QI Corner:
Intro to Sustainability

Ohio Chapter
INCORPORATED IN OHIO
American Academy of Pediatrics
DEDICATED TO THE HEALTH OF ALL CHILDREN®

Introduction to Sustainability

- **What is sustainability?**
  - Sustainability occurs when processes or improved outcomes last within an organization after implementation has occurred
  - Sustainability is the continuation of a project's goals and efforts to achieve the desired outcomes

- **What are your goals for sustainability?**
  - Improve patient care (or continue improvements made during QI)
  - Maintain processes put into place during the project
  - Conserve efforts (avoid duplication, reduce time lost, etc.)

TEN KEY FACTORS

Introduction to Sustainability

- **To increase sustained changes, project should address:**
  - Perceived efficacy
    - When people trust the quality and validity of the evidence supporting an intervention, it is *more likely to be adopted and results in less change fatigue and cynicism*
  - Complexity
    - Simple and easy to use are more likely to be sustained and *reliably performed*
  - Alignment and planning
    - Aligned with an organization's goals, values, and objectives
    - Planned to avoid conflicts between competing projects or priorities

http://www.ihi.org/communities/blogs/is-there-a-way-to-prevent-quality-improvement-burnout
https://armstronginstitute.blogs.hopkinsmedicine.org/2014/03/11/a-cure-for-initiative-fatigue/

Introduction to Sustainability

- **To increase sustained changes, project should address:**
  - End-user participation
    - Active participation of end-users in the design, testing, revision and implementation of changes
      - Also, more likely to be easier to put into practice
  - Workload
    - Interventions that require *less effort or improve the current workflow*
    - Also provide the resources needed to make changes – time, materials, etc.

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Tips for Sustaining Improvements

- **Standardization**
  - Specific, detailed, documented procedures – For staff, managers and admins
  - Minimizing confusion and duplication, ensuring the availability of supplies
- **Accountability**
  - A process is in place to review implementation of standard work
  - Standard work of all team members includes regular project huddles
- **Visual Management**
  - Use of clear, simple data displays to show performance on measures over time
  - Track problems the team is currently addressing with regular review or refreshes

Tips for Sustaining Improvements

- **Escalation**
  - Frontline staff finds issues and raises those that require management to resolve
  - Escalation becomes part of the standard work for staff and managers alike
- **Integration**
  - Active communication and consistency of purpose across the practice
  - Essential if the organization is to deliver best care for every patient, every time
- **Problem Solving**
  - Frontline staff confront routine problems on a routine basis
  - Huddles provide a forum for raising and triaging problems – and escalating complex issues

https://www.nichq.org/insight/setting-stage-sustainability-quality-improvement-projects

http://www.ihi.org/communities/blogs/six-essential-practices-for-sustainable-improvement