

Sustainability

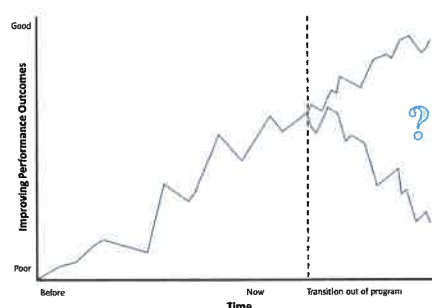
“Quality improvement often takes longer than expected to take hold and longer still to become widely and firmly established within an organization.” – Ham et al, 2002

Sustainability means the efforts are ongoing, continuous and not reverting back to the old way of working or the old performance level

Essential Activities to “Sustain” the Gains...

- Shared Physician/Nurse/Administrator **Leadership** who role model improvement (Roles and expectations)
- **Discipline** of Improvement Science (include playbooks and measurement tracking/monitoring)
- **Rhythm**
 - 🌊 Daily Huddles
 - 🌊 Weekly Interdisciplinary Improvement Meetings (with patients/families)
 - 🌊 Monthly All Staff Meetings
 - 🌊 Annual Retreats
 - 🌊 Link with organizational processes, committees
- **Pace**
 - 🌊 Volume and Acuity
 - 🌊 Holidays

Which path will you take?

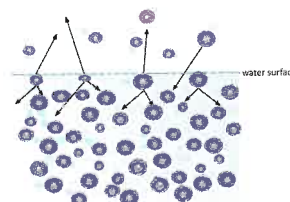


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Some factors to consider to avoid improvement “evaporation” include:

To what degree does the improvement...

1. improve **efficiency** and makes the work **easier**
2. immediately **show the benefits** which are supported by evidence and believed by stakeholders
3. **easily adapt** to organizational changes and have a process for continuous improvement
4. have a **system to monitor**, identify and communicate progress results
5. include **staff involvement** from the beginning and offers ongoing education
6. make **staff feel empowered** as part of the change and believe it will be sustained
7. have **organizational leaders take responsibility for efforts to sustain** the improvement along with engage in bi-directional communication between staff and leaders
8. have the **clinical leaders take responsibility to sustain the improvement** along with engage in **bi-directional communication** with leaders
9. fit with the **organization’s strategic aims and culture**
10. have an **organizational infrastructure** that includes, staff, facilities, equipment, job descriptions, policies, procedures, and communication systems to sustain improvement.



Reference: British National Health Service, 2010

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