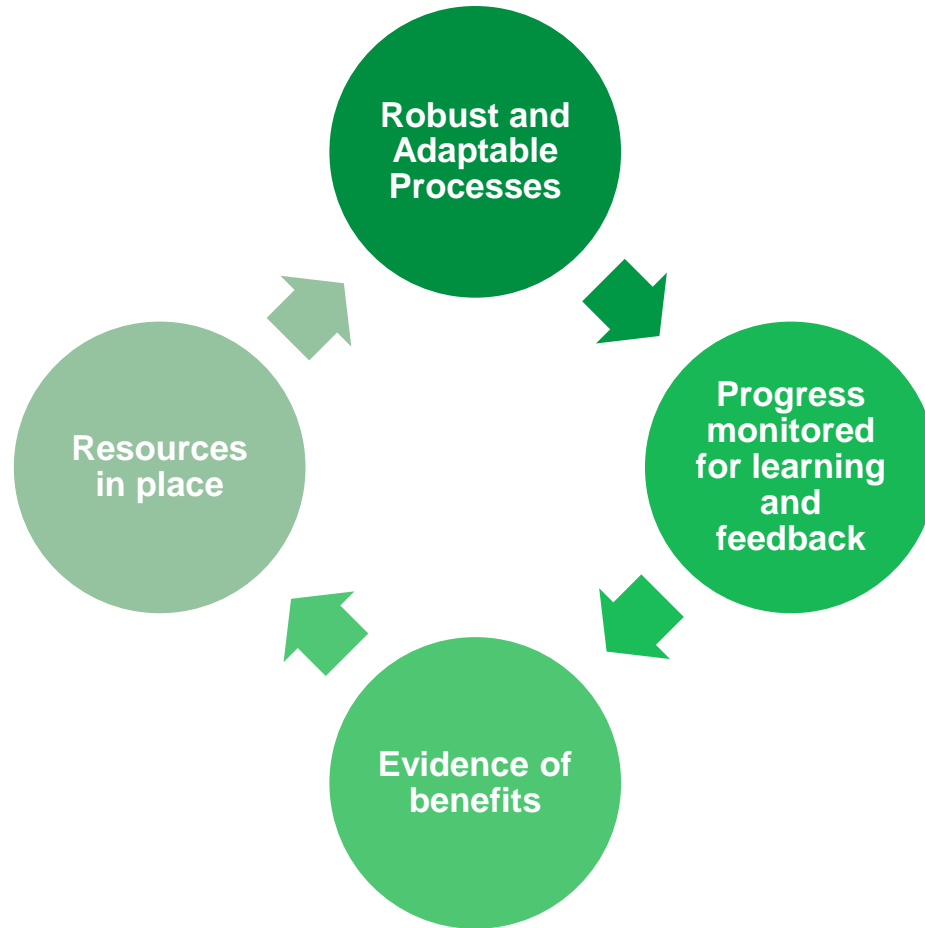
# What is Long Term Success?



