

Sustainability Planning Toolkit for Children with Medical Complexity

Teams learned how to develop a plan for sustaining improvements after implementing the change concepts. Though this process was developed for the CARE Award project, these steps can be replicated to support other quality improvement (QI) projects in children's hospitals.

STEP 1

Use Critical Success Factors as Analysis Tool

The Critical Success Factor Assessment Tool (CSFAT) survey helped teams recognize strengths and gaps of organizational systems by rating [components critical to supporting sustainability](#).

To capture a broad perspective, teams were encouraged to administer the survey to multiple frontline team members and leaders at each site, including project directors, physician and nurse practitioner QI champions, and practice transformation facilitators.

Respondents rated each system component's strengths on a 1-5 Likert scale based on:

- Importance of each component in successfully sustaining their work.
- Current strength of the component in their practice setting.
- Respondent's personal ability to influence procurement of additional resources needed for sustainability.

STEP 2

Define Change Concepts That Effectively Support Improvement

Teams considered the CARE Award change concepts that effectively supported care transformation improvement during the project. In Step 2, teams:

- Revised their team's QI aim statement to include sustaining change.
- Ranked the change concepts from most- to least-essential to improved care transformation.
- Considered how each concept supports efforts to sustain the gains.
- Outlined metrics and frequency to monitor change concept status moving forward.
- Listed action steps, timeframe and accountable individuals who will ensure tasks are accomplished.

STEP 3

Analyze and Summarize Survey Findings

The CSFAT survey analysis led teams through a series of steps to identify organizational system variation, influences, and dynamics critical to sustaining improvement. Factor ratings included current strength in the practice setting, importance of each system component, and staff's perceived ability to influence leadership support.

Teams analyzed their survey results, capturing comparisons and contrasts of team organizational systems ratings. Based on findings, teams predicted and charted the actions necessary to sustain strong system components, and identified weak components that required leadership support. The written plans summarized:

- Consensus about system findings.
- Action steps, timeframe and accountable individuals for each step.
- Significant survey findings.

STEP 4

Draft Plan to Sustain Change

Teams addressed challenges associated with sustaining their work by synthesizing what they learned. They then developed a comprehensive sustainability plan that:

- Defined system components to support the change concepts they planned to sustain.
- Described how strengths and gaps in each organizational system affect the capacity for sustaining the gains they made.
- Defined additional resources and action steps required to gain leadership commitment to sustain the gains, including resources that support ongoing success and supplementary resources to address gaps.
- Communicated ongoing sustainability needs through regularly scheduled meetings with leadership.

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Step 1 - Critical Success Factor Assessment Tool Survey

YOUR NAME:

SITE NAME:

YOUR ROLE:

ASSESS YOUR TEAM'S CRITICAL SUCCESS FACTORS FOR SUSTAINING CHANGE

The purpose of this exercise is to identify critical factors that have most significantly influenced progress toward the CARE Award stated goals and objectives and are foundational to sustaining the success of your program.

Please read each factor's definition, rate each component and provide examples of work within that component that support your patient-centered and programmatic outcomes

Rate the current strength of this factor to sustain change at your institution

- 1 Very weak 2 Weak 3 Neutral 4 Somewhat strong 5 Strong

Rate how important you believe this factor is to sustain change at your institution

- 1 Not important 2 Minimally important 3 Somewhat important 4 Important 5 Very important

Rate how well you believe your current ability is to influence this factor to sustain change at your institution

- 1 Not at all 2 Little ability 3 Some ability 4 Able 5 Very able

Operational Infrastructure

An organization's ability to sustain new ways of working depend upon the degree to which its operations support the new ways of working and improved outcomes through system redesign when needed, e.g., rewriting job descriptions and/or review criteria to reflect changes in practice that support the project activities, or allocation of compensation for parent colleagues (in volunteer or paid positions) through the organization's business plan.

Rate the core components of your organization's current infrastructure operations that support the patient/family-centered and programmatic outcomes	Rate current strength of factor 1-5	Rate current importance of factor 1-5	Rate current ability to influence factor 1-5
<ul style="list-style-type: none"> Project leaders have reconfigured existing systems to support ongoing work on the project Example:			
<ul style="list-style-type: none"> Organization has committed allocation of existing resources and/or addition of key personnel and advisors to support continuous quality improvement and provide analytic support, i.e., QI advisors, parent partners/advisors Example:			
<ul style="list-style-type: none"> New ways of working are incorporated into the organization's strategic plan Example:			

Culture of Persistence and Urgency

The amount of will and energy needed to stay the course in sustaining results must be supported by a shared belief and mission. Though levels of will and energy may fluctuate over the course of an initiative, key stakeholders must support the new ways of working as an important part of the organization’s identity. Operations must enhance adopters’ ability to sustain their efforts.

