



LONG TERM CONDITIONS COLLABORATIVE

DEVELOPING AND MAINTAINING SUSTAINABLE SERVICES

*Approaches to help you maintain sustainability of
improvements throughout
Fixed term Programmes and beyond.*

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1. **INTRODUCTION TO SUSTAINABILITY**

A number of Programme Managers within the LTCC Collaborative voiced their concerns over the sustainability of their work on Long Term Conditions following the end of the Collaborative in March 2011. In response to this, the following guide has been written to help teams in ensuring that sustainability is possible and how it forms an integral part of planning for continuous improvement. The document is intended to assist Programme Managers, Project Managers and Service Improvement Managers working in the Collaborative and supporting long term conditions improvement, although there is application to a wider change management audience working across health and social care sectors.

Defining Sustainability

Over 300 definitions¹ of sustainability have been identified. It's meaning changes dependent on the context to which it relates eg. environment, business, population etc. In healthcare lengthy definitions have been written, although for the purposes of this Guide the following definitions have been used:-

Sustainability is

- **'when new ways of working and improved outcomes become the norm'.²**
- **Sustainability should create value and meet stakeholder needs, without creating adverse social, economic and environmental impacts'³**

Key principles of sustainable service transformation are as follows:-

Whole systems reform – a focus on whole care continuum from prevention, through treatment, to review and rehabilitation.

Multi-disciplinary, multi-agency collaboration – developing sustainable transformation of care delivery through collaboration across complex care communities.

Benefits led change - a disciplined approach is used to clarify the quality of care and financial benefits that transforming services will deliver to patients, staff and the local health economy.

Integration of change enablers : workforce / care delivery process / technologies -

The most complex change programmes require a mixture of workforce planning and review, change in working practice and the redeployment of workforce and/or use of new technologies.

¹ http://www.griffith.edu.au/ofm/sustainability/content_definition.html

² Institute of Innovation and Improvement, England. 'Sustainability Model and Guide' 2007.

³ REN Solutions 2008



Benefits are optimised when all, or a combination of, the above are made cohesively to compliment each other.⁴

Benefits of Sustainability

It is important to ensure that improvements bring benefits not only to the patient but to the staff involved in the change process, as well as to the organisation as a whole. Releasing the benefits of improvement will raise awareness of the impact that improvements have on staff roles and responsibilities. Releasing the benefits also serves to reduce repetition and duplication. It enables areas for concern to be raised but also celebrates and recognises success when it occurs and uses this as a basis for spreading improvement work across the organisation.

Example

Work undertaken by the Releasing Time to Care Programme has focused on measuring value to staff in terms of 'time' and to the organisation as a whole. Further details of the Programme can be found on the Releasing Time to Care Community of Practice website <http://www.elib.scot.nhs.uk/SharedSpace/communities/Pages/index.aspx?ContainerID=213409> (log in required). A key principle of the Programme is to provide tools and techniques for front line staff to develop and take ownership for changes to their service.

Benefits of a sustainable improvement include:

- * Reduced costs – resources and energy used efficiently and effectively
- * Added value – improved reputation and image, increasing patient satisfaction
- * Improved business planning – anticipate legislation, improve risk management, clarify vision for the future.
- * Meet expectations – address social and environmental concerns with all stakeholders, eg. patients, staff, suppliers etc
- * Increased innovation and learning – develop continuous learning culture and build confidence in the workforce.

⁴ <http://www.isip.nhs.uk/>



2. UNDERSTANDING YOUR ENVIRONMENT - INTERNAL AND EXTERNAL FACTORS AFFECTING ORGANISATIONS

Model for Health Care Programme Sustainability

Dr Russell Gruen et al developed a unified model of health care for programme sustainability which indicates how internal and external factors affect the ability to sustain a change project. This was built from a number of conceptual frameworks and studies of programme sustainability. ([figure 1](#) below).