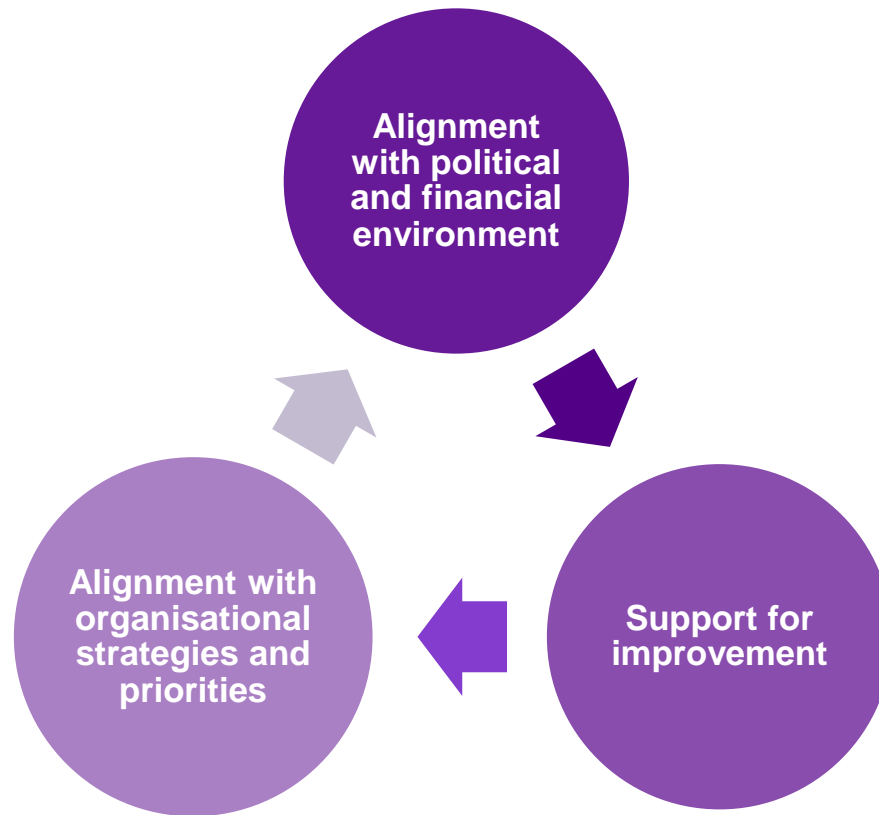
# People



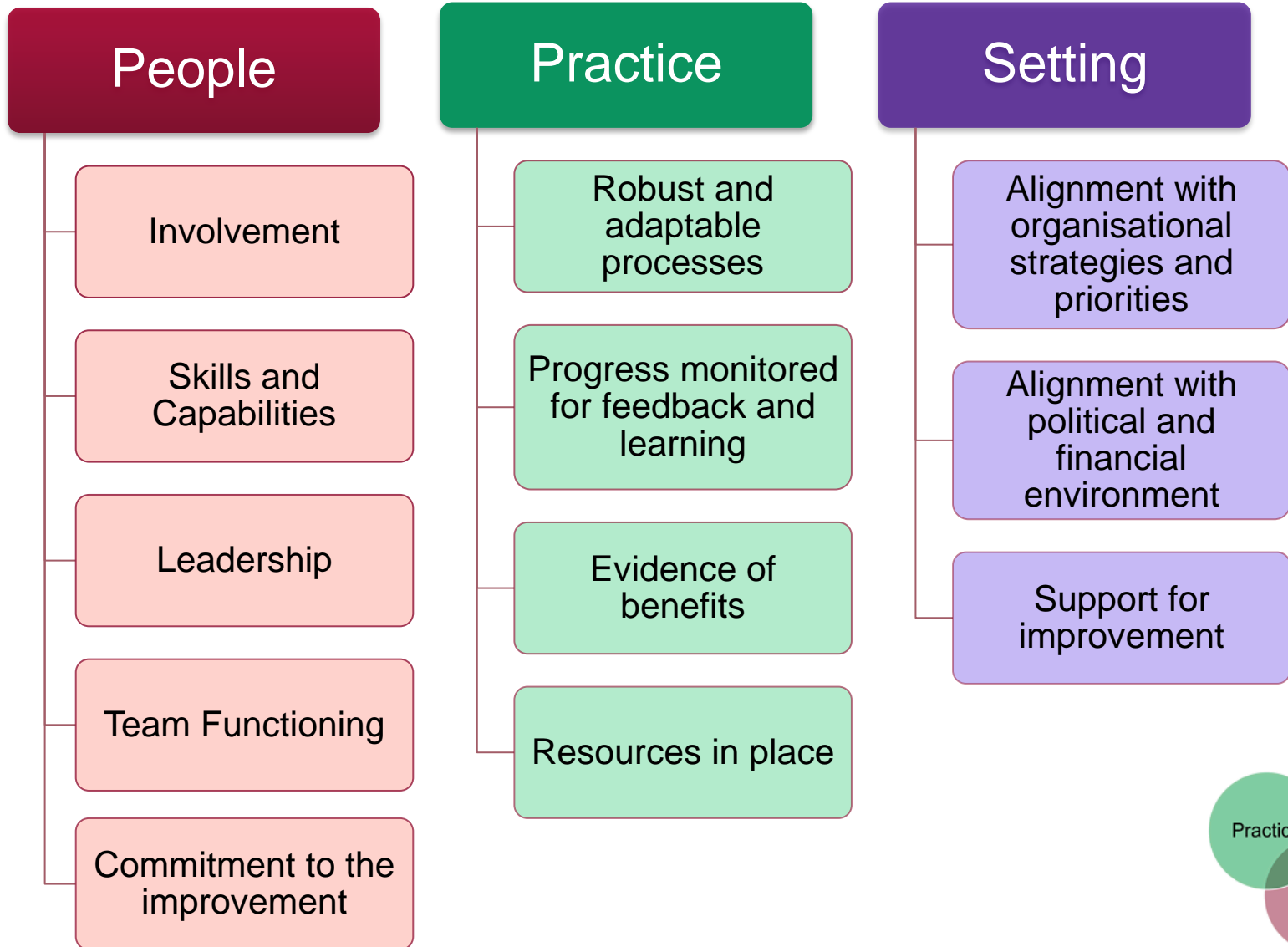
# Practice



# Setting



# Factors for Long Term Success



# How Can You Keep track?

## *You may have:*

- Systems in place
- Tools and structures to explore individual factors
- Staff allocated
- Quality Improvement Methods

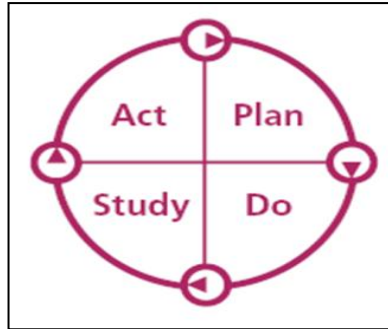
## **But...**

*“It’s going to be difficult for every element of your project to tick all the boxes, so there are inevitably compromises and so you are going to have to rank things to a certain extent.”*

## *You may need:*

- Holistic view of the project
- Wider team perspectives

# The Long Term Success Approach



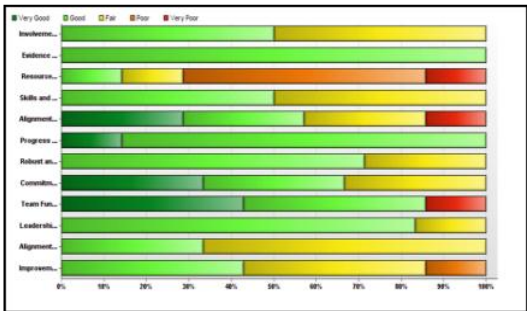
**Team members score factors and comment on actions needed**

**Take action to mitigate risks**

**Ratings collated for team and overall report produced**



**Team discussion and planning**



# The Long Term Success Tool

- A scoring mechanism tool to examine 12 Long Term Success factors<sup>10</sup>
- A simple way to rate impressions on these factors as the project progresses
- A platform for people to share their own views and learn about the different views
- To ensure teams are aware of how systems are evolving overtime, teams encouraged to use the tool every 3-6 months

8100271005 **NIHR CLAHRC**  
North West London

## Long Term Success Tool

This tool aims to aid you in planning for long term success for your project. You will be asked to rate 12 areas that have been identified to impact long term success from current literature and evidence.

Each rating should represent an overall impression on how you believe your project is doing. Please use the action boxes to highlight any comments and potential actions needed to address the areas.

**A. Please specify which CLAHRC project your are completing the form for:**

\_\_\_\_\_

**B. Please rate this project in the following areas:**

**1. Commitment to the Improvement**  
My team understands what the project is trying to achieve and believe this work will lead to improved processes and outcomes.