Rate the core components of your organization’s current Culture of Persistence and Urgency that support the patient/family-centered and programmatic outcomes	Rate current strength of factor 1-5	Rate current importance of factor 1-5	Rate current ability to influence factor 1-5
<ul style="list-style-type: none"> This project work is strategically aligned with the organization’s culture Example:			
<ul style="list-style-type: none"> Key stakeholders see the project as culturally relevant and important to hospital priorities Example:			
<ul style="list-style-type: none"> Key stakeholders are committed to support the will, energy and resources needed to sustain this work Example:			

Leadership

Evidence of adoption and engagement must occur at all levels for system transformation to be sustained. Project leaders must ensure system transformation, project development, improvement implementation and planning for sustainability occurs at all levels (team leaders, decision-makers and champions).

Rate the core components of your organization’s current Leadership that support the patient/family-centered and programmatic outcomes	Rate current strength of factor 1-5	Rate current importance of factor 1-5	Rate current ability to influence factor 1-5
<ul style="list-style-type: none"> Existing high level decision-makers strongly support the project Example:			
<ul style="list-style-type: none"> The project has evidence of adoption/engagement at all organization levels Example:			
<ul style="list-style-type: none"> The project leadership recognize the need to garner resources Example:			

Human Capability and Training

QI leaders must ensure project staff have the skills, confidence, and interest in improved outcomes and continuing the new ways of working. QI capability for supporting sustain efforts requires ongoing training and mentoring of the frontline staff in QI change management methodology.

Rate the core components of your organization’s current Human Capability and Training that support the patient/family-centered and programmatic outcomes	Rate current strength of factor 1-5	Rate current importance of factor 1-5	Rate current ability to influence factor 1-5

<ul style="list-style-type: none"> • QI leaders use change management models to guide and mentor project team members Example:			
<ul style="list-style-type: none"> • Organization has the capacity and capability to provide ongoing training in QI methods Example:			
<ul style="list-style-type: none"> • Organization has the analytic infrastructure and improvement science knowledge to support large scale QI efforts Example:			

Data Collection and Reporting Systems

It is essential to establish systems to track and provide feedback on the performance of key processes and outcomes. Routine data systems must be reliable, accurate, complete and timely.

Rate the core components of your organization's current Data Collection and Reporting Systems that support the patient/family-centered and programmatic outcomes	Rate current strength of factor 1-5	Rate current importance of factor 1-5	Rate current ability to influence factor 1-5
<ul style="list-style-type: none"> • Department provides timely data collection and effective reporting tools Example:			
<ul style="list-style-type: none"> • Department gives regular feedback and data presentations on the team's improved outcomes Example:			
<ul style="list-style-type: none"> • Department conducts specific activities to increase target stakeholders' perception of the value of the work and its outcomes Example:			

Monitoring and Communication Systems

Effective organizations must vigilantly monitor, analyze and communicate measures data to target audiences and stakeholders on a regular basis. During intensive periods of innovation, change ideas must be tested in a variety of settings, then be assembled and disseminated to share knowledge among project team members. This requires a mechanism for collecting, vetting and rapidly sharing change ideas or interventions.

Rate the core components of your organization's current Monitoring and Communication Systems that support the patient/family-centered and programmatic outcomes	Rate current strength of factor 1-5	Rate current importance of factor 1-5	Rate current ability to influence factor 1-5
<ul style="list-style-type: none"> • Project-wide communication strategies are in place Example:			
<ul style="list-style-type: none"> • Project leadership effectively articulates the vision of the project at all organizational levels Example:			
<ul style="list-style-type: none"> • Key stakeholders regularly receive updates on short- and long-term outcomes to demonstrate project successes Example:			

Step 2 - Change Concepts Action Plan Worksheet

Identify the change concepts you plan to maintain for your patients and families and why. Rank highest to lowest	How will this change concept help to support your aim statement?	What metrics will you use to monitor the change concept status? How often will you monitor?	What supported your success with this change concept? What support was missing that limited your effectiveness?	List the steps to achieve your aim. Include who is accountable for each step	Timeframe for Action Enter a target date into the appropriate quarter by which each step should be completed			
					2017		2018	
					Q3	Q4	Q1	Q2
Ranked #1 _____				Step 1:				
				Step 2:				
				Step 3:				
Ranked #2 _____				Step 1:				
				Step 2:				
				Step 3:				
Ranked #3 _____				Step 1:				
				Step 2:				
				Step 3:				
Rank #4 _____				Step 1:				
				Step 2:				
				Step 3:				
Rank #5 _____				Step 1:				
				Step 2:				
				Step 3:				

Step 3 - Success Factor Survey Results Worksheet

Determine your program’s current capacity for sustainability.