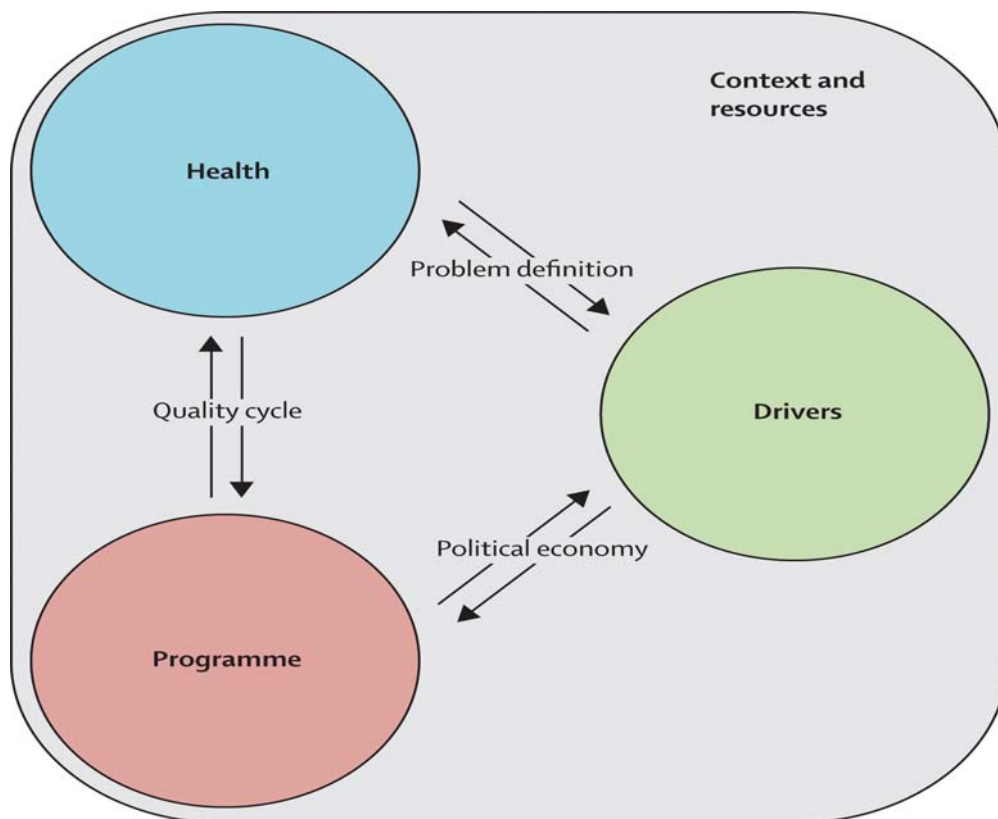


Figure 1: A system for sustainable health programmes⁵

The above diagram looks within and beyond the organisation to identify internal and external pressures in a wider context. It aims to show the multidimensional and dynamic nature of health programme sustainability. It focuses on health concerns of a population, interventions adopted to address the identified health concerns, and the positive and negative drivers affecting change programmes. The drivers have positive and negative effect on the programme's implementation, effectiveness and durability. Drivers include a multitude of stakeholders including funders, managers, policy makers, and community leaders who all interact with the programme as do social, cultural, political and economic influences. All of these factors work within a defined context and resource availability. A

⁵ Dr Russell L Gruen PhD, Julian H Elliott MBBS, Monica L Nolan MBBS, Paul D Lawton MBBS, Anne Parkhill MBIT, Cameron J McLaren BSc and John N Lavis MD, The Lancet [Volume 372, Issue 9649](#), 1 November 2008-7 November 2008, Pages 1579-1589



detailed description of this model can be found in the related article 'Sustainability Science: an integrated approach for health programme planning' see ref below.

The Sustainability Model and Guide

The Sustainability Model was developed by the Institute for Innovation and Improvement in NHS England. It focuses on the internal organisation (Figure 2) including organisation, staff and process.

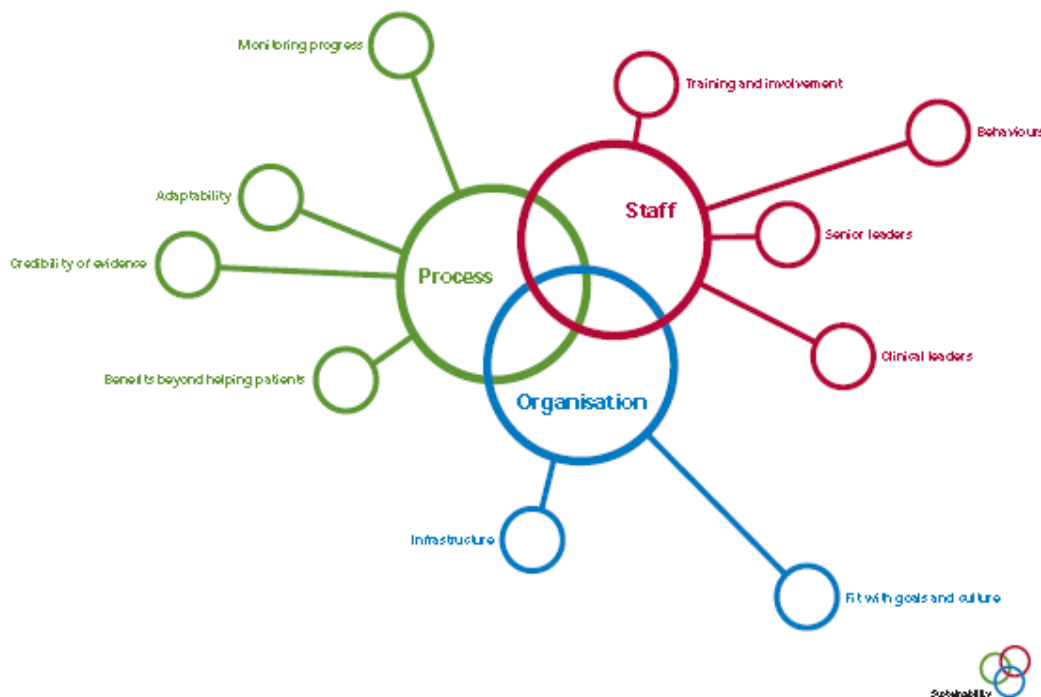


Figure 2 The Sustainability Model. Institute of Innovation and Improvement, NHS England

The Sustainability Model and Guide provide both electronic and paper based tools for measuring sustainability within a change project. The tool provides a score sheet and questions to consider if a low score is achieved. The tool should be used on a regular basis, by a wide range of stakeholders, to ensure that low scores are identified at an early stage in order to counteract slippage before it significantly affects the sustainability of the project.

Appreciative Inquiry

Appreciative Inquiry (AI), can be used as a way of understanding your organisation from within. AI is a relatively new concept that enables change managers to develop staff roles/change projects within the organisation through positive recognition and development of the achievements. These achievements are then used as a basis for further development. The approach encourages an organisation to look for ways in which positive improvements can be spread, adapted, and adopted across the organisation by encouraging staff to take the lead in improvement work. Appreciative Inquiry provides recognition for those who have been responsible for making positive changes happen.



The AI approach relies on enforcing positive beliefs. This opposes the more widely adopted process redesign theories that begin by looking for things that don't work well, errors and negativity. Further details on Appreciative Inquiry can be found on the Long Term Conditions Community of Practice website.

3. **WHY IS IT DIFFICULT TO SUSTAIN PROGRAMMES?**

Evidence suggests that a large number of projects/improvements fail, in fact up to 70% of all organisational change effort.⁶ Professor Chris Ham from the University of Birmingham summed it up by stating that 'quality improvement often takes longer than expected to take hold and longer still to become widely and firmly established within an organisation'.⁷ This Guide examines possible causes and provides pointers and solutions to overcome such failures before they happen.

Before we begin to manage for sustainability it is necessary to identify and understand the 10 key warning signs of failure. By understanding the types of failure that may occur within a change programme it will be possible to put in countermeasures to overcome failure prior to, or at it's, onset. Below is a list of core reasons why change programmes are not sustained.

