Sustaining Your Change Efforts

July 31, 2017

Slides for today’s webinar are available on the CIHS website at:

www.Integration.samhsa.gov
under About Us/Innovation Communities
Our format...

**Structure**
Short comments from experts
Specifics from their point of view

**Polling You**
Every 20-minutes
Finding the “temperature” of the group

**Asking Questions**
Watching for your written questions

**Follow-up and Evaluation**
Ask for what YOU want or expect
Ideas and examples added to the AOS Resource Center

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**How to ask a question during the webinar**

If you dialed in to this webinar on your phone please use the “raise your hand” button and we will open up your lines for you to ask your question to the group. (left)
If you are listening to this webinar from your computer speakers, please type your questions into the question box and we will address your questions. (right)
Disclaimer: The views, opinions, and content expressed in this presentation do not necessarily reflect the views, opinions, or policies of the Center for Mental Health Services (CMHS), the Substance Abuse and Mental Health Services Administration (SAMHSA), the Health Resources and Services Administration (HRSA), or the U.S. Department of Health and Human Services (HHS).

Today's Agenda

- Welcome
- Questions from last webinar
- Review Key Aspects of Sustaining Your Depression & Diabetes Change Efforts
- Share Insights and Questions!
Health Care Innovation Today

“In contrast to disruptive innovation, a “sustaining innovation” does not create new markets or value networks but develops existing ones with better value, allowing the companies to compete against each other’s sustaining improvements.”

-Clayton M. Christensen (1995),
“Disruptive Technologies: Catching the Wave”
Calibrating Expectations

"Many organizations focus on sustaining the gains only after improvement has been achieved. Intuitively, that may seem the correct sequence, but it is in fact backwards. The time to focus on sustaining improvement gains is well before the initiative is launched."

Source: Donald D. Snee https://www.healthcatalyst.com/sustain-healthcare-quality-improvement
Keys to Insuring Sustainability

- **Organizational learning theory** is the notion of "organizational memory," the ability of an organization to retain knowledge, in various ways, in order to facilitate its access when needed at a later time (Walsh and Ungson 1991).

- **Organizational memory** is the storage of knowledge in various organizational knowledge reservoirs to institutionalize the initiatives in the organization's standard operating procedures.

- Sustainability of practice changes therefore requires systematic, thoughtful planning and action to ensure that the changes are embedded into the various knowledge reservoirs in the organization.


Danger of Organizational Memory & Knowledge Reservoirs

"Just as organizational memory provides stability, it can also serve to block change. Change managers must be familiar with organizational memory carriers (reservoirs) they are facing and those that might have a negative impact on the desired intervention ... should pay attention not just to individual memory carriers but also to their interrelationships. This can facilitate a more effective development of possible levers for change ... change managers must realize that not all organizational memory carriers lead to organizational learning" (p. 394).

Efficient & Effective = Optimal Care Provision

Effective: Doing the right things.
(i.e., Work flows that align the right intervention, at the right time, in the right place and for the right consumer resulting in the right outcomes)

Efficient: Doing the right things right.
(i.e., Work flows that contain cost and optimize time)

How do we create Activated Consumers and a Sustainable Business Model?

- Must understand the clinical and business aspects of service delivery.

- Must have the tools to monitor and know if we are producing activated and healthy consumers while keeping costs contained.

- Population Health Management & Continuous Quality Improvement are the key to achieving this goal!
At the simplest Level this is What Health Care Providers are Striving for…

Now…let’s go through the organizational reservoirs where your Depression/Diabetes Innovation Community Change Efforts Reside
**Administrative Work Flow**

The day-to-day work that administrative and clinical staff engage in using policy/procedure as a guide to efficiently and effectively operate the business aspects of care (e.g., billing, data entry, data review, continuous quality improvement, supervision, team meetings, etc.).

**Clinical Work Flow**

The day-to-day clinical work done to help consumers recover. This includes both targeted practices for specific illnesses and general practices for engagement and activation (e.g., trauma informed care and motivational interviewing approaches).
Transition from an Improvement Project to “Business As Usual” requires:
1. Policies/Procedures Changes
2. Supervisor Support
3. Strong CQI Infrastructure to Monitor for Deviation

Administrative Work Flow

Evidence-based Practice all Consumer’s Receive
(e.g., Trauma informed Care & Motivational Interviewing)

Administrative Protocols Some Staff Do
(e.g., Collaborative documentation)

Administrative Protocols All Staff Do
(e.g., use of sick time; travel reimbursement)

Evidence-based Practices Specific to an Illness
(e.g., Diabetes disease protocol)

Evidence-based Practice all Consumer’s Receive
(e.g., Trauma informed Care & Motivational Interviewing)

Policies
(i.e., Guiding Principles)

Procedures
(i.e., metric-based protocols for how staff conduct admin/clinical work)

