Sustainability & Spread

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Quality Improvement Division
Outcomes
At the end of this session you will be able to...

Define sustainability & spread

Identify the challenges and conditions needed for Sustainability & Spread to succeed

Describe some practical interventions that support Sustainability & Spread
Where will you go?

1.6ST_Text

3/5/07  6:05 pm  Page 16

Key factors in sustainability

As you will now realise, implementing a service improvement is not enough ...

What does the future hold?

Sustainability: what does the future hold?
The Process of Change

Test → Implement → Sustain → Spread
Definitions

**Sustainability**
Locking in the progress made and continually building upon it

**Spread**
Actively disseminating best practice and knowledge about every intervention and implementing each intervention in every available care setting.
Juran Trilogy

All 3 elements are needed to have quality
Juran Trilogy

Quality Improvement

Quality Planning

Quality Control
Framework for Improving Quality

www.hse.ie/eng/about/Who/QID/
Spread the SSKIN Bundle to all medical & surgical wards by end of 2017

Primary Drivers
(Processes, Structure, Culture)

Secondary Drivers
(Activities leading to 1º drivers)
Run Chart

Change is made

Median Line

GOAL: 12%
## Stakeholder Mapping & Analysis

<table>
<thead>
<tr>
<th>Degree of Influence</th>
<th>Degree of Enthusiasm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Low → High</td>
</tr>
<tr>
<td>High</td>
<td>High</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Low</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>High</th>
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</tbody>
</table>
# Stakeholder Mapping & Analysis

<table>
<thead>
<tr>
<th>Degree of Influence</th>
<th>Degree of Enthusiasm</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Low</td>
<td>Satisfy</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Opinion formers. Keep them satisfied with what is happening and review your analysis of their position regularly.</td>
</tr>
<tr>
<td>High</td>
<td>Low</td>
<td>Monitor</td>
</tr>
<tr>
<td></td>
<td></td>
<td>This group may be ignored if time and resources are stretched</td>
</tr>
<tr>
<td></td>
<td>High</td>
<td>Manage</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Key stakeholders who should be fully engaged through full communication and consultation. Could be recruited to project team.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Inform &amp; Involve</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Limited means to influence change. Despite this, these stakeholders could be valuable allies.</td>
</tr>
</tbody>
</table>
## Planning Communication for Spread

### Communication Plan Template

<table>
<thead>
<tr>
<th>Target Audience</th>
<th>Type/Purpose of Communication</th>
<th>Messages</th>
<th>Methods and Venues</th>
<th>Frequency</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Snr Team Physicians</td>
<td>Awareness</td>
<td>Progress</td>
<td>Standing meetings</td>
<td>Regular intervals</td>
<td>Name of person and dates or schedules</td>
</tr>
<tr>
<td>Frontlines</td>
<td>Information</td>
<td>Lessons learned</td>
<td>Newsletters</td>
<td>As needed</td>
<td></td>
</tr>
<tr>
<td>Stakeholders</td>
<td>Take action</td>
<td>Responses to questions</td>
<td>Email</td>
<td>Planned/ongoing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gain consensus</td>
<td>Request for help</td>
<td>Personal contact</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Review/Comment</td>
<td></td>
<td>Unit meetings</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Methods and Venues
- How/Where/When?
- How often?

### What?
- Awareness
- Information
- Take action
- Gain consensus
- Review/Comment
- Progress
- Lessons learned
- Responses to questions
- Request for help

### How/Where/When?
- Regular intervals
- As needed
- Planned/ongoing

### How often?
- Name of person and dates or schedules
Challenges for Sustainability

• “We fixed it - but nobody seemed to care or said thank you”

• “Too busy to keep going”

• “The guys doing this have all gone”

• “The old way was easier”

• “We’ve move on to something new”
Sustainability
Moving from Quality Improvement to Quality Control

IHI White Paper 2016:
Sustaining Improvement
Conditions needed for Sustainability

Constancy of purpose
Leadership & accountability
Measurement & feedback
Education
High Performance management System
Practical Steps for Sustainability

1. Acknowledge & Celebrate!

2. Leadership clarity around responsibility and accountability

3. Design the work for sustainability from the start
   - Make it easy to do the right thing and hard to do the wrong thing
   - Standardise where possible
   - Remove unnecessary work
   - Embed new practices into daily routines (eg. Huddles, handovers)
   - Develop smart education and practice support materials

4. Operational Standard Work (“business as usual”)

5. Measure and share transparently

6. Continue to learn and improve
SPREAD
Brazil, 1928
Fordlândia
Fordlândia, 2017
A Framework for Spread

Leadership
- Topic is a key strategic initiative
- Goals and incentives aligned
- Executive sponsor assigned
- Day-to-day managers identified

Set-up
- Target population
- Adopter audiences
- Successful sites
- Key partners
- Initial spread plan

Better Ideas
- Develop the case
- Describe the ideas

Measurement and Feedback

Social System
- Key messages
- Communities
- Technical support
- Transition issues

Knowledge Management

Institute for Healthcare Improvement
Diffusion of Innovations

Everett Rogers, 1962
Speeding up Spread

Everett Rogers

**Observability** – the degree to which the results of the innovation are visible to others.

**Relative Advantage** – the extent to which the new idea is perceived as having benefits over existing options.

**Trialability** – the degree to which changes can be tested on a small scale and withdrawn if the benefits are not evident.

**Simplicity** – the extent to which changes are perceived to be easy to understand and apply.

**Compatibility** – the degree to which the change is seen as consistent with the values and past experiences of the spread population.
Seven Spreadly Sins
Ref: www.lmpartnership.org

SIN: Expect huge improvements quickly then start spreading right away
DO THIS INSTEAD: Create a reliable process before you start to spread.

SIN: Don’t bother testing—just do a large pilot.
DO THIS INSTEAD: Start with small, local tests and several PDSA cycles.

SIN: Spread the success unchanged. Don’t waste time “adapting” because, after all, it worked so well the first time.
DO THIS INSTEAD: Allow some customization, as long as it is controlled and elements that are core to the improvements are clear.

SIN: Require the person and team who drove the initial improvements to be responsible for spread throughout a hospital or facility.
DO THIS INSTEAD: Choose a spread team strategically and include the scope of the spread as part of your decision.

SIN: Give one person the responsibility to do it all. Depend on “local heroes.”
DO THIS INSTEAD: Make spread a team effort.

SIN: Rely solely on vigilance and hard work
DO THIS INSTEAD: Sustain gains with an infrastructure to support them.

SIN: Check huge mountains of data just once every quarter.
DO THIS INSTEAD: Check small samples daily or frequently so you can decide how to adapt spread practices.

SOURCE: Institute for Healthcare Improvement. Used with permission.
Conclusions

Sustainability & Spread are essential components of change best included from the start.

Like all quality improvement, sustainability and spread require theory, methods and a plan.

Sustainability & Spread require ongoing leadership and management.
THANK YOU