1. Loss of leadership interest
2. Loss of clinical lead input
3. Loss of team input
4. Sustainability is planned as an afterthought
5. Stakeholders are not included
6. There is no infrastructure in place
7. There is a loss of focus/monitoring of progress
8. No whole system view
9. Lack of Adaptability
10. There is a lack of training

Eaton and Philips⁸ identified eight success categories to ensure success and sustainability of change within healthcare services. These are described as an acronym 'CRITICAL':

- **C**ommunications
- **R**esources
- **I**nvolvement
- **T**raining
- **I**mplementation

⁶ Daft and Noe, 2000. Beer and Nohria, 2001

⁷ Chris Ham et al, University of Birmingham 'Redesigning Work Processes in Healthcare: Lessons from the National Health Service' 2002

⁸ Mark Eaton, Simon Phillips 'Sustaining Lean Healthcare Programmes: A practical survival guide' 7



- **Compass** (setting out the vision for your improvement programme and what you want to achieve)
- **Achievement**
- **Leadership**

4. **SUSTAINABILITY – LET’S MAKE IT WORK**

Taking into consideration the warning signs identified above, and also the pointers of the CRITICAL acronym we have pulled together a number of Top Tips. These have been designed to help you ensure the sustainability of your change projects and identify where problems may arise.

1. Communications
2. Involvement
 - Leadership
 - Clinical Lead Input
 - Team Involvement
 - Stakeholders
3. Planning beyond the life of your programme
4. Monitoring
5. Whole Systems Thinking
6. Flexibility and Adaptability
7. Training for success

4.1 **Communications**

Lack of communication pathways/infrastructure is probably one of the biggest problems a change programme can face. Effective communication is the most important aspect of a change Programme. In fact, it is vital. Communication plans and pathways will provide you with the infrastructure from which to promote the work of your Programme whilst receiving intelligence on developments across the organisation. Remember that communication is a two way process and it is important for you to recognise and digest information on developments from elsewhere in the organisation as well as providing information to colleagues/stakeholders.

Ensuring that all stakeholders across the organisation, and beyond, are well informed is essential to the development of a sustainable change project. Without a solid foundation to the work eg. Project Plan, policies and procedures and regular monitoring, reports and updates etc your chances of success are low. It is important to re-enforce that improvements are seen as ‘the way things are done around here’ and embedded into everyday life, thus the improvement will continue following the life of the formal change programme.



What can you do to ensure there is a solid infrastructure for effective communication?

- * **Develop a communications plan** and actively enforce messages to stakeholders throughout the life of the project.
- * **Develop communications that people will notice** This may be in the form of posters, visual management boards, pop-ups on the local intranet, intranet or internet pages, link to national work programmes to share information with colleagues across the country, policies, procedures, templates or protocols.
- * **Reinforce the project** as much as possible. This can be done by way of
 - * presentations
 - * attendance at group meetings
 - * attendance/presentation at national meetings
 - * production of articles for newsletters, journals
 - * web-casts of presentations
 - * intranet or internet pages describing your Programme
 - * collection of patient experiences

This may assist in spreading your approach across the organisation. It is not necessarily solely the role of the project manager to take responsibility for all communication but also for key stakeholders involved in the programme to communicate as they can share real-life experiences of how the change benefitted them personally.

- * **Communicate, Communicate, Communicate** on an ongoing basis.

Questions to Consider

- * What are the communication routes best suited to the Programme?
- * What reporting mechanisms are in place across the organisation?
- * How can developments be communicated to the wider audience eg. colleagues in social care and voluntary sector organisations?
- * Which professional group meetings need to receive regular updates?
- * How can you reach hard to reach groups?

4.2 **INVOLVEMENT**

4.2.1 **Leadership Involvement**

Although not necessarily involved on a day-to-day basis, leadership involvement is crucial to the success of your project. Attendance at key meetings, events, and other activities associated with your programme will help to promote your work across the organisation. Involvement of the executive lead will provide positive backing for your work to the wider organisation.