Improved Health Outcomes at Reasonable Cost

Activated Consumer

Person-Centered Plan

Administrative Work Flow

Clinical Work Flow

Administrative Protocols Some Staff Do
(e.g., Collaborative documentation)

Administrative Protocols All Staff Do
(e.g., use of sick time; travel reimbursement)

Evidence-based Practices Specific to an Illness
(e.g., Diabetes disease protocol)

Evidence-based Practice all Consumer’s Receive
(e.g., Trauma informed Care & Motivational Interviewing)
The 8 Keys to Sustaining Impact to Prevent Slippage…

1. Create an action strategy that includes a communication plan
2. Continue to assess the environment
3. Be adaptable—embrace change (aka barriers)
4. Secure community support
5. Integrate program services into community infrastructures
6. Build a leadership team
7. Create strategic partnerships
8. Secure diverse financial opportunities

Sources:
Building Sustainable Programs: The Framework (Feb 2014) Health & Human Services, Office of Adolescent Health

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How do we Activate Staff Toward Change

- Urgency for Change
- Guiding Team & Vision
- Capacity for Change
- Short Term Win
- Slow start succumbs to inertia

- Urgency for Change
- Guiding Team & Vision
- Capacity for Change
- Short Term Win
- A fast start that fizzles

- Urgency for Change
- Guiding Team & Vision
- Capacity for Change
- Short Term Win
- Anxiety and Frustration

- Urgency for Change
- Guiding Team & Vision
- Capacity for Change
- Short Term Win
- Haphazard efforts and false starts

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Greatest threats to sustaining the innovation!

1. Lack of sustainability processes (e.g., CQI, policy/procedure changes).
2. Supervisors not on board/not able to supervise fidelity to the change.
3. Thinking you’re done/ready to move on…when you are not…
4. Distractions pulling leaders and team members in different directions resulting in Work Avoidance Behaviors.
5. Moving on to the next great thing without finishing the project or securing the gains resulting in Priority Avoidance behavior.
6. No post initiative review to determine what did/didn’t work how to sustain change while making upcoming initiatives run more smoothly.

Post Project Review Questions

General:
- What things did you think went well on the project?
- What was the single most frustrating part of the project?
- How would you do things differently next time to avoid this frustration?
- Were there any other issues/changes that should be considered?

Success Criteria:
- What rating would you give for each of the success criteria defined in the Project Charter?

Project Management & Scheduling:
- Were the goals of the project clear to you?
- How complete do you think the planning was before the actual commencement of work?
- What could have been improved?
- Was the schedule realistic? Was the schedule detailed enough?
- What were the biggest obstacles to meeting the scheduled dates/milestones?

Resources:
- Were there enough resources assigned to the project, given the schedule constraints? If no, where could there have been more resources assigned?
- Was there sufficient time for working on this project in addition to your day-to-day job? How could this be improved?

Source: Carlton University see: www.carleton.ca/ccs/project.../ProjectPostmortemQuestionnaire.docx
Post Project Review Questions

Risk Assessment/Testing:
• Was the Test Plan/Proof of Concept/First Rapid Cycle Tests sufficient in identifying potential problems?
• Was the process for reporting problems clear, easy to follow and efficient? If not, what improvements would you recommend?
• Were issues dealt with and resolved in a timely and satisfactory way? Were you satisfied with the level of technical support received?

Communication:
• Was project communication handled efficiently and effectively in disseminating information and directives? If not, how could it be improved?
• Were there enough team meetings and if so were they useful?
• Were there other forms of communication that would have been helpful?

Team/Organization:
• Did you have all of the information needed to do your job?
• Were the roles and responsibilities well defined and communicated?
• Did you think the team worked well together?
• Were there other groups/individuals that should have been a part of the project team? If so, please specify.
• What would you do to make the project team more effective?

Source: Carlton University see www.carleton.ca/ccs/project.../ProjectPostmortemQuestionnaire.docx

Poll Question One

What do you see as your organization’s greatest Strength when it comes to Sustaining your IC Efforts?

1. Embedded & Accessible Knowledge (i.e., Org Memory) in the Org’s Knowledge Reservoirs
2. Population Health Management to Insure Data Monitoring & Follow-up to Findings
3. Leadership Buy-in/Communication
4. Other
Poll Question Two

What do you see as your organization’s greatest Opportunity when it comes to Sustaining your IC Efforts?

1. Embedding & Making Accessible Knowledge (i.e., Org Memory) in the Org’s Knowledge Reservoirs
2. Population Health Management to Insure Data Monitoring & Follow-up to Findings
3. Leadership Buy-in/Communication
4. Other

Let’s Discuss!

Please type your questions/discussion points in the chat box!
It’s has been great talking with you!

Anything I can do to answer questions following this webinar do not hesitate to ask!

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Thank you for joining us today.

Please take a moment to provide your feedback by completing the survey at the end of today’s webinar.

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