FACTOR	Compare and contrast how various roles rated the IMPORTANCE of this factor to sustainability	Compare and contrast how roles rated the CURRENT STRENGTH	Compare and contrast how various roles rated their ABILITY TO INFLUENCE this factor	Summarize your findings	Actions to secure sustainability
	<p>Where are the variations among roles? How do various roles influence the ratings? How is that relevant to building support for sustainability?</p>	<p>Where are the variations among your roles and how did your role influence your response? How is that relevant to building support for sustainability?</p>	<p>Where are the variations among roles? How is that relevant to building support for sustainability?</p>	<p>What are the strengths and gaps for this factor? What must happen and who must be involved for this factor to effectively support sustainability?</p>	<p>Based upon your findings, list the sequence of steps necessary to ensure support for this factor.</p>
Operational Infrastructure					Step 1:
					Step 2:
					Step 3:
					Step 4:
					Step 5:
Culture of Persistence and Urgency					Step 1:
					Step 2:
					Step 3:
					Step 4:
					Step 5:
Leadership					Step 1:
					Step 2:
					Step 3:
					Step 4:
					Step 5:

FACTOR	Compare and contrast how various roles rated the IMPORTANCE of this factor to sustainability	Compare and contrast how roles rated the CURRENT STRENGTH	Compare and contrast how various roles rated their ABILITY TO INFLUENCE this factor	Summarize your findings	Actions to secure sustainability
	<p>Where are the variations among roles?</p> <p>How do various roles influence the ratings?</p> <p>How is that relevant to building support for sustainability?</p>	<p>Where are the variations among your roles and how did your role influence your response?</p> <p>How is that relevant to building support for sustainability?</p>	<p>Where are the variations among roles?</p> <p>How is that relevant to building support for sustainability?</p>	<p>What are the strengths and gaps for this factor?</p> <p>What must happen and who must be involved for this factor to effectively support sustainability?</p>	<p>Based upon your findings, list the sequence of steps necessary to ensure support for this factor.</p>
Human Capability and Training					Step 1:
					Step 2:
					Step 3:
					Step 4:
					Step 5:
Data Collection and Reporting Systems					Step 1:
					Step 2:
					Step 3:
					Step 4:
					Step 5:
Monitoring and Communication Systems					Step 1:
					Step 2:
					Step 3:
					Step 4:
					Step 5:

Step 4 - Sustainability Action Plan Worksheet

Summarize your plan for how to move forward to gain and retain support for the key success factors

What are the strengths and gaps for this factor related to the CARE change concepts targeted for sustainability?	What are the steps/tasks to maintain and/or cultivate a suitable way forward?	Who will make this happen?	What will success look like? What metrics will you use to monitor the change concept status? How often will you monitor?	What are the financial and non-financial resources needed maintain a high level of improvement? Who will ensure resource availability? If your program were to suffer a drastic funding cut in the future, which core elements would you cut and which would you continue?	Timeframe for Action Enter a target date into the appropriate quarter by which each step should be completed.			
					2017		2018	
					Q3	Q4	Q1	Q2
<p>Which change concepts will this factor support?</p> <p>What are the breakthroughs you recognize in your analysis of this factor?</p> <p>What challenges you anticipate for this factor moving forward?</p> <p>Summarize this factor's gaps for various team member roles.</p> <p>Are these gaps relative to your strategy for moving forward/ opportunities for success?</p>	Step 1:							
	Step 2:							
	Step 3:							
	Step 4:							

CARE Award Project Sustainability Follow-up Survey

Now that the CARE Award has concluded, we want to understand how your hospital and primary care provider teams have sustained this work. Your input is essential. Survey insights will complement the achievements being shared more broadly with pediatric providers and the health care industry.

The purpose of your team drafting a sustainability plan was to wholly assess and address challenges associated with sustaining the gains you made during the project. This brief survey will determine teams' change concept sustainability status at 12 months post-sustainability planning. Please complete just one survey for the hospital-based complex care clinic and primary care provider-based program.

Survey Questions

Dynamic Care Team (DCT)

Please select the answer below that best describes the current sustainability status of each component of the DCT. Our team continues efforts to:

Supply families with a comprehensive DCT list with family and provider generated team members enhancing access to the team through contact information

Yes No

Maintain protocols that state how and when to trigger DCT team communications

Yes No

Maintain protocols that state how and when to update DCT list

Yes No

Access Plan (AP)

Please select the answer below that best describes the current sustainability status of each component of the AP listed below. Our team continues efforts to supply to families:

After-hours information for families, e.g., clinic hours, phone numbers, who to contact for which health issue

Yes No

Contingency plans that define actions to be taken when child is doing well or getting worse

Yes No

Emergency care plan that provides emergency responders or emergency department personnel with essential patient information to expedite effective treatment

Yes No

Care Plan (CP)

Please select the answer below that best describes the current sustainability status of each component of the CP listed below. Our team continues efforts to supply families:

Care plan based on shared goals between clinician and family

Yes No

List of family and provider created long- and short-term shared goals

Yes No

Provide any additional information you would like for us to know about your sustainability status, obstacles and successes:
