



Implementing Sustainable Change

or how to “hold the gains”

Wolff Center at UPMC

Withered on the Vine....



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Literally, this expression refers to grapes shriveling and drying up because of a lack of attention.

But, whether it is fruit or an innovation... if it is not continued to be closely observed and nurtured, it will gradually die off.

Innovation Self-Test

1. New ideas are...

- a. encouraged
- b. tolerated
- c. frowned upon
- d. discouraged

3. Challenging the status quo is...

- a. encouraged
- b. tolerated
- c. frowned upon
- d. discouraged

2. Risk taking is...

- a. encouraged
- b. tolerated
- c. frowned upon
- d. discouraged

4. Expressing conflicting points of view is...

- a. encouraged
- b. tolerated
- c. frowned upon
- d. discouraged

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Keeping with our grape metaphor ...how innovation-healthy is your organizational vineyard?

Let's do some climate testing

Innovation Self-Test

5. Failure is...

- a. accepted as a necessary part of the innovation process
- b. tolerated
- c. blamed on outside circumstances
- d. punished

6. Seeking out new sources of data/best practice (especially external) is...

- a. encouraged
- b. tolerated
- c. frowned upon
- d. discouraged

Innovation Self-Test

7. Interdepartmental communication...

- a. happens most of the time
- b. happens some of the time
- c. rarely happens
- d. never happens

8. Collaborating with other UPMC departments, programs, hospitals or other business units on new ways of doing our work...

- a. happens most of the time
- b. happens some of the time
- c. rarely happens
- d. never happens

Innovation Self-Test

9. New projects and initiatives...

- a. almost always receive sufficient funding and resources
- b. sometimes receive sufficient funding and resources
- c. rarely receive sufficient funding and resources
- d. never receive sufficient funding and resources

10. People are recognized and rewarded for coming up with new ideas/innovative thinking...

- a. most of the time
- b. some of the time
- c. rarely
- d. never

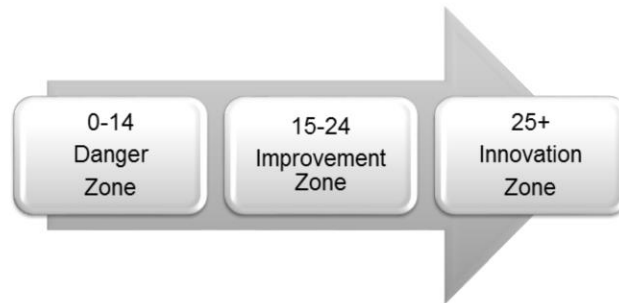
Innovation Self-Test

A = 3 Points

C = 1 Point

B = 2 Points

D = 0 Points



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How did you score??

25 or more

Congratulations, you're in the innovation zone. You have a solid foundation in place for on-going innovation, and most of the attitudes and structures needed to support it. This doesn't mean that you'll succeed every time. But you should succeed enough to develop a reputation as an innovation leader. Senior managers should focus on continually nurturing that culture so that innovation remains an expectation rather than a "nice to have."

15 to 24

You're in the improvement zone. You have successes but probably struggle to sustain innovation over time. Leaders should identify which people, processes, systems, and behaviours support innovation and which ones get in the way. Then create a plan for improving the problem areas, and focus on tweaking the culture so it will allow innovation to thrive.

14 or less

Danger zone! Leaders need to ask some hard questions: Why is innovation not a part of our long-term strategy? What is preventing us from innovating? How can we shift the culture from one of focusing exclusively on past successes to becoming open to new possibilities?

Keep in mind that innovation needs to be a long-term process, especially if you're used to reacting to change rather than creating it. It also requires a culture that approaches it as a way of life rather than a short-term band-aid for current business problems.

Don't expect to radically change your ability to innovate overnight. Instead, identify where you stand on the innovation continuum, then set small, achievable goals for gradually moving from the left to the right. Get everyone involved in thinking about how to improve, and make it safe for people to push the envelope.