How do you maintain involvement of your Executive Lead?

- * Identify the significance of the executive leader's involvement and communicate this to him/her
- * Identify the benefits their involvement brings to the programme
- * Be clear of the commitment you want and ensure that Executive lead is aware of this. A written agreement identifying all of the above could be a way of ensuring both parties are aware of the responsibilities and commitment required
- * If things start to go wrong, meet with your executive lead and reiterate/renegotiate their role
- * discuss your/their views and provide objective feedback
- * Remember that inactive leaders can cause significant damage to improvement programmes, even if this isn't necessarily their intention
- * rationalise the position of your Programme to new organisational objectives using tools such as a PEST (political, economic, social, technological) analysis
- * Demonstrate the positive impact executive leader involvement brings and communicate this regularly

Questions to consider

- * Are the executive leaders trusted, influential, respected and believable?
- * Are they committed to the Programme, do they understand it and do they promote it?
- * Are they respected by their peers and can they influence others to get on board?
- * Are they taking personal responsibility to help break down barriers and are they giving time to help ensure the change is successful?⁹

Things to watch out for

- * new initiative being launched/supported by senior management that has conflicting priorities to those of your change programme.
- * external factors eg. change in government, political priorities
- * internal factors such as change in staff/organisational structure
- * shift in strategic focus, new 'buzz' improvement initiatives
- * change in beliefs of the leaders concerned, eg. perhaps feedback locally for the work of the programme has been negative.

4.2.2 **Clinical Lead Input**

Clinical leaders need to be involved from the time of a programme's inception and throughout its entire life. The input of your clinical lead is crucial to: selling the benefits of your programme; demonstrating the benefits of the programme; getting and giving an insider view; obtaining buy-in from peers, multi-disciplinary clinical and nursing staff; and also delivering the key messages of the Programme to patients and carers.

⁹ Questions derived from Sustainability Guide, Institute of Improvement and Innovation, NHS England¹⁰



Continued encouragement and engagement of your clinical lead is one of the keys to success. They are an essential part of improvement team as they can influence and help to overcome barriers in implementation.

Questions to consider

- * Is the clinical lead trusted, influential, respected and believable?
- * Are they involved in the initiative, do they understand it and do they promote it?
- * Are they respected by their peers and can they influence others to get on board?
- * Are they taking personal responsibility to help break down barriers and are they giving time to help ensure the change is successful?¹⁰
- * Demonstrate the positive impact their involvement can bring
- * Can they commit to the responsibilities of being clinical lead?
- * Are time commitments pressing? If so, agree set times to meet and discuss opportunities/issues

4.2.3 Team Involvement

Your team are the people who will take forward the improvements you plan. It is essential to communicate with, listen to, and recognise their input throughout the life of the Programme. All staff involved in the Programme need to be engaged, clear of their responsibilities to the Programme and well informed.

How do you keep the team involved?

- * **Engage with the people who are most positive** - These people are your advocates/promoters and have the highest influence and impact of all your stakeholders. Use these people to influence the rest of the team.
- * **Keep your team on track** - Do this by making sure there is a purpose for your meetings, that any information requests to the local team are timely, appropriate and not too burdensome, by showing your achievements to date and listening to people's concerns/fears about the change are taken into account and by ensuring that management remain engaged and enthusiastic.
- * **Remain focussed** - It is important not to move your change programme from achievement to stagnation, or from focussed to lack of focus on the challenge ahead. Ensure that focus remains on specific pieces of work rather than a general improvement strategy.
- * **Ensure your change team is multi-disciplinary/multi-agency** - Involving staff at all levels within the team, and from outside organisations, will enable you to understand where problems with development or delivery might lie.

