



Best-Practices in
ORAL OPIOID AGONIST
THERAPY Collaborative



**KEEP
CALM
AND
SUSTAIN
EXCELLENCE**

Sustaining Your Improvement Efforts: *The Collaborative May Transition, But Collaboration and Learning Do Not!*

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For Quality Improvement and Innovation

Sustainability Webinar Agenda – 60min

- 5min – Welcome and Introductions
- 15min – Set the Stage for Sustaining your Collaborative Efforts and Review Lessons Learned from Past Collaboratives
- 10min – Spreading and Holding Improvement Gains and Diffusion of Innovation
- 20min – Introduction of the Sustainability Framework and Planning Ahead
- 10min – Wrap-up and Aha Moments



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Welcome and Introductions

Question

What activities of the Collaborative (performance measurement, QI interventions, QI reporting, webinars, networking across programs, etc.) do you/your program wish to continue as the improvement initiative transitions? Why?



Drop the ‘end’ Word

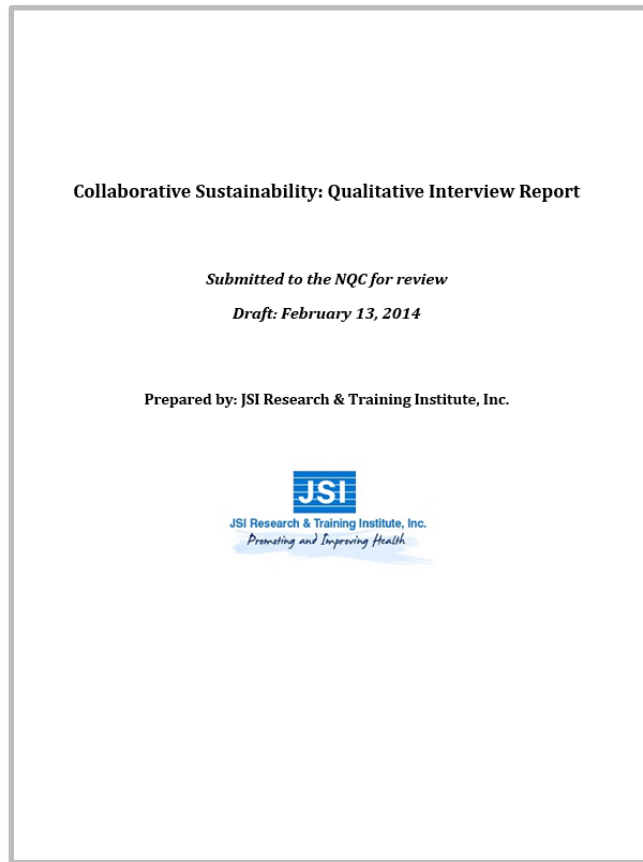
“When the words ‘end’ and ‘sustain’ are used in the same sentence, they are at war with each other...”

“The guidance and support for sustained collaborative activities will transition to your Team. At that point your collaborative journey will begin.”

Lessons Learned from 23 Interviews with Past Collaborative Participants:

- ✓ Develop a written sustainability plan to describe buy-in from stakeholders and senior management
- ✓ Continue to collect data AND provide feedback subsequent to data submissions
- ✓ Provide a venue to maintain interest, and share/highlight interventions and successes
- ✓ Continue to engage team members in an ongoing improvement project
- ✓ Continue to survey the client and staff needs to collect their input and assess training needs

Best Practices from Past Collaborative Participants:



- ✓ Make your aim statement relevant to maintain momentum and keep interest of staff
- ✓ Set up a regular meeting schedule to talk about quality improvement
- ✓ Maintain the relationships with fellow Collaborative participants and share lessons learned
- ✓ Continue to report data on a predetermined schedule
- ✓ Routinely inform staff and clients about the improvement work and its successes



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Spreading and Holding the Gains of Improvements

What's the Sequence?



???

more like ...



Holding the Gains After Implementation: Inhibitors

Old System

New System

“We met our goals”

“We assume improvements will hold”

“We can only focus on one QI project at the time

“It takes too many resources to maintain the improvements”

“Did not learn how to hold the gains”

“Infrastructure not in place”

Holding the Gains After Implementation: Readiness

Old System

New System

“We need to plan for holding gains”

“During the project cycle, we have start planning”

“Holding gains is an expectations”

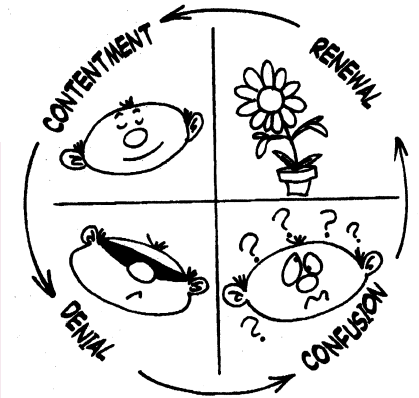
“Integration into existing data systems is routine”

“I know simple steps how to hold gains”

“I can work on the next project”

Reaction to Change

- Denial – “No, it can’t be true”
- Anger – “Why me?”
- Bargaining – “Yes, me, ...but...”
- Depression – “Yes me, poor me”
- Acceptance – “It’s OK. What will I do?”



Source: Kubler-Ross 5 Stages of Grief

Managing Resistance as a Leader

Skillful leaders manage resistance by:

- Identifying resistance when it is taking place
- Viewing resistance as an appropriate and normal process
- Clarifying the existence of resistance, and discussing it with tact
- Remembering it is an individual emotional response taking place within another individual, it is not rational or logical
- Learning it is a predictable, natural and a necessary part of the learning process
- Not taking resistance personally

Managing Complex Organizational Change

Vision + Skills + Benefits + Resources + Action Plan → **Sustained Change**

□ + Skills + Benefits + Resources + Action Plan → **Confusion**

Vision + □ + Benefits + Resources + Action Plan → **Anxiety**

Vision + Skills + □ + Resources + Action Plan → **Gradual Change**

Vision + Skills + Benefits + □ + Action Plan → **Frustration**

Vision + Skills + Benefits + Resources + □ → **False Starts**

Source: Dr. Mary Lippit, Managing Complex Organizational Change



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Diffusion of Innovations

The Tipping Point

The
TIPPING POINT

*How Little Things Can
Make a Big Difference*

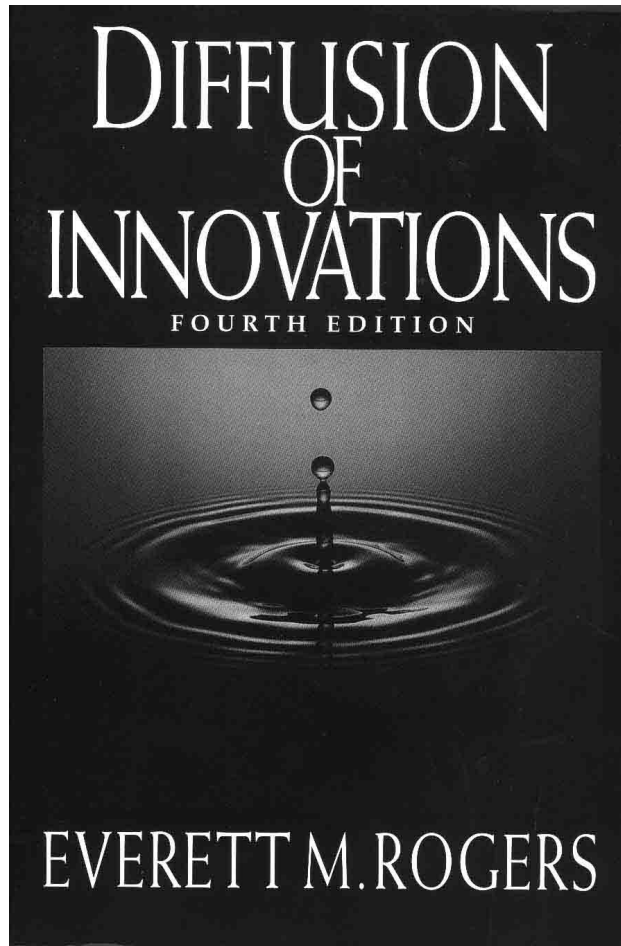


MALCOLM
GLADWELL

“The name given to that one dramatic moment in an epidemic when everything can change all at once.”

-- M. Gladwell, The Tipping Point (2000)

Diffusion of Innovations



'Diffusion of Innovations'

