



Best-Practices in
ORAL OPIOID AGONIST
THERAPY Collaborative

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

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Improvement and Innovation

Overview

- Brief overview to sustain your improvement efforts in the post-Collaborative phase
- Each team identifies change ideas they would like to adopt – action planning time
- Time permitting, report back one sustainability strategy



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.”

Collaborative Sustainability: Qualitative Interview Report

Submitted to the NQC for review

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What's the Sequence?

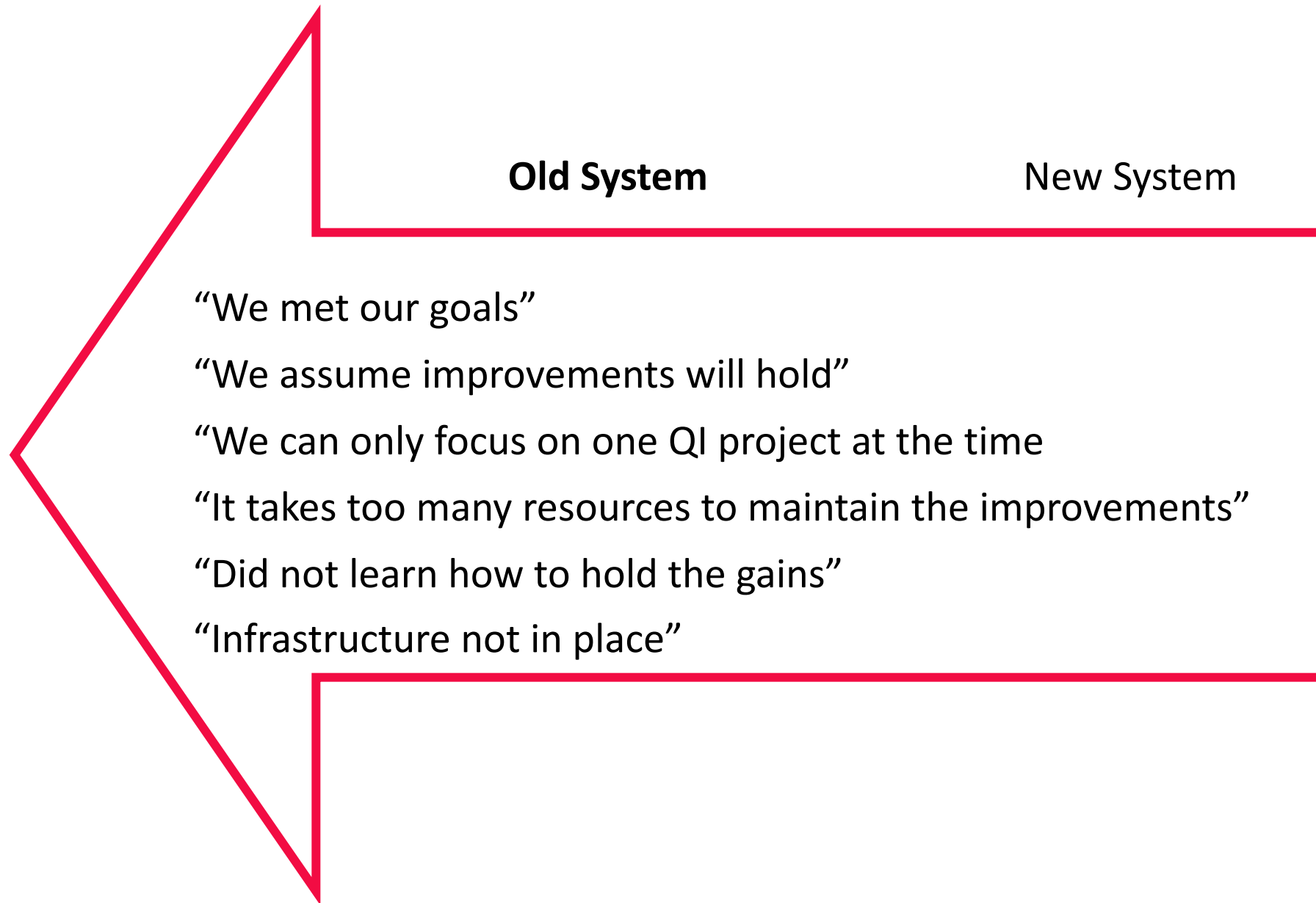


???

more like ...



Holding the Gains After Implementation: Inhibitors



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”

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



"Untitled" - 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
 - Survey the client and staff needs to collect their input and assess training needs
 - Identify the right messengers, more likely informal leaders
 - 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
 - Describe the changes in detail, write/update policies and procedures
 - 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



General
Publications
flyers
newsletters
videos
articles
posters

Personal
Touch
letters
cards
postcards

Interactive
Activities
telephone
email
visits
seminars
learning sets
modeling

Public
Events
road shows
fairs
conferences
exhibitions
mass mtgs

Face-to-Face
one-to-one
mentoring
shadowing

Documentation

Update or write the following documents

- Written sustainability plan to describe buy-in from stakeholders and senior management
- 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

- Inform senior leadership within the organization
- Ask for visible support of the newly implemented changes
- 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

Sustainability Framework

Sustainability Framework

Performance Measurement

- How frequent do you want to report on relevant measures going forward?
- Who will report the data, 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?
- What, if any, changes do you suggest for your QI team membership?
- How will you address turnover of members?

Sustainability Framework

Improvement Efforts

- How do you envision your improvement project going forward?
- What changes, if any, do you have related to your aim statement?
- How will you link measurement results with improvement efforts?

Sustainability Framework

Capacity Building

- What are the training needs of staff to sustain the changes over time?
- How will you to provide QI capacity for staff?
- Who will lead these capacity efforts?