Objectives

- Define sustainability in the context of quality
- Describe challenges with sustaining an innovation
- List key factors contributing to sustainability success

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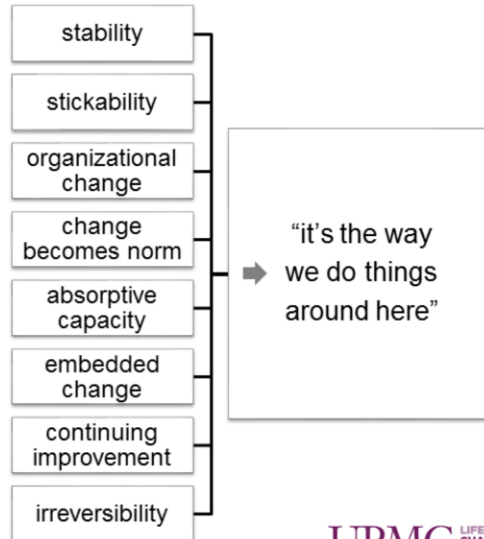
Over the next hour we will learn how to pre-design or redesign your innovation for sustainability; better understand the obstacles and how to apply multi-dimensional strategies to achieve long term success of your work

Sustainability Defined

Oxford English Dictionary



“ to keep something going over time - to be maintained at a certain rate or level”



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There are formal definitions of sustainability as well as catch phrases and buzz words. But, the definition that most innovators prefer when the staff can articulate the new process as “it’s the way we do it around here”.

Keep in mind, while we strive for an idea or process to stick, we don’t want completely sustainable change because today’s sustained change becomes the current state and tomorrow’s resistance to change. Instead, we want change that sustains itself until a better way comes along.

A physician’s office practice that worked to get their patient wait times down to 16 minutes and holding those averages – needs to re-ask the question, “can we reduce them to 12 or 10 minutes”?

Importance of Sustainability



The **Institute of Medicine** recognizes six domains of quality within health care:

1. Safe
2. Timely
3. Effective
4. Efficient
5. Equitable
6. Patient Centered
7. **Sustainable**

CLICK
for # 7

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The IOM recognizes

But many health care organizations and professionals believe a 7th **equally** important, domain exists: and that quality care is must also be sustainable

Importance of Sustainability

- Sustainability ensures patients continue to receive the best care possible through ongoing delivery of best practices
- Sustainability ensures the innovation investments and resources are not wasted



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Why is sustainability important?

Challenge of Sustainability

- 90% of all information technology innovations never achieve commercial viability
- Up to 70% of implemented organizational changes fail in the business sector
- In healthcare, 1 of every 3 initiatives fail to achieve their objectives



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➔ Sustaining your innovation is NOT easy – it's hard work!

The cost implication is not just financial - but can result in less than best care and service for patients, staff frustrations and failure to engage with future initiatives. ↓

In many innovation post-mortems – the cause of death has been resistant organizational culture. And, we will go a little deeper with cultural considerations and countermeasures in a few moments.

Challenges with Sustainability

Was the Innovation:

- a “pet” project or one with an individual agenda
- not aligned with organizational goals
- inappropriate for a particular local or departmental culture
- reliant on trained staff but the training was one-time only
 - trained staff move on to other positions
 - new staff not trained with same intensity as implementation
- launched with additional/special resources and once support disappears, the improvement follows

“Co-morbidities” include:

- a “pet” project or one with an individual agenda
- not aligned with organizational goals (**will be particularly important with the leadership factor**)
- inappropriate for a particular local or departmental culture
- reliant on trained staff but the training was one-time only during implementation
 - trained staff move on to other positions
 - new staff not trained with same intensity as implementation
 - **Ticket to Ride story or other “lost art” story**
 - **dilution with staff turnover**
- launched with additional/special resources and once support disappears, the improvement follows

Challenges with Sustainability

Was the Innovation:

- driven by an external stimulus
- “oversold” when the actual results were more modest
- a lost value and reduced to simply box ticking



viewed as the
flavor of the
month

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If innovative changes are due to an outside stimulus, former patterns and practices may return after the stimulus for change is gone

Did you Declare Victory Too Soon?

Has the innovation lost it's luster – does it have any remaining value to staff? Are they just going through the motions?

Challenges with Sustainability

- added on top of existing poor processes and unable to fully integrated
- unintentionally "slipped" as a result of staffing conditions, lack of resources, or competing demands



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#1 which may make them particularly vulnerable to erosion over time

2 improvement evaporation effect or initiative decay. for a variety of reasons, things slip back over time to how they were before all your hard work.