Everett M. Rogers

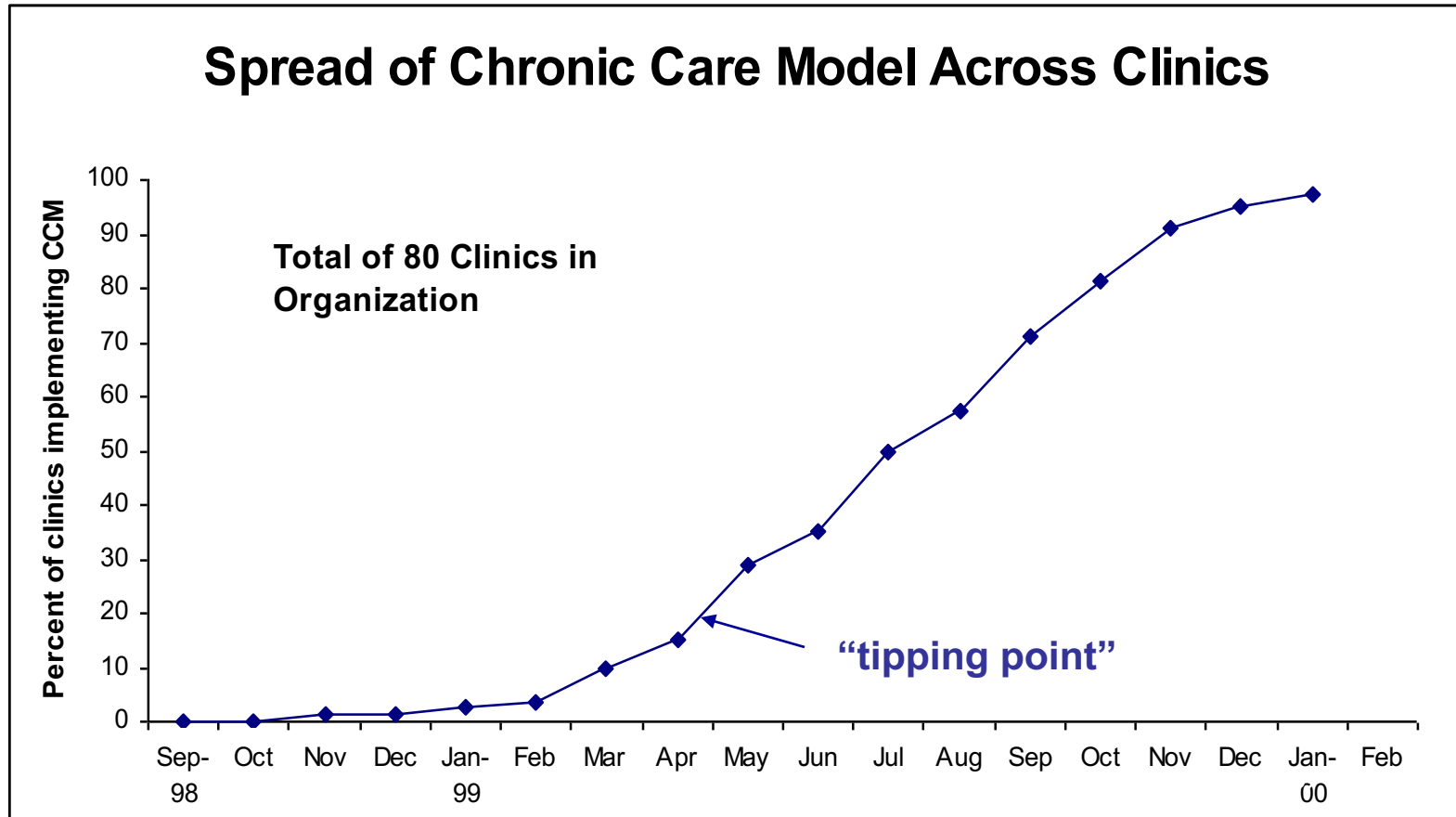
The Free Press, New York, 1995

Critical Mass and Momentum

“The part of the diffusion curve from about 10 percent to 20 percent adoption is the heart of the diffusion process. After that point, it is often impossible to stop the further diffusion of a new idea, even if one wished to do so.”

E.M. Rogers, Diffusion of Innovations (1995)

