

Statewide Learning Session Team Time Sustainability Handout

Definition of Sustainability¹

- When an innovation has been hardwired into the way we do business.
- When new ways of working and improved outcomes become the norm.
- When you look at the process or outcome one year from now or longer, you can see at a minimum it has not reverted to the old way of working or old level of performance. It has evolved alongside other changes and perhaps has continued to improve over time.

Team Time Discussion

Identify one or two strategies that your center has hardwired as it pertains to care transformation. This could be something you do across your system, such as providing transportation, an outreach strategy that has ‘stuck’ over time, or something else like patient education classes or a successful innovation at the care team level.

One to two strategies we have hardwired in the past:

Conditions for Hard Wiring an Innovation²:

These are eight conditions to consider as you determine what interventions and strategies to hardwire. **Now, with the strategy you identified, review the conditions for hardwiring. Which ones do you think were in place or at play that allowed that strategy to stick?**

Condition	Description
1. Credibility of the change	Benefits are obvious to patients and staff, scientific evidence is clear, it is widely adapted in health care settings
2. Durability of the change	The change functions well across various circumstances and doesn't rely on one individual or special (grant) financing
3. Goal specificity (goal is aligned with change)	There is a clearly articulated goal (e.g., HEDIS or UDS measure that is tracked over time, the change is believed to impact the goal/outcome)
4. Fit with organization	The change fits with the organization's culture and/or strategic priorities
5. Simplicity and efficiency	The change involves fewer steps than the old process; fewer individuals are involved, not dependent on behavior change.
6. Proximity and control over the change	Control of decisions regarding the change is held by those who execute the change. The team making the change monitors the data.
7. Value proposition	Does the change deliver value (e.g., value in patient experience, financial incentives/revenue, patient outcomes)?

¹ Maher, L, Gustafson D, Evans A. Sustainability: Model and Guide: NHS Institute for Innovation and Improvement, 2010.

² Modified from the Institute for Healthcare Improvement Research and Development Wave 21

8. Benefits staff and providers	Does the change make the job easier or more enjoyable? Does it allow staff to work at the top of their profession, or promote team culture or job retention?
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Consider a PHMI intervention or change that you want to hardwire.

As you consider your PoF and review the BtF and Core Interventions:

- What changes have you made that may be on a short list for hardwiring?
- What are you doing differently because of PHMI? What excites you about the work you've done over the last 14 months that you want to sustain over time?
- If someone retired from your team and came back five years later, what would they hope you would have sustained?

Potential PHMI strategies to consider sustaining over time (after project):

Figure: Population Health Management Initiative Change Package



Supporting PHM Sustainability Efforts

Hardwiring selected changes is a natural progression in care transformation. We want to support you through evidence-based approaches.

If the team time facilitator is not your PT coach, the facilitator will communicate key conversation points from today's discussion with your PT coach.

As you move through your Population of Focus work, coaches will support you as you determine what and where you want to sustain PHM interventions. PT Partners who have expertise in sustainability and spread will support coaches and centers over this next year.