Very Good  Good  Fair  Poor  Very Poor  No Opinion  Don't Know

Actions needed

\_\_\_\_\_

**2. Involvement**  
a) I have the opportunity to input into the project and I feel a sense of ownership towards the work. I am able to express my ideas freely which are openly considered by the team.

Very Good  Good  Fair  Poor  Very Poor  No Opinion  Don't Know

b) There is wide breadth of involvement from stakeholders including patients and members of the public who regularly feed into the project.

Very Good  Good  Fair  Poor  Very Poor  No Opinion  Don't Know

Actions needed

\_\_\_\_\_

**3. Skills and capabilities**  
Staff have the necessary skills to deliver the improvement. Training and development opportunities are available to all staff, volunteers and other people involved.

Very Good  Good  Fair  Poor  Very Poor  No Opinion  Don't Know

Actions needed

\_\_\_\_\_

**4. Evidence of benefits**  
Evidence of benefits of the project are regularly communicated and visible to staff and patients.

Very Good  Good  Fair  Poor  Very Poor  No Opinion  Don't Know

Actions needed

\_\_\_\_\_

**5. Leadership**  
My project has supportive and respected leaders and/or champions who advocate for the improvement, communicate the vision, and effectively manage the process.

Very Good  Good  Fair  Poor  Very Poor  No Opinion  Don't Know

Actions needed

\_\_\_\_\_

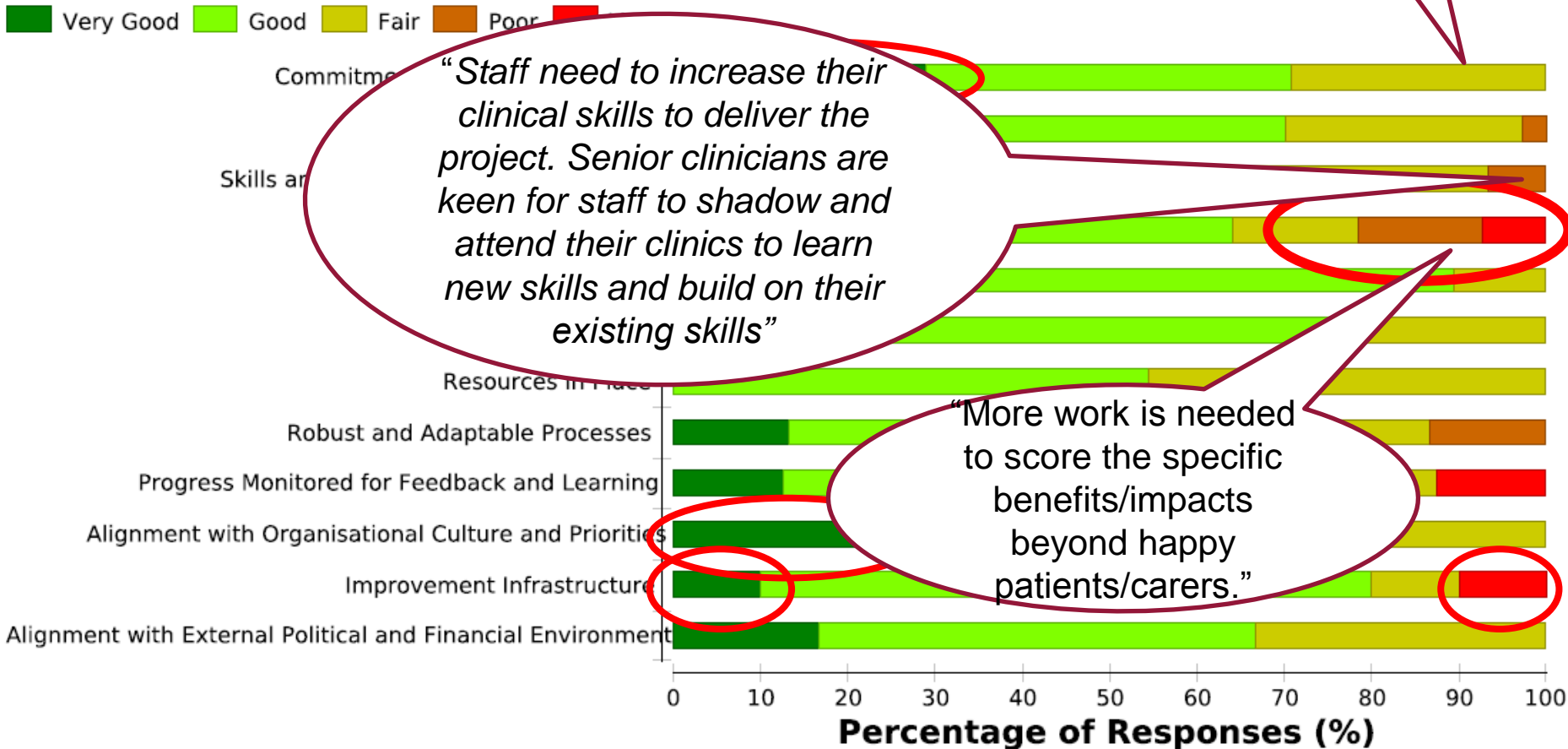
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# Team Ratings