¹⁰ Questions derived from Sustainability Guide, Institute of Improvement and Innovation, NHS England



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- * **Give everyone a voice** - Accept comments and opinions from members of the team at all levels. It may be that the administrative clerk holds information that is fundamental to the success of the project eg. why there are sometimes waiting times for notes in clinics.
- * **Share successes** – use data and real life improvement stories to demonstrate positive impacts

Questions to Consider

- * Are staff encouraged and able to express their ideas regularly throughout the change process and is their input taken on board?
- * Do staff think that the change is a better way of doing things that they want to preserve for the future?
- * Are staff trained and empowered to run small-scale tests (PDSA) based on their ideas, to see if additional improvements should be recommended?

Reasons for failure in getting your team to engage?

- * peer pressure (taking a bad experience of change as being the norm),
- * the pace of change is either too slow or too fast,
- * that rumours have spread that improvements will lead to job losses or change in people's role,
- * that changes are being imposed,
- * LEAN is being ridiculed (based on negative news headlines regarding LEAN eg. public sector, Toyota),
- * that patient safety may be compromised as a result of the change.

Things to look out for

- * low attendance at programme meetings
- * information flows are disrupted and you are left unaware of other work being undertaken within the organisation
- * deadlines are not met

4.2.4 **Stakeholder Involvement**

As we have considered above, keeping executive/clinical leadership and team players involved and enthusiastic towards change is important to the sustainability of a project. In addition, engagement by wider stakeholders is also crucial as they influence the way the organisation develops eg. chief executive, strategic planning and commissioning departments. If communications to wider stakeholders are ineffective they will have no idea of the ongoing work. This may lead to duplicated effort in another part of the system or to strategic plans being adopted that are at cross purposes to the work of your programme. This can cause confusion in the system and lead to reduced engagement as focus is drawn to higher level objectives or competing targets.



How can you maintain stakeholder involvement?

- * **Keep a high profile** This will ensure that you are considered in higher level discussions and that the organisation is aware of the work you are undertaking.
- * **Engage with stakeholder groups** work with the colleagues from the Better Together team to ensure that patient/carers are involved in developments - gain their feedback on the change project before, during and after implementation.
- * **Ensure there is reliable evidence to support your theory** Ensuring that evidence to show that the change will produce benefits is required to support the case for change. This evidence needs to be visible to all key stakeholders and is crucial to the success of the change. Evidence of benefits that are above and beyond those gained from existing processes will give people reason to support, accept and participate in the change. Learning from experiences and tangible improvements made internally, or information shared between partner organisations and colleagues from other health boards will assist in evidencing the proposed change.
- * **Communicate benefits.** Do this in a way that is understandable to all stakeholders as positive promotion of your Programme is key to your efforts being acceptable and, in the long term, sustainable.

Examples of good practice and discussion forums can be found on the LTCC Community of Practice <http://www.knowledge.scot.nhs.uk/ltc/login.aspx?returnnodeid=7638>

Questions to Consider to Keep Stakeholders Remain Involved

1. What is the evidence for and perceived benefits of the change?
2. Are the benefits of the change visible to patients, staff and the organisation?
3. Do staff believe in the proposed benefits?
4. Can staff clearly describe the full range of benefits the change will bring?
5. Is there evidence of achievements you can use from elsewhere?

4.3 **Plan beyond the life of your Programme**

A problem all Programme Managers face is that most of change programmes are time limited with a set amount of funding. The ability to sustain the changes following the removal of key staff/funding can be difficult, especially if the project has not been successfully adopted as everyday practice. Once monitoring is removed there is often a tendency to 'go back to the old ways' as enthusiasm dwindles.

How do you overcome this?

- * **Plan ahead.** Planning for sustainability should begin at the start of the project, not as an afterthought towards the end.
- * **Fit to Strategic Objectives.** Ensure that your change project is seen to fit into the overall goals and aims of the organisation.



- * **Ensure continued senior leadership support** (as discussed above)
- * **Integrate into daily life** Make sure that the change becomes part of everyday life and integrated into work processes. If the ownership of the change project remains with the project manager there is a high risk of failure once that post expires. Ownership of the project should be increasingly passed to key stakeholders throughout the life of the project.
- * **Handover.** Make time before the end of the Programme to hand over your work to someone who has related responsibilities. By making your work fit to the strategic and operational objectives of the organisation it is logical to develop a handover document, or prepare a report to Board, explaining how initiatives will continue and who holds responsibility for their progression.

