Holding and Spreading your Improvement Gains

Clemens Steinbock, MBA Consultant, BC Centre for Excellence in HIV/AIDS Director, HRSA Ryan White HIV/AIDS Program, Centre For Quality Improvement and Innovation

Disclosures – Clemens Steinbock

- No Disclosures
- No Disclosure of Commercial Support
- No Conflicts of Interest to Report
- Mitigating Potential Bias Consulting Fees Are Administered by the BC Centre for Excellence in HIV/AIDS

Learning Objectives

- Learn about key elements to sustain gains made by participating clinics in the BOOST Collaborative
- Share current strategies and best practices among clinic representatives in the BOOST Collaborative
- Expand the reach and spread of interventions moving forward

Definitions

- Sustainability:
 - "the continued use of program components and activities for the continued achievement of desirable program and population outcomes" [Program Sustainability Assessment Tool; Center for Public Health Systems Science]
- Spread:
 - "active dissemination of best practices and knowledge about interventions, and the implementation of interventions in every applicable care setting" [Spread Primer - Health Quality Ontario]

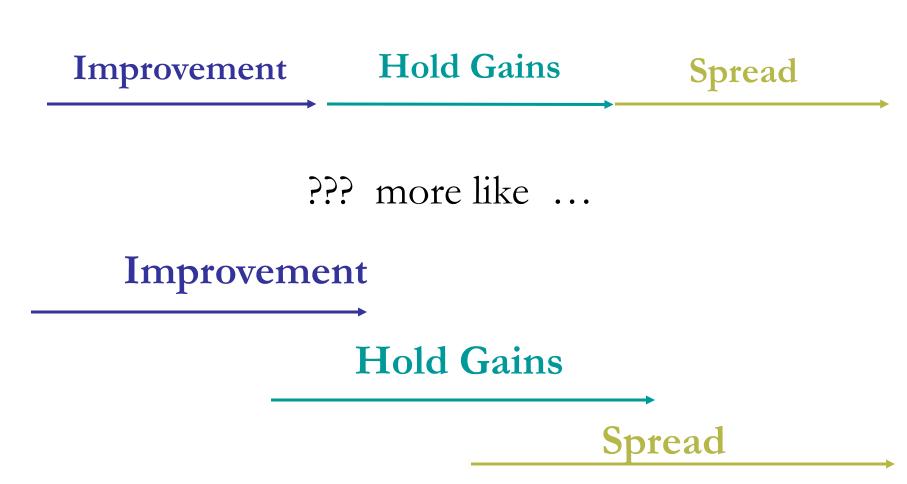
'Questions'

- Please type <u>one intervention</u> in the Questions Box
 - Your agency is currently implementing, and
 - You want to sustain or spread over time.

Sustainability

- Sustainability Frameworks an approach to understand a series of dynamic processes to ensure sustainability
 - Program Sustainability Assessment Tool. Center for Public Health Systems Science. https://sustaintool.org
- IHI Sustaining Improvement Framework utilized by health care organizations to sustain their improvement efforts
 - Scoville R. Sustaining Improvement. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2016

What's the Sequence?



Source: Institute for Healthcare Improvement (IHI)

Key Activities for Sustainability

- Institutionalize successfully sustained interventions
 - e.g., writing new policies, updating job descriptions, flowcharts posted at work stations
- Routinely re-assess intervention effectiveness through transparent feedback systems
 - e.g., setting up ongoing measurement systems, developing threshold-torevisit indicators, establishing staff accountability for performance measurement
- Revisit capacity of staff in their roles to implement the intervention
 - e.g., staff needs assessments, conducting staff trainings, new staff orientations

Key Activities for Sustainability

- Foster buy-in and a culture for improvement
 - e.g.; integrating into routine staff meetings, routine discussions at staff meetings
- Prepare for staff turnover
 - e.g., establishing cross training opportunities, documenting intervention steps
- Continue to address implementation issues
 - e.g., setting up QI projects, developing storyboards

Communication

- Document the improvements
 - Gather best practices
 - Publicize run charts with data points over time
 - Develop storyboards
- Communicate throughout the organization
 - Routinely educate and train staff to support improvements—both the "what" and the "why"
 - Realize the affects of sliding back to old ways
 - Present successes during staff meetings
 - Inform senior leadership within the organization

Channels of Communication

SHARE INFORMATION

SHAPE BEHAVIOR

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

© 2002 Sarah W. Fraser

Sustainability/Spread Plan

Elements of a Sustainability Plan:

- <u>Sustainability Leads</u>: identify person(s) who manage the sustainability activities; note that they might be different from the current BOOST QI team
- <u>Sustainability Focus</u>: identify interventions/tools/best practices of importance to be sustained over time
- <u>Sustainability Activities</u>: describe concrete steps to hold the gains, including
 - Development of new policies, job descriptions, etc.
 - Process and frequency to measure the successful implementation over time
 - Building capacity of current and new staff, e.g., onboarding
 - Feedback loop to ensure that the interventions are implemented as planned

Putting in Action

 What suggestions do you have to sustain your intervention that was previously implemented?