“Core group of individuals who are doing most of the work.”

## Long Term Success Rating

(excluding No Opinion and Don't Know answers, denominator may vary)



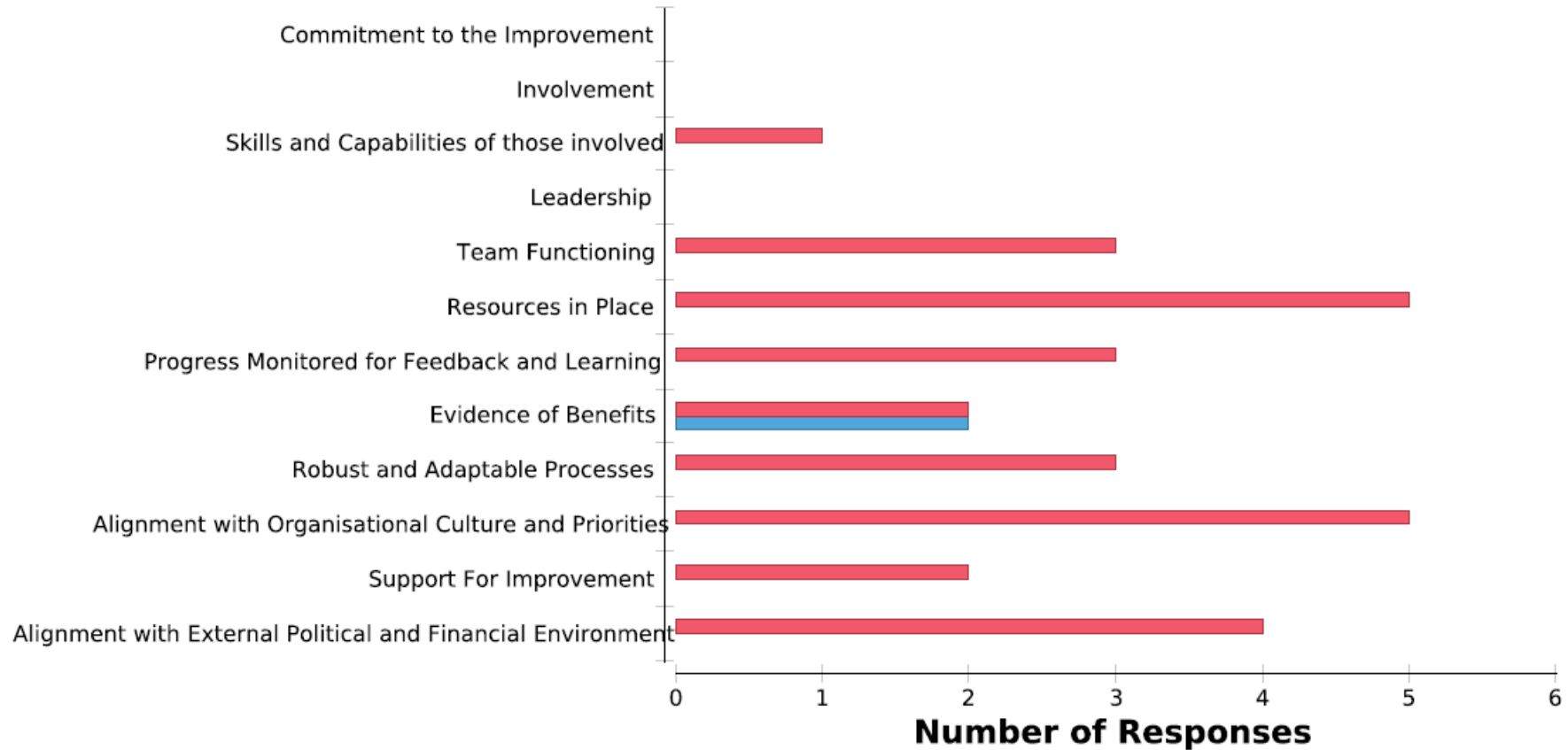
“Staff need to increase their clinical skills to deliver the project. Senior clinicians are keen for staff to shadow and attend their clinics to learn new skills and build on their existing skills”

