



Collective Leadership and Safety Cultures (Co-Lead)
UCD School of Nursing, Midwifery and Health Systems

COLLECTIVE LEADERSHIP AND SAFETY CULTURES



SUSTAINING IMPROVEMENTS

Co-Lead



What is sustainability?

Commonly defined as when new ways of working and improved outcomes become the norm. Sustainability can be considered a **process** or an **outcome**:

- **Outcome:** Sustainability is considered an outcome where health benefits or work activities have been maintained over time
- **Process:** Sustainability is considered a process where there is continuous learning, adaptation and development



Why is sustainability important?

It is an indicator of successful implementation and change.

It is considered as one of the biggest challenges in quality improvement and change management.

A focus on sustainability will help to develop strategies to ensure that initiatives/changes become 'what we do here' rather than temporary changes.



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What can inform strategies for sustainability?

Sustainability frameworks developed by the **NHS Institute for Innovation and Improvement** and by the **HSE** (Peoples' Needs Defining Change, Health Services Change Guide (2018))

[See handouts for summaries]



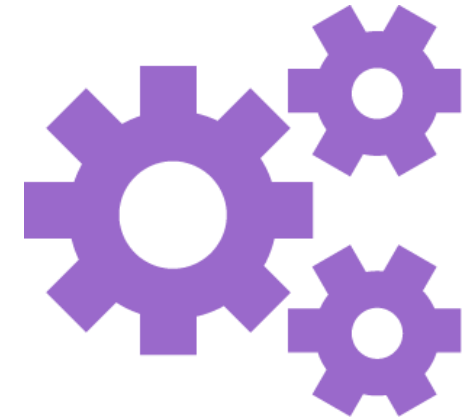
How to ensure sustainability

- Meet regularly to discuss how the team is working and how things could be improved
- Reinforce and share responsibilities for on-going monitoring and reporting against goals
- Feedback to other team members to support and encourage new practices
- Induct new team members into 'how we do things here'
- Remain alert to changing contexts and opportunities for improvement/change





What can we do?



- NHS Sustainability Guide (2017):
 - Developed a scoring sheet to help teams assess likelihood of sustainability
 - Identifies what aspects are working well and where efforts should be concentrated to enhance success for sustainability
 - Explores process, staff, and organisational factors
 - They advise that you start by concentrating on the two or three factors with the greatest potential for improvement.



Process



Choose the **factor level** that comes closest to your situation and tick the box to the left of it

Factor description	Identify (✓)	Factor level
<p>Benefits beyond helping patients</p> <ul style="list-style-type: none"> • In addition to helping patients, are there other benefits? • For example, does the change reduce waste or avoid duplication? • Will it make things run more smoothly? • Will staff notice a difference in their daily working lives? 	<p>a</p> <p>b</p> <p>c <input checked="" type="checkbox"/></p> <p>d</p>	<p>We can demonstrate that the change has a wide range of benefits beyond helping patients, for example by reducing waste, creating efficiency or making people's jobs easier.</p> <p>We can demonstrate that the change has some benefits beyond helping patients such as reducing waste and making jobs easier, but not a wide range.</p> <p>We can demonstrate that the change has one or two benefits beyond helping patients.</p> <p>The benefits that we have identified are only directly related to helping patients. We have not identified any other benefits that this initiative could bring.</p>
<p>Credibility of the benefits</p> <ul style="list-style-type: none"> • Are benefits to patients, staff and the organisation visible? • Do staff believe in the benefits? • Can all staff clearly describe the a full range of benefits? • Is there evidence that this type of change has been achieved elsewhere? 	<p>a</p> <p>b</p> <p>c</p> <p>d</p>	<p>Benefits of the change are widely communicated, immediately obvious, supported by evidence and believed by stakeholders. Staff are able to fully describe a wide range of intended benefits for this initiative.</p> <p>Benefits of the change are not widely communicated or immediately obvious even though they are supported by evidence and believed by stakeholders.</p> <p>Benefits of the change are not widely communicated or immediately obvious even though they are supported by evidence. They are not widely believed by stakeholders.</p> <p>Benefits of the change are not widely communicated, they are not immediately obvious, nor are they supported by evidence or believed by stakeholders.</p>



Enter your scores



Process

Benefits beyond helping patients

a	8.5
b	4.7
c	4.0
d	0.0

Write your score in the circle

Credibility of the evidence

a	9.1
b	6.3
c	3.1
d	0.0

Write your score in the circle

Adaptability of improved process

a	7.0
b	3.4
c	2.4
d	0.0

Write your score in the circle

Effectiveness of the system to monitor progress

a	6.5
b	3.3
c	2.4
d	0.0

Write your score in the circle

Staff



Staff involvement and training to sustain the process

a	11.4
b	6.3
c	4.9
d	0.0

Write your score in the circle

Staff behaviours toward sustaining the change

a	11.0
b	5.1
c	5.1
d	0.0

Write your score in the circle

Senior leadership engagement

a	15.0
b	6.2
c	5.7
d	0.0

Write your score in the circle

Clinical leadership engagement

a	15.0
b	6.7
c	5.5
d	0.0

Write your score in the circle

Organisation



Fit with the organisation's strategic aims and culture

a	7.0
b	3.5
c	3.3
d	0.0

Write your score in the circle

Infrastructure for sustainability

a	9.5
b	4.4
c	3.3
d	0.0

Write your score in the circle



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Group Discussion