The ultimate sustainability goal is for the innovation to not just withstand ongoing challenge and variation; but co-evolve with other collateral changes and even continue to improve over time.

Sustainability: 100 years of Wheels under our Feet



Skeelers c1910



Roller Skates c1940



Rink Skates c1970



Roller Blades c1990



Heelys c1990



Elec.Skates c2010

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Here is an example of an enduring innovation – the concept was sustained but the design continued to improve and evolve....from Skeelers to Heelys!

When should Sustainability be Unsustainable?



“Holding the Gains”
means only until a
better way is
discovered

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Enduring concepts with evolving designs

When is Sustainability Unsustainable?

Always set “stretch goals”



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Tweet



@Sustainability. Simply put, an innovation becomes #sustainable only when it creates value for the user. Otherwise it is simply novel and virtually unsustainable.

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Strategies to Mitigate the Challenges

Understanding the challenges that impede sustainability leads to proactively designing workable strategies to manage them

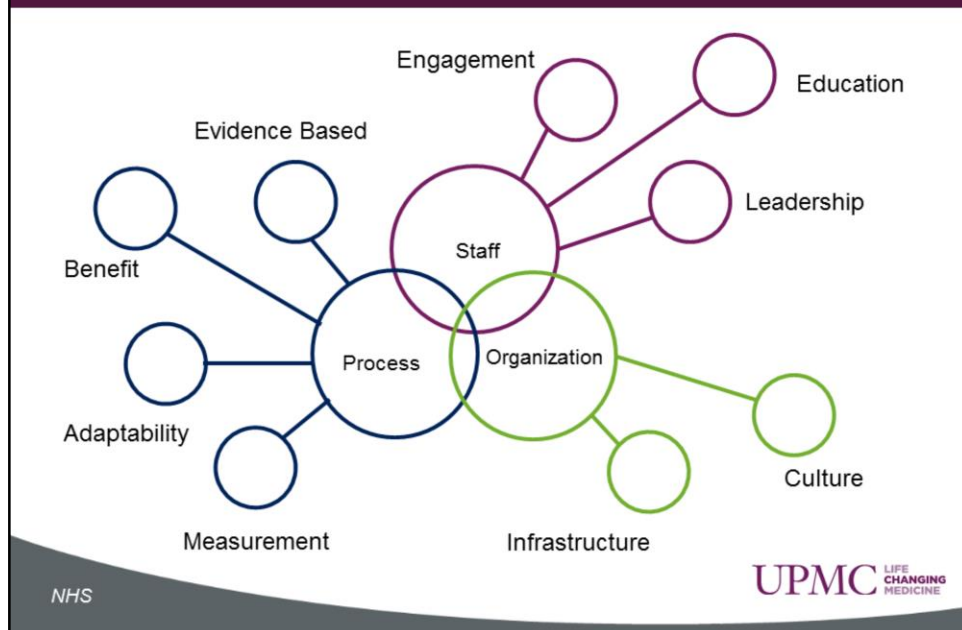


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We discussed some of the challenges to sustainability – let's look at some of the ways to effectively manage them.

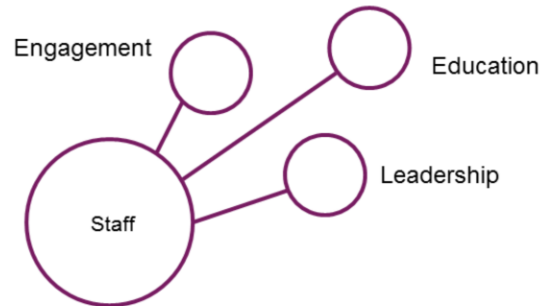
This model from the UK's National Health Service consists of several domains and sub-factors that each play a very important role in sustaining change in health care in particular

Key Factors for Sustainability



From the domains of Staff, Organization and Process – we have 9 factors. We will spend a little time mining some of the detail in each of these factors

Key Factors: Staff



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We will begin with the Staff Factors of

Staff

“If a story is not about the hearer – he will not listen.
And, here I make a great rule – a great and
interesting story is about everyone or it will not last”

- John Steinbeck

John Steinbeck’s quote covers both engagement and sustainability with.....