“More work is needed to score the specific benefits/impacts beyond happy patients/carers.”

# I don't know/No opinion

**Number of No Opinion and Don't Know Answers**

Don't Know No Opinion



# Long Term Success In Your Project

## Planning to *Sustain Your Work*

# On your own

- Provide a rating to give an overall impression of how your project is doing in relation to each of the factors now
- Use the comment box to explain what your concerns may be and suggest actions
- 5-10 minutes to complete

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North West London

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Actions needed  
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Very Good  Good  Fair  Poor  Very Poor  No Opinion  Don't Know

*b) There is wide breadth of involvement from stakeholders including patients and members of the public who regularly feed into the project.*

Very Good  Good  Fair  Poor  Very Poor  No Opinion  Don't Know

Actions needed  
\_\_\_\_\_

**3. Skills and capabilities**  
*Staff have the necessary skills to deliver the improvement. Training and development opportunities are available to all staff, volunteers and other people involved.*

Very Good  Good  Fair  Poor  Very Poor  No Opinion  Don't Know

Actions needed  
\_\_\_\_\_

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*Evidence of benefits of the project are regularly communicated and visible to staff and patients.*

Very Good  Good  Fair  Poor  Very Poor  No Opinion  Don't Know

Actions needed  
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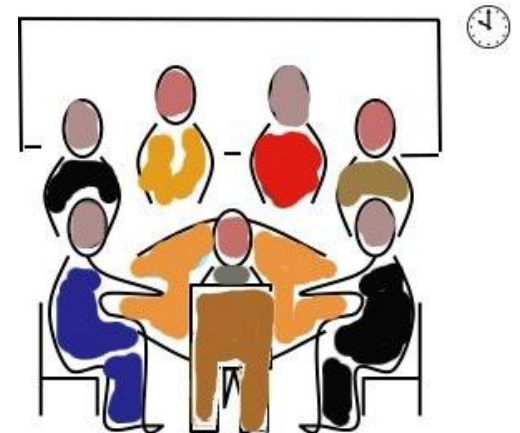
Very Good  Good  Fair  Poor  Very Poor  No Opinion  Don't Know

