# Reflection: Leave in Action: What Matters to Your Residents?

➢ Test asking a 'What matters' question from the list provided (or your own version) on 2-3 residents during the next week

➢ Note if anything surprising comes up or how it might impact the daily or weekly activities or care of the resident

# Sustainment is a Valuable Part of Your QI Plan

Telligen – ECHO QI Coach

# Waterfall Chat

- Instructions:
  - **Group1:** First name starts with N-Z
    - Start typing an answer into chat but **DON'T SEND!**

  - **Group 2:** First name starts with A-M
    - Read through the chat response of group 1

- **Group 1:**
  - In chat type in:
    - What have you experienced to be the most effective strategy(s) in sustaining improvements at the facility?

  - **DO NOT HIT SEND UNTIL GIVEN THE SIGNAL!**
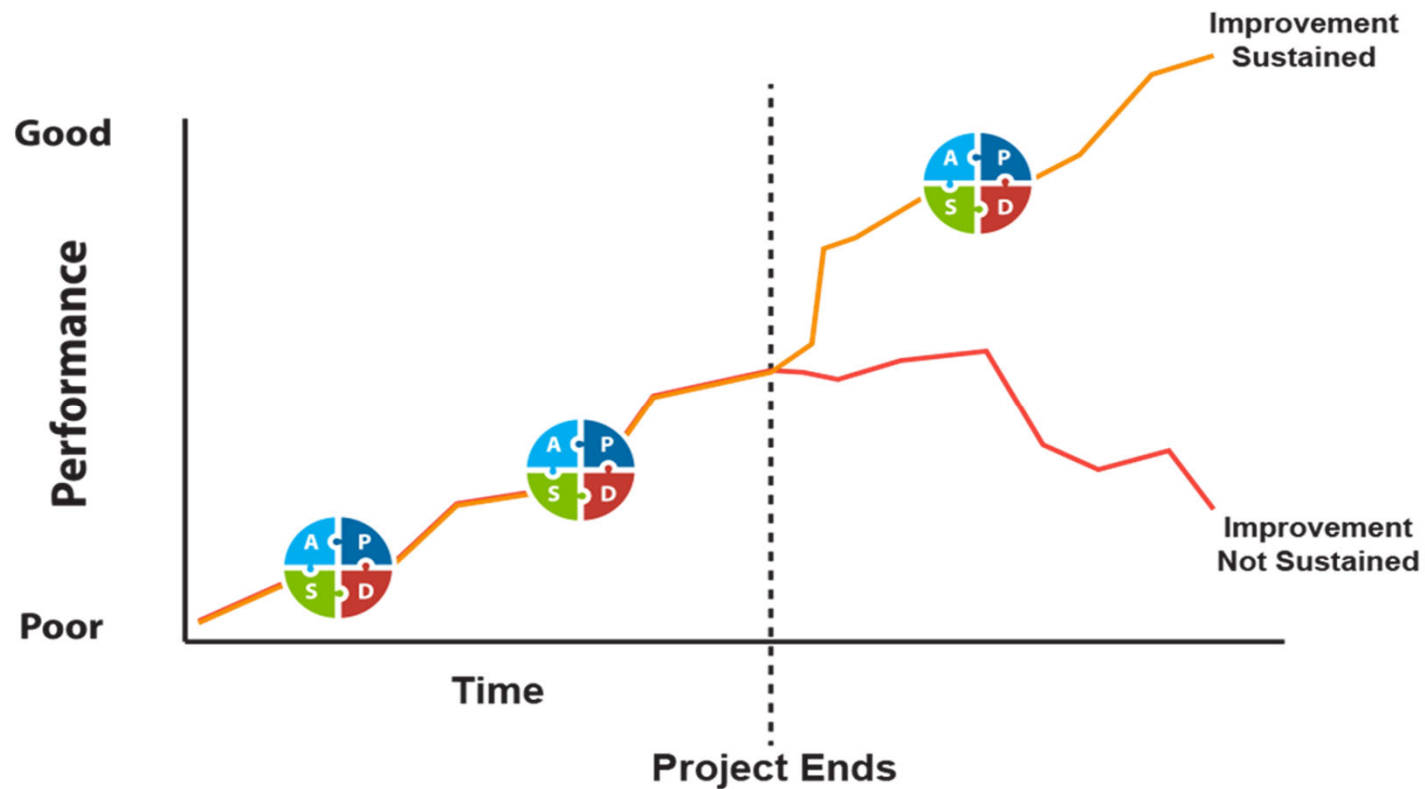
# Waterfall Chat

- Instructions:
  - **Group 2:** First name starts with A-M
    - Start typing an answer into chat but **DON'T SEND!**

- **Group 2:**
  - In chat type in:
    - Using the chat responses from group 1, most effective strategies; which one do you feel is the greatest challenge to incorporate?
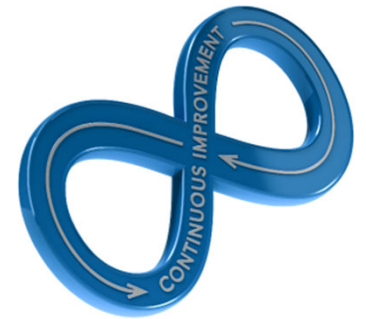
  - **DO NOT HIT SEND UNTIL GIVEN THE SIGNAL!**