Key Factors: Staff / Engagement

Engagement

Staff

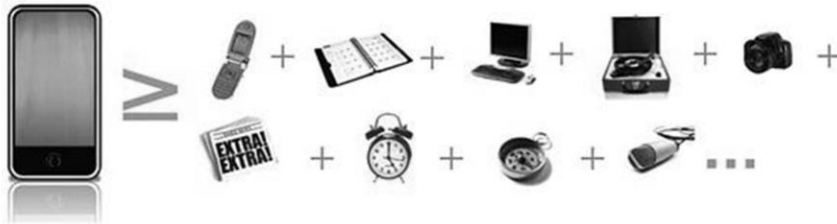
Sustainable changes are not imposed but done with staff involvement

- **Designing the change**
 - Encouraging expression of their ideas and Including their input
 - Coaching to recognize “hidden” waste
 - Translating their ideas and results of observations into small scale tests of change (less threatening; allows fine-tuning)
 - Building ownership → likely to be sustained
- **Testing Change**
 - After testing - ask “is this truly a better way?” **Staff** determines!

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Building ownership - If you *own* something, you tend to take better care of it.

Anyone here ever washed a rental car??



“...is it easier than how I am currently working?”

Innovators react to what they perceive as a meaningful difference between things as they are and things as they could be. So, for example, several years ago, mobile phones could do one thing: make calls.

Innovators saw the possibility of such devices providing much more, such as Internet connectivity, music and photo storage, and numerous applications that simply make life easier, from locating a good restaurant to navigating the best route to your destination. The result? An innovation: smart phones that do all of that and more.

A better way = a sustainable way

Have smart phones stayed the same.....no – continue to improve – now on iPhone 6

Building the Change into Daily Work

- How will my work day be different?
- What will I be able to *stop* doing?
- What else can I devote time and attention to that I couldn't before?

For the innovation to be sustainable - it's got to be an advantage for everyone. Its got to be a win-win type thing... it's not enough to be absolutely wonderful for the patients, it's got to have advantages for virtually everybody involved, because it will probably have disadvantages for everybody involved as well. So the advantages have got to be transparent and obvious and apply to staff as well as patients.

- Communication of Change's Success
 - Staff recognition
 - Share the results
 - Promote success stories



We celebrate improvement efforts, but maintaining and sustaining high performance is less glamorous.

Celebrate periodically the fact that the indicator has stayed at the improved level over time; for example, proudly post a sign reading 'celebrating six months of lower infection rates' or 90 days without a fall.



“I am always ready to learn
although I do not always like
being taught”

- Winston Churchill

Staff Education

- Do not under-estimate the amount of implementation support
- Training shouldn't be a "once and done" exercise, but an iterative process
- Identify gaps in knowledge and skill
- Include behavioral and cultural considerations in training to reduce resistance and fear of change
- Design a training & development infrastructure – traditional and non-traditional learning opportunities
 - regular staff meetings
 - competency checks
- SharePoint
- Unit/department newsletter

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Nontraditional education: (Hand Hygiene education) videos, contests, glogerm

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@Sustainability. The innovation may require substantial staff education – ensure they get it! If staff can't quickly grasp how to use the new innovation...it's toast.

Key Factor: Leadership



The Right Sponsor:

- Commitment to meet the defined goal
- Influence and leverage to inspire participants to get on board
- Willingness to give frontline personnel dedicated time to create, monitor, and improve care processes
- Access to funding or can approve the necessary staff and investments to meet the goal
- Support for the accountability systems
- Public recognition of the organizations' successes

Executive Sponsor ~ Physician Champion

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Finding the right sponsor to drive change around sustainability requires someone within the organization who is both well-respected and influential. Depending on your innovation it may be an executive administrative leader or a physician champion and in many times with our business – it is a combination of both.....

Keep your executive sponsor and physician champion's engaged and energized through frequent updates and coaching. Feed them sound bites on the innovations' progress and outcomes to share at system leadership meetings

Key Factor: Staff / Education/Succession Plan

Who will “drive” the Innovation in the future?

- What is your innovation’s “bench strength”?
- Where is the Innovation Play Book?

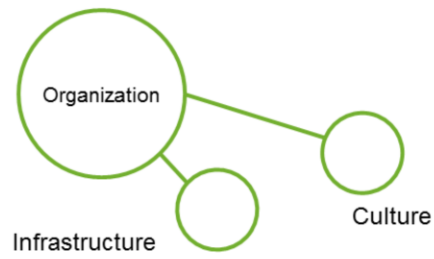


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Succession planning facilitates any changes in project leadership/ownership without major disruption. It can ensure continuity and longevity of your innovation.