Actions needed  
\_\_\_\_\_

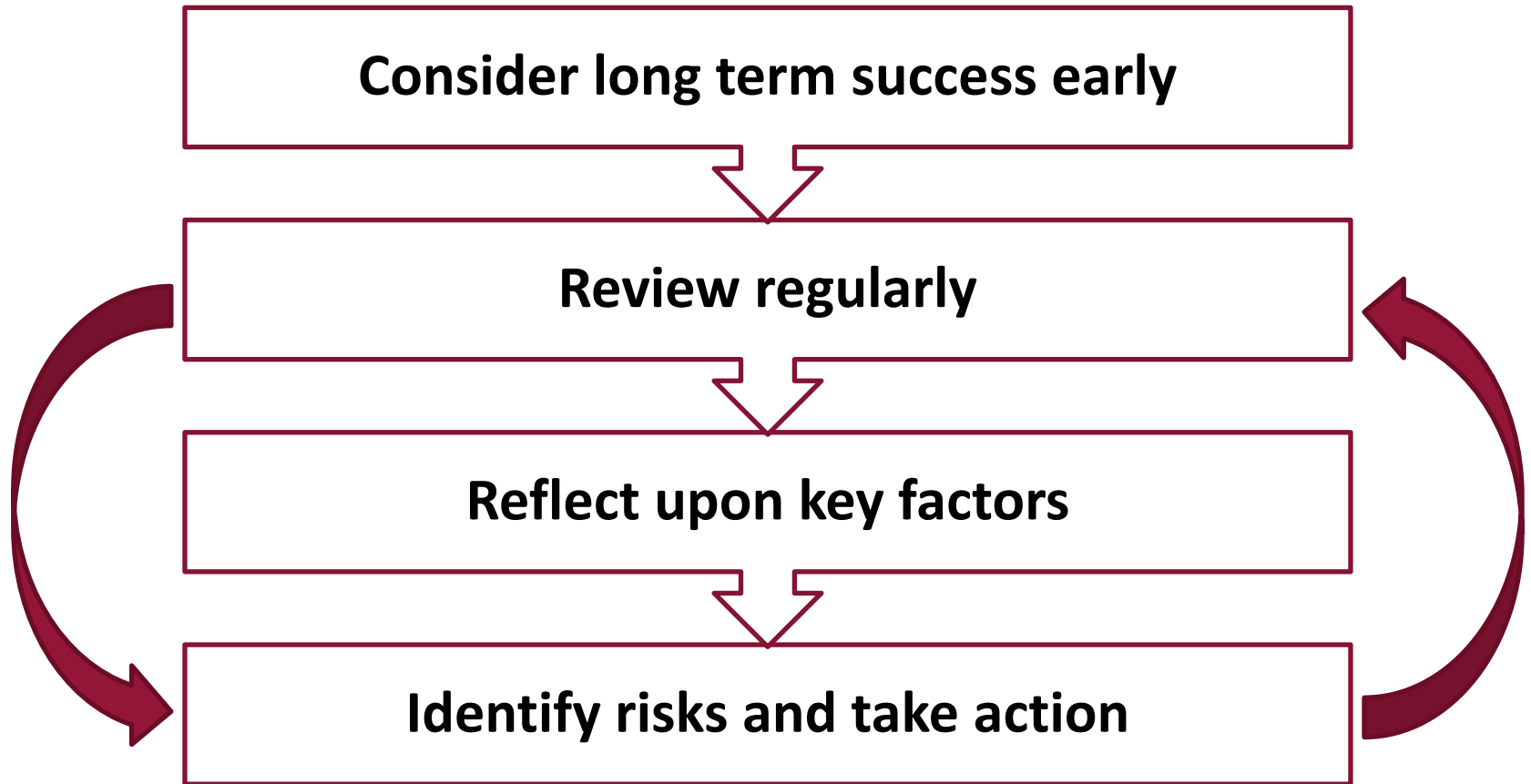
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# In Small Groups...