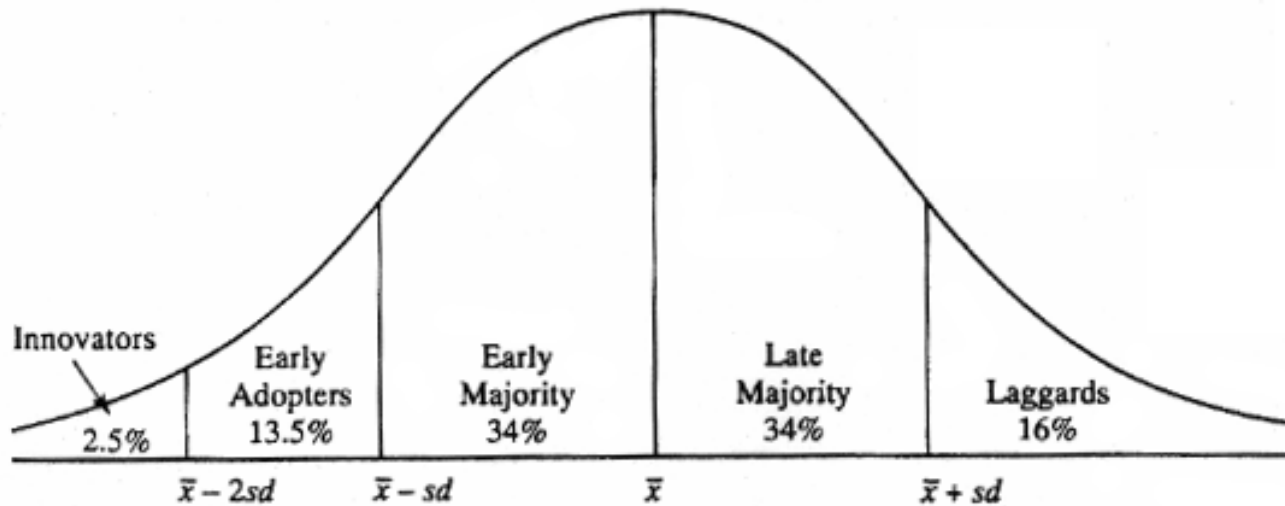
“Diffusion Curve” in Health Care



Source: Institute for Healthcare Improvement

'Diffusion of Innovation'

Adopter Categorization on the Basis of Innovativeness



Source: Ryan and Gross, "Hybrid Seed Among Iowa Farmers," 1940

Types of Innovators



- Innovators - Venturesome
- Early Adopters - Respected
- Early Majority - Deliberate
- Late Majority - Skeptical
- Laggards - Traditional

Question

What systemic barriers do you face to sustain your improvement that have been made?



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Sustainability Framework

5 Drivers for Sustainability

HIVQUAL Workbook

Guide for Quality Improvement in HIV Care

New York State Department of Health AIDS Institute
Health Resources and Services Administration HIV/AIDS Bureau



"Unsettled" - painting by Frank Holliday, HIV-positive artist

- Communication
- Documentation
- Measurement
- Education and Training
- Leadership

Communication

- Communicate throughout the organization and beyond
 - Make the case for change and improvement
 - Clarify and demonstrate the benefits
 - Describe the changes
 - Identify the right messengers, more likely informal leaders
 - Inform senior leadership within the organization
 - System for employee reward and recognition, i.e., ‘awards’ for subcontractors

Communication

- Share the improvements
 - Share project results, measures and improvements
 - Present successes during staff meetings
 - Understand the benefits for clients and staff
 - Gather best practices
 - Develop and display a storyboard with data points over time
 - Realize the affects of sliding back to old ways

Channels of Communication

**SHARE
INFORMATION**

**SHAPE
BEHAVIOR**



<u>General</u> <u>Publications</u>	<u>Personal</u> <u>Touch</u>	<u>Interactive</u> <u>Activities</u>	<u>Public</u> <u>Events</u>	<u>Face-to-Face</u>
flyers	letters	telephone	road shows	one-to-one
newsletters	cards	email	fairs	mentoring
videos	postcards	visits	conferences	shadowing
articles		seminars	exhibitions	
posters		learning sets	mass mtgs	
		modeling		

Source: Sarah W. Fraser

Documentation

Update or write the following documents

- Job descriptions
- Orientations
- Policies and procedures
- Flow charts...

.....to reflect the new way of doing things.....

Measurement

- Remeasure performance at pre-established intervals, regardless of performance scores to ensure gains are sustained over time
- Integrate routine performance measurement into existing data collection efforts
- Review data routinely, and follow-up, if indicated
- Develop a threshold-to-revisit indicator

Education and Training

- Routinely educate and train staff to support improvements—both the “what” and the “why”
- Update staff on additional changes
- Provide competency training as necessary
- Provide cross-training as needed
- Incorporate staff trainings in employee training

Leadership

Engage the leadership in their role to sustain changes

- Support the newly implemented improvement
- Update procedures and job descriptions to reflect any process changes
- Provide opportunities to meet other peers for benchmarking
- Remove inhibitors or barriers
- Assign ownership to maintain the gains



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Planning for Sustainability

Sustainability Framework

Performance Measurement

- How frequent do you want to report relevant measures going forward?
- Who will review the submissions and generate aggregated reports?
- What are you planning to do with the data after each submission cycle?

Sustainability Framework

Team Infrastructure

- How often will your improvement team meet going forward?
- How will you address turnover of members?
- How often do you plan to update the sustainability plan?

Sustainability Framework

Improvement Efforts

- How will you link measurement results with improvement efforts?
- How do you envision your improvement project going forward?

Sustainability Framework

Capacity Building

- How will you to continue to provide QI capacity for staff?
- Who will lead these capacity efforts?

Question

What asks do you have to ensure continuity of the improvement work going forward?



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Aha Moments



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