In addition, as key people and if they move on, their knowledge goes with them. This hand-off should include well-documented strategies, tactics, processes and procedures to ensure that your innovation continues to achieve its goals.

Key Factors: Organization

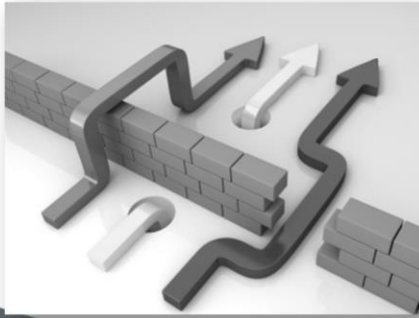


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Key Factors: Organization / Infrastructure



- implement structures, technologies, environmental factors to foolproof the change



- make it difficult or impossible to revert to old way of doing things
- look for opportunities to “hardwire” change

IT INNOVATION BEST
FOR HARDWIRING
PROCESS

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At the new CHP in Lawrenceville, they didn't design a Medical Records Dept. to house paper records. The plan was to move everyone to eRec before the move. Everyone know it wasn't possible to go back to the old way.

Key Factors: Organization / Infrastructure



- do policies and procedures support the new way of working?
- are new requirements built into the job descriptions?
- are communication systems in place for sustaining the improved process?
- do we have enough trained staff, facilities, equipment, to support the new process?



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Assume your collaborative team members all retire:

Will this change continue to be used?

What could make your organization revert to the old system?

Key Factors: Organization / Infrastructure



- a sustainable change requires identification of organizational & infrastructural barriers that may undermine the new methods
- align reward systems



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Identify infrastructural barriers – are there competing incentives. One organizational barrier to sustainability is a disconnect in reward systems. Whether an innovation is rewarded, punished, or ignored will determine how well it is sustained.

Example: physician compensation linked to volume (productivity incentives) vs. pt. satisfaction: processes implemented to improve satisfaction could be sabotaged in favor of seeing more patients.

Key Factors: Organization / Culture

Organization

Culture

- there may be multiple cultures within an organization: corporate, business unit, department, floor, shift, etc.
- understanding the values imbedded within organizational cultures will help you design for sustainability



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Examples multiple cultures:

- Marketing emphasizes innovation; manufacturing emphasizes detail orientation.
- Ambulatory office culture sensitive to work pace and timing so patients don't have to wait. Not the same in in-patient environment.

“Night shift” has their own culture!

Key Factors: Organization / Culture



- individual employees play a crucial role in healthcare improvement:
 - accept and participate in the change
 - resist it
 - ignore it.



- having key staff who willingly take on the change and make it work is key for success and continuous improvement
 - this ideal is absent from many organizations

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“Culture Eats strategy for Lunch”

Unless you have broken through cultural barriers – your innovation is at risk for withering on the vine.

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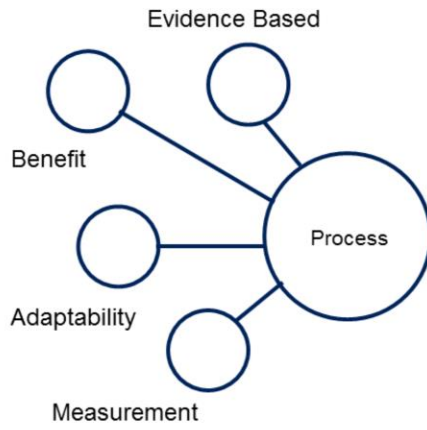


@ Sustainable. A “doing things the way we’ve always done them” view ensures that #sustainability initiatives won’t get off the ground.

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Have a strategy for addressing resistance; by making sure you reinforce value to the user.

Key Factor: Process





Total Joint Replacement Pathways

- Preference-based
- Politically-based
- Evidenced-based

Key Factor: Process / Benefit



Why does it matter to users?

How is the innovation perceived as better?

What is the relative advantage?

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What's in it for me ...is it easier than how I am currently working?