# Don't Slide Down the Hill – Keep Rising

# Sustainability

'When new ways of working and improved outcomes become the norm'

- Improvement has become integrated and the mainstream way of working

- Improvement can withstand challenge and variation over time, through a process of continuous improvement

The Spread and Sustainability in QI
https://qi.elft.nhs.uk/resource/the-spread-and-sustainability-of-qi-in-healthcare/

# Sustaining QI Initiatives

Lasting success requires:

➢ Behavior modification (planning & practicing)

➢ Adherence to disciplined routines (encouragement & accountability)

➢ Ongoing measurement (data, data, data)

➢ Constant vigilance, even after the goal has been achieved (ongoing tracking and monitoring)

➢ Infrastructure and systems to support improvement work (QAPI, written policies and procedures)

https://innovations.ahrq.gov/perspectives/sustaining-and-spreading-quality-improvement

# Tips For Sustaining Your Improvements

➤ Standardization — job descriptions with clear sets of expectations

➤ Accountability and documentation — standards, policies and processes

➤ A visual management system —  show them how they are doing

➤ Huddles — multiple times a day as a communication system

➤ Identify a champion — monitors and audits

➤ Problem-solving techniques — staff trained and empowered to solve problems using data driven improvement methodologies such as RCA & PDSA
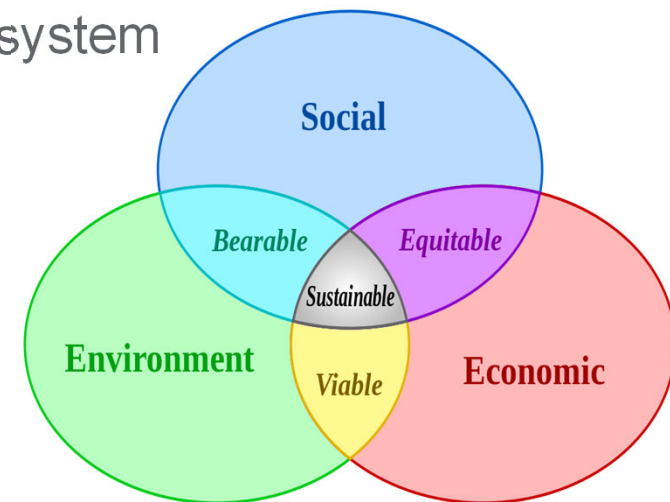
# Actionable Efforts Leads to Sustainment

➢ **Share data** - Posters with outcome rates, trend graphs of QMs

➢ **Communicate and engage** – Huddles, ask for feedback, "how is this tool working", "I appreciate your suggestion"

➢ **Address barriers to sustainability** – RCA, clearly define responsibilities, policies for accountability, explaining the "why", staff turnover, infrastructure, skepticism/negativity

➢ **Align with QAPI** – implement evidenced based tools

➢ **Celebrate successes** - Announcements such as "30 days since the last Fall", "we have improved by 8% - halfway there!", "taco party today"

➢ **Incorporate into orientation and training** - procedure checklists, competency quiz, hand hygiene video

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## Sustainability Decision Guide

**QAPI**

*Directions:* This is a resource to help leaders or teams determine if the interventions and changes they are making are sustainable. This guide will help identify why interventions may not be sustainable, and therefore need to be reconsidered. Use this guide at any point during a Performance Improvement Project (PIP), ideally when strategies have been found that appear to be successful and consideration is being given to adopting them broadly within the organization. The more questions that can be answered as "yes," the higher the likelihood of sustainability.

### SYSTEMS

☐ Has the change been defined in terms of how it fits with the overall organizational mission, vision and strategic plan?

☐ Are there policies and procedures written in support of the change?

☐ Are those who need to carry out the new actions up to date with the information they need to be successful?

☐ Have the organization's systems been revised to encourage the new action? How are staff members reminded to carry out the new actions? Are you monitoring that the new actions are being carried out and is staff being supported in their ability to carry out the new actions?

☐ Are there system barriers that prevent the new action from occurring? Are there certain identifiable parts of the system that pose a roadblock to doing things in the new way?

☐ Are there incentives or rewards for people who do not adopt the new action that need to be addressed or removed?

☐ Has the change been integrated into new employee orientation and training?

### PEOPLE

☐ Has strong leadership support for the change been established? Has the leadership communicated a clear and convincing message about the change and its purpose? Are multiple levels of leadership engaged (e.g., board of directors, administrator, and department managers)? Is the leadership vocal and visible in its support? How will the leadership continue to promote the change and encourage staff to stick with it over time?

☐ Have roles and responsibilities for carrying out new actions been clearly defined and assigned?

CMS Sustainability Decision Guide

https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/QAPI/downloads/SustainDecisGdedebedits.pdf

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# Leave in Action: Build Sustainment

➢ Have a discussion with your team about your facilities sustainment efforts; review the CMS Sustainability Decision Guide; identify gaps and mitigation strategies; create a plan to ensure sustainability is incorporated into your improvement projects.

Next week, share :
➢What did you discover?
➢Do you have sustainment built into your improvement process?
➢Any new sustainment strategies stand out that you might incorporate?

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