

HRSA Ryan White HIV/AIDS Program

**CENTER FOR QUALITY
IMPROVEMENT & INNOVATION**

Sustaining Outcomes and Programs

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**Material from Dr. Scott Thomas, PhD, “Sustaining Outcomes and Programs” presentation for CQII originally presented on 4/30/20*



**Department
of Health**



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Learning Objectives

- Types of sustainability
- What you actually want to sustain
- Factors affecting sustainability

TYPES OF SUSTAINABILITY

3 Types of Sustainability

- **Organizational sustainability**
 - sustaining the existence and operations of an organization
- **Program sustainability**
 - sustaining the ongoing activities or services of a program
- **Outcome sustainability**
 - sustaining the improved outcomes of an initiative beyond the implementation phase

Outcome Sustainability

“When new ways of working and improved outcomes become the norm.”*

* Sustainability: Model and Guide – NHS Institute for Innovation and Improvement

Overview of Sustainability

- This framework addresses the sustainability of improved outcomes and programs—not organizational sustainability
- Sustainability is one of the primary ways by which we should make decisions on design, implementation, and evaluation
- Future funding should not be the sole or main focus of a sustainability plan

Overview Continued

- Multiple factors framework (versus a model)
 - Provides a menu of options—not a to do list
 - Focusing on 3 - 4 factors will strengthen sustainability
 - Funding is just one of many factors
 - Factors can be used to strengthen one another
(*e.g., Feedback and Perceived Value*)
- Most factors have subsets – e.g., Perceived Value can refer to clients, providers, or community

What is Being Sustained?

- Sometimes difficult to determine at the