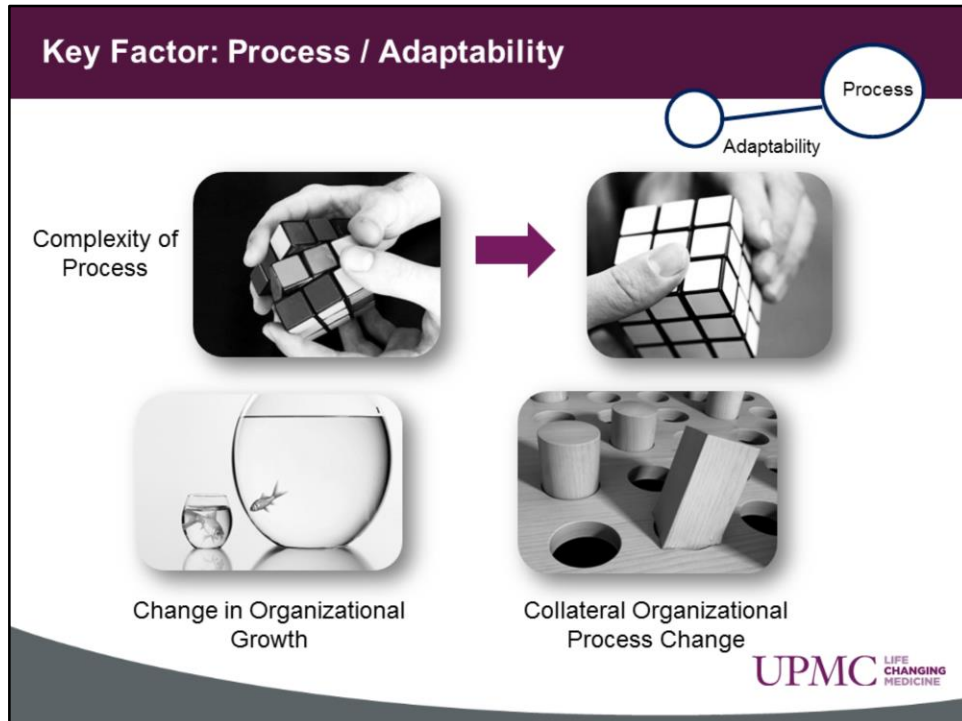
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@Sustainability. If you don't know **precisely** how the innovation is going to benefit your organization - then you are not likely to achieve it.

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Key Factor: Process / Adaptability



1. It is worth noting that the “enemy” in many sustainability initiatives is organizational complexity. Albert Einstein once said, “The best design is the simplest that works.” Keep it simple – the fewer the number of steps in the process the greater the odds of sustainability
2. Is the innovation designed for expansion - can it support an increase in volume?
3. Is the innovation part of a delicate ecosystem where a surrounding change will create a ripple effect?

Use Safe DC project example – added volume with ED patients (350,000) and the change with the Depart DC Instructions and the merger of content

Key Factor: Process / Measurement

Process

Measurement

“Collecting improvement data is just as important as taking vital signs—it all contributes to better care for the patient and that is the goal of our work.”



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Some say measurement is the MOST important aspect of sustainability.
“IN GOD WE TRUST; ALL OTHERS MUST BRING DATA.” W. EDWARDS DEMING

Key Factor: Process / Measurement

Process

Measurement



- Holding the gains = keep monitoring the process!
- Intensity may gradually be reduced, but ongoing assessment of how the process is functioning is absolutely necessary

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Important to keep your ear and nose to the ground particularly in the immediate post-implementation period. Can gradually taper to spot checks.

Describe both Process and Outcome Measurements used in the course of an improvement project.

Key Factor: Process / Measurement

Process

Measurement

Measuring Performance:

- Timely response to the data when it shows trends in suboptimal performance
- Review data regularly with key stakeholders:
 - Front line staff doing the work
 - Project sponsors



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Like monitoring a lab INR result to tweak Coumadin therapy.

Tweet



@Sustainable. Data must be continually reviewed and processes reevaluated. Constant vigilance after implementation is crucial!

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Back to the INR...my mother is having difficulty stabilizing her values...her doctor asked her (collecting data) about recent changes in her OTC medication, diet, illness, etc. and will “measure” more frequently until she hits the therapeutic value.