- Discuss your results and the factors which are impacting your work
- Discuss where you think your priorities are and next steps you may take
- Feedback
  - Any surprises?
  - Main risks and priorities



# Take away messages



# Measuring LTS in your project

- *Lennox L, et al. What makes a sustainability tool valuable, practical, and useful in real world healthcare practice? A qualitative study on the development of the Long Term Success Tool in Northwest London. BMJ Open. 2017;In Press.*
- Tool available to download
- Scoring Spreadsheet

	A	B	C	D	E	F	G	H	I
1	time point:								
2		factor	Commitment to the Improvement	Involvement (A)	Involvement (B)	Skills and Capabilities of those involved	Leadership	Team Functioning	Resources in Place
3	person	1	very good	very good	good	very good	very good	very good	good
4		2	very good	good	very good	good	good	fair	very good
5		3	very good	good	very good	good	very good	fair	very good
6		4	good	good	fair	good	very good	very good	don't know
7		5	good	good	good	good	fair	fair	fair
8		6	good	good	good	very good	good	good	good
9		7	very good	very good	very good	good	very good	fair	good
10		8							
11		9							
12		10							
13		11							
14		12							



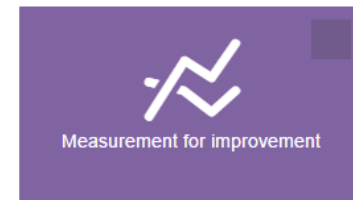
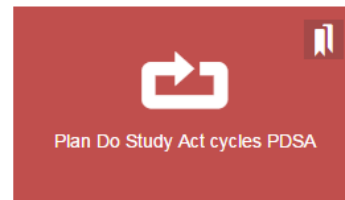
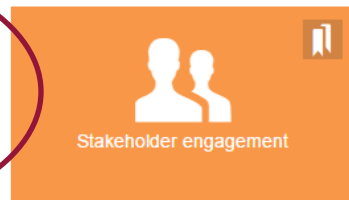
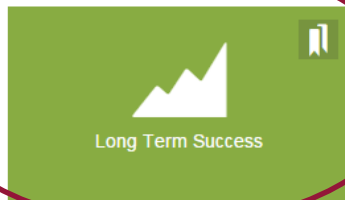
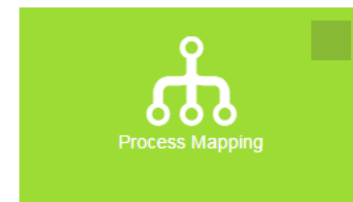
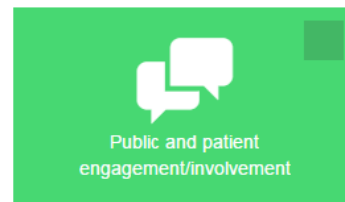
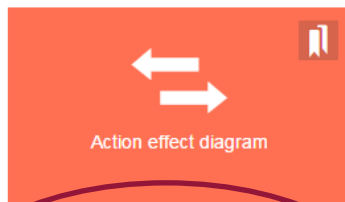
# Principles to Remember

- Make time to consider the bigger picture
- The scores should not be used as judgement
- Scores represent individual impressions and should not be seen as right or wrong but as a platform for discussion
- Discussions should be action focused and teams should concentrate on making concrete decisions and action plans

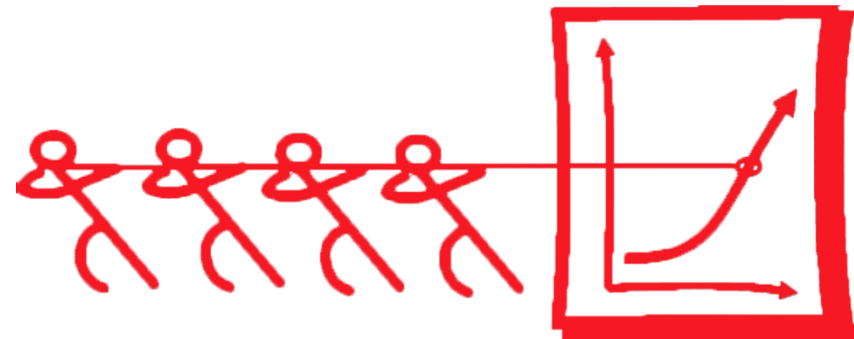
# More information?

- Long Term Success E-learning Module

## Learning Module



# Questions?



# References

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