4.4 **Monitoring**

When the Programme has completed its baseline analysis, undertaken its process mapping and PDSA cycles, capacity and demand etc and begins full-scale implementation, a comparison from original baseline data will have to be established to determine whether the desired level of improvement has occurred.

The key message within this section is that both measurement and communication must be continuous across the life of the Programme if you are to sustain or 'hold the gains'. If staff are not able to identify and document either ongoing improvement, or slippage, they will be unable to take corrective action or think about how the process could be improved even more.

Managing what we measure is more than just maintaining position. Measurement and communication help the team to look toward ongoing improvement of their processes beyond the point at which the change is implemented.

What can you do?

- * **Continuous monitoring** - Ensure you have a system in place to continually and effectively monitor the progress of change. From baseline assessment to regular measurement keep stakeholders informed of successes, together with areas on which to focus. In the absence of feedback reporting, serious flaws or 'slippages' may not be identified
- * **Avoid duplication** – Assess what information is required by your programme and where it is being collected. You may find that it could be obtained from elsewhere within the organisation.
- * **Embed reporting mechanisms** – Include continuous reporting into everyday practice eg. collection of performance data, visual management boards etc.



- * **Communicate** – Maintain a high profile and showcase positive impacts and benefits to the wider audience.
- * **Simplify** – Present information in an easily understandable way. Don't overcomplicate charts/graphs and tailor information to suit your audience.
- * **Real time** – Use real time data to show day on day improvements. Use safety crosses or visual management techniques to update your team on a daily basis.

Questions to Consider

- * Does the change require special monitoring systems to identify and continually measure improvement?
- * Where can data be obtained?
- * What is the best way to display information to keep the team updated?
- * Is there a feedback system to reinforce benefits and progress and initiate new or further action?
- * Are mechanisms in place to continue to monitor progress beyond the formal life of the project?
- * Are the results of the change communicated to patients, staff, the organisation and the wider NHS?

4.5 **Whole Systems Thinking**

In large organisations, such as the NHS, a problem raises its head over and over again. The problem is that of silo working. Silo working means working within your own environment without consideration for the wider organisation's goals, or that of other departments. When planning improvement programmes it is essential that the wider view is taken into account. As covered in the communication section above, it is essential to understand how your developments fit into the bigger picture and ensure that others are aware of what you are planning, how this may impact on their department, when the changes will come into effect and what progress has been made. A reason for silo working is that people become comfortable in their own environment and are 'too busy' to look outside. NB This can also be true of change projects.

EXAMPLE a project manager or change agent develops a new referral form into an Allied Health Professional's department. The receiving GP/Practice nurse already have 6 different AHP referral forms to choose from, each used to access different AHPs specialties across the geographical area, all very similar, but different in some way. Has any consideration of this been made as the form is developed? Could a generic form be developed to access all AHP services?

What can you do?

- * **Look at the bigger picture** – Remove duplication from within the system. It may be wiser to adopt a generic approach across the whole service.
- * **Synergise** – your project to the goals and vision of the organisation



- * **Good Communication** – ensure that there are clear links to the goals as vision of the wider organisation eg. reporting mechanisms to the senior management team, corporate management or Board as required; establish communication channels via communication plan etc. Within any reports demonstrate the positive impact your improvements have on the wider organisation.

Questions to Consider

- * Are the goals of the change clear and shared?
- * Are they clearly contributing to the overall organisational strategic aims?
- * Is improvement important to the organisation and its leadership?
- * Has the organisation successfully sustained improvement in the past?

4.6 **Flexibility and Adaptability**

Once a change is introduced it has to be flexible enough to adapt over time to meet changing organisational objectives/focus. This requires continual monitoring and adaption of the change process over time in order to comply with variations within the organisation eg. movement of staff, changes within the team, leadership, funding, or organisational structure. By ensuring that there is flexibility to adapt to new demands your improvements will more likely be sustainable.