Metrics: Safe Discharge Reports

Process

Measurement

	CLINICAL PERFORMANCE My UPMC Safe Discharge Report Successful vs. Failed Delivery to the PCP/Attending Between 8/13/2012 and 8/13/2012				
	Success	%	Failed	%	Total
Bedford	1	100.00 %	0	0.00 %	1
East	11	100.00 %	0	0.00 %	11
Hrz Greenville	4	100.00 %	0	0.00 %	4
Hrz Shenango	5	100.00 %	0	0.00 %	5
Magee	8	80.00 %	2	20.00 %	10
McKeesport	24	96.00 %	1	4.00 %	25
Mercy	24	96.00 %	1	4.00 %	25
Northwest	3	100.00 %	0	0.00 %	3
Passavant	24	100.00 %	0	0.00 %	24
Passavant Cranberry	6	100.00 %	0	0.00 %	6
Presby	79	98.75 %	1	1.25 %	80
Shadyside	41	97.62 %	1	2.38 %	42
St. Margaret	12	92.31 %	1	7.69 %	13
Total	242	97.19 %	7	2.81 %	249

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Illustrates diligence: daily monitoring. This is an electronic daily report (easy = sustainable). If collecting measures is too cumbersome, it is not likely to be sustained.

This is accompanied by a patient level detail report that supports just in time education for the care provider

Metrics: Pressure Ulcers

Process

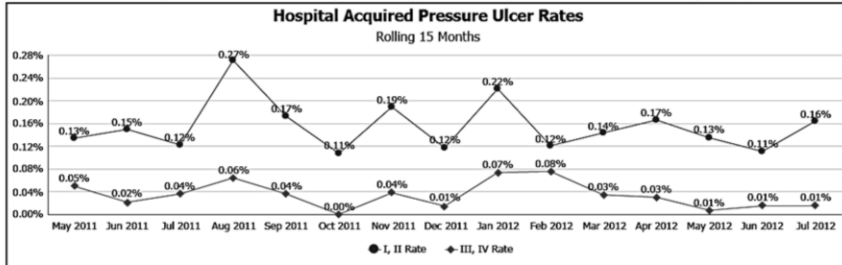
Measurement

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Page 1

Pressure Ulcers Consolidated Report

Children's Hospital data included starting December 1, 2010 & Northwest data included starting May 1, 2011.



HAPUs	May 11	Jun 11	Jul 11	Aug 11	Sep 11	Oct 11	Nov 11	Dec 11	Jan 12	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12
I, II, NOS	19	21	17	38	24	15	25	16	30	16	21	22	19	15	22
I, II Rate	0.13%	0.15%	0.12%	0.27%	0.17%	0.11%	0.19%	0.12%	0.22%	0.12%	0.14%	0.17%	0.13%	0.11%	0.16%
III, IV, Unstageable	7	3	5	9	5	0	5	2	10	10	5	4	1	2	2
III, IV Rate	0.05%	0.02%	0.04%	0.06%	0.04%	0.00%	0.04%	0.01%	0.07%	0.08%	0.03%	0.03%	0.01%	0.01%	0.01%
Discharges for Month	14,155	14,023	13,904	14,002	13,882	13,968	13,213	13,658	13,566	13,247	14,610	13,238	14,089	13,538	13,409