- Question:
 - How can we successfully spread your proven interventions to
 - other providers within the clinic and to other clinics?
 - all patients in the clinic and other clinics?

The Tipping Point

The Tipping Point

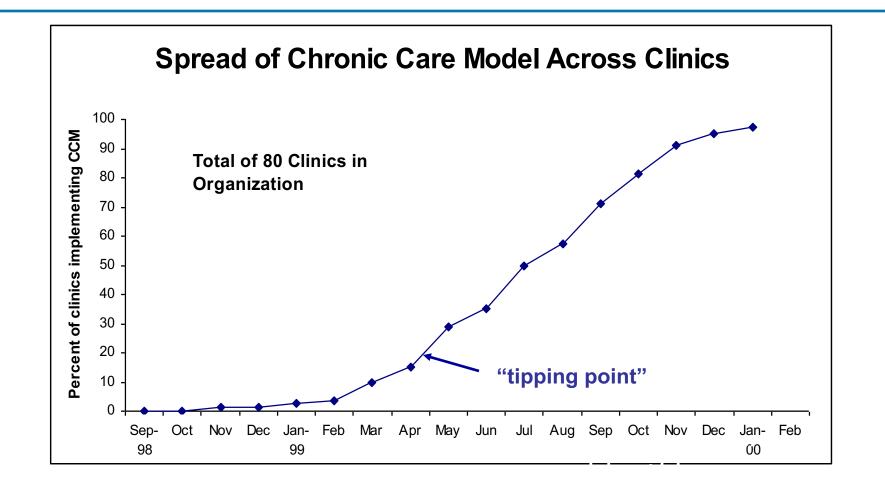
> How Little Things Can Make a Big Difference

> > Malcolm Gladwell

"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



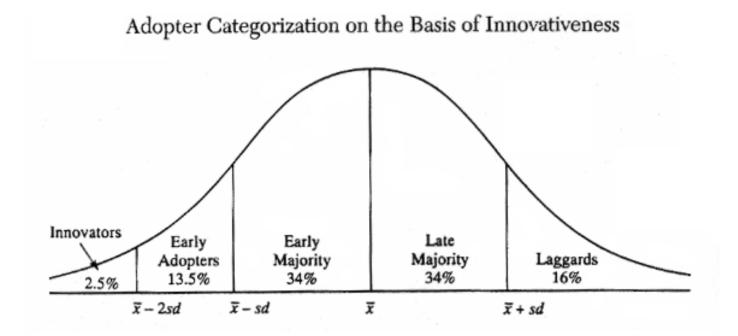
Source: Institute for Healthcare Improvement

Types of Innovators



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

'Diffusion of Innovation'



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

Rogers's Five Attributes of Change

- Relative Advantage how much better is the new compared to the old?
- **Compatibility** how consistent is this idea with current values, experiences, and needs?
- **Complexity -** how difficult is the new idea to understand and use?
- **Trialability** how easy is it to test the new idea?
- **Observability** how visible are the results of the new idea?

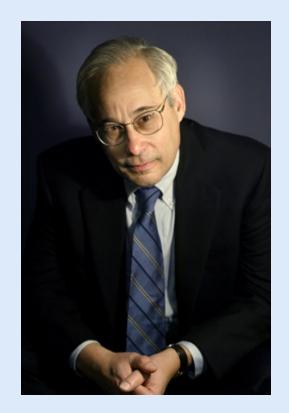
-- E.M. Rogers, Diffusion of Innovations (1995)

Sustainability/Spread Plan

Elements of the Spread Plan:

- <u>Spread Focus</u> What do you want to spread?
 - Identify what interventions, tools, policies, trainings, etc. you want to spread
- <u>Spread Reach</u> where do you want to spread to?
 - All providers within the clinic and in other clinics, e.g., engage other providers previously not part of the BOOST team?
 - All patients in the clinic and other clinics, e.g., increase the population of focus?
 - Integration in other committees, regional activities, etc.?

Rules of Diffusion (by Donald Berwick)



- Identify changes that are ready to spread
- Find innovators and support them
- Invest in early adopters and allow communication with innovators
- Make early adopters observable
- Allow re-invent innovation
- Trust and enable innovation

Putting in Action

 What suggestions do you have to spread your intervention that was previously implemented?

Spreading and Holding the Gains of Improvements

Clemens Steinbock, MBA Consultant, BC Centre for Excellence in HIV/AIDS Project Director, HRSA Ryan White HIV/AIDS Program, Centre For Quality Improvement and Innovation