Adaptability is very important in determining whether a new or improved process will be sustained over the long run. When considering implementation of an idea that has worked in another area you must ensure that the idea/plan is adapted to fit with your organisation. Over time, the relevance of the change may come into question as the needs of the organisation alter. It may be necessary to review, adapt and develop the change further to meet shifting requirements. In time the original change may become something which has been adapted so often that it's resemblance to the original plan is dramatically different. However, evolution of ideas, and services are necessary to ensure continuous improvement within a system.

What can you do?

- * Ensure that organisational goals/aims are reviewed regularly
- * Ensure that change programme relate to higher level goals/objectives
- * Keep new staff up to date of the work of the Programme and their role in the team
- * Communicate to instil key messages of the Programme
- * Consider internal and external factors and make changes to the change programme as required
- * Continue to listen to your staff
- * Ensure thorough handover takes place if you, or your staff, change position



Questions to Consider

- * Can a change in leadership/staff be overcome through review of existing communication channels
- * Could internal/external pressures disrupt the Programme?
- * Does the Programme continue to meet ongoing needs of the organisation?
- * Does the change rely on a specific individual or group of people, technology, finance etc to keep it going?
- * Can it keep going when these are removed?

4.7 **Training**

Many projects fail because either the full scale of the project is not communicated well, staff are unsure as to their role in the change, assumptions are made by project leaders, staff are not trained to perform the tasks required from them, thus leading to low confidence levels in certain areas. All of these factors can weigh heavily on the sustainability of projects. It is often the case that staff revert to working within their comfort zone and the sustainability of the change is jeopardised as a result.

How do you overcome this?

- * **Value your staff** It is important that they are involved and valued as members of the team and thus motivated towards undertaking change. Ask for opinions, value and act on staff concerns and sell the benefits at an early stage. Involve and communicate with staff throughout developments.
- * **Communicate communicate, communicate** Keep your staff well informed to identify where skills can be best utilised.
- * **Identify gaps in training** undertake an audit of training across the whole team and look for gaps and training opportunities.
- * **Identify training needs** Undertake a training needs analysis and supply training prior to trial of the project. Confidence and ability within the staff delivering the change will have a positive affect on the success of your work
- * **Encourage training and skills development** via Personal Development Plans and annual reviews.

Questions to Consider

- * Do staff play a part in innovation, design and implementation of the change?
- * Have they used their ideas to inform the change process from the very beginning?
- * Is there a training and development infrastructure to identify gaps in skills and knowledge and are staff educated and trained to take the change forward?
- * Are staff trained and empowered to run small-scale tests (Plan, Do, Study, Act (PDSA



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cycles)) based on their ideas, to see if additional improvements can be recommended?

- * Do you have enough fully trained staff that are competent in the new way of working?
- * Are there enough facilities and equipment to support the new process?
- * Are new requirements built into job descriptions?
- * Are there policies and procedures supporting the new way of working?



5. **Conclusion**

Throughout this document we have provided some tips for you to take forward. You may have noticed a common theme that appears time and time again, communication. Effective communication is key to everything you do, whether it is to your team, within your department, to senior managers and clinical leaders, and to a wider audience. Receiving and providing information and communicating it effectively will enable you to keep others informed of progress as well as making sure your plans fit into the wider goals of the organisation.

Another key message is to start planning for sustainability early in the programme. If you leave sustainability planning to the end of the programme you have left it too late. The likelihood of success is negatively affected as a result. Use the tools provided by the NHS Scotland Improvement and Support Team and the Sustainability Model and Guide from the Institute of Innovation and Improvement to assist with planning for sustainability.

Planning for sustainability isn't a one approach fits all. It will be for you to find the approach that is best for you. If you get it right, you will have succeeded where other, less well planned programmes have failed. It is hoped that this document will help you in achieving sustainable improvements.

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