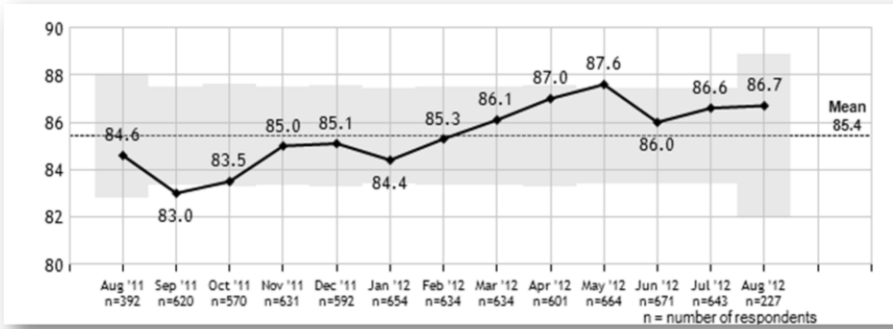
Monthly metric displayed as a run chart

Metrics: Press-Ganey Patient Satisfaction

Process

Measurement

Mean Trends Emergency Department

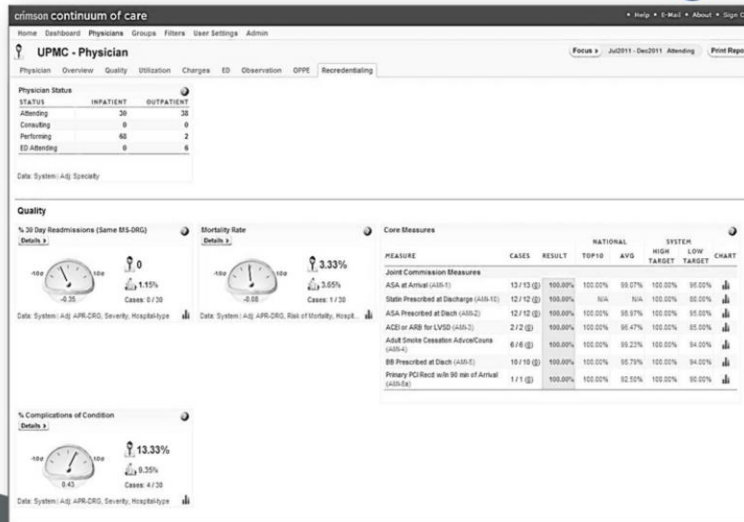


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Metrics: Crimson Physician View

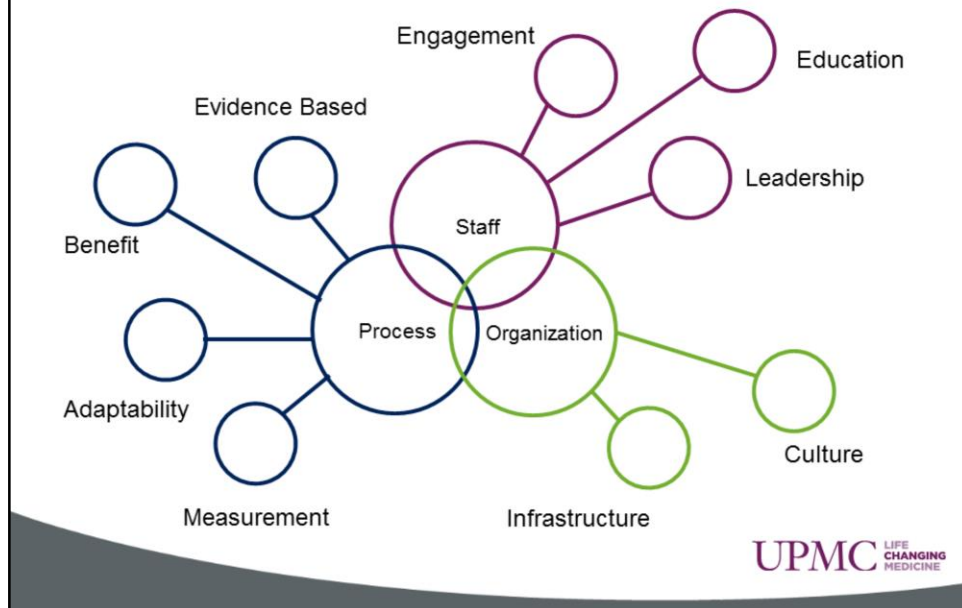
Process

Measurement



Based on charges, Crimson creates a sophisticated patient storyboard that shows physician performance on Core Measures

Sustainability Summary



SUMMARY –

Staff must be **engaged** in the change (brainstorming solutions, small tests of change, sharing results, measurement, etc.), involve the right **leader** to support your innovation, and **educate** MORE than you think you need to! (tool kits,

Your **organization** should have a culture that can embrace change and a track record for doing so. Make sure your infrastructure (policies & procedures, human factors design, (PLUG KATE'S CLASS) hard stops, ALERTS, etc) all line up with your change.

Processes that support sustainability: change should show benefit (the innovation may be faster, automated, delivers more value than before). Its up to you to help staff see the benefits! **Evidence-based** is no guarantee of sustainability (seen with hand washing) but gives credibility to the project particularly for those who are heavily influenced by data (ex. physicians).

Measurement may be the most important aspect of sustainability. It builds discipline and accountability while providing feedback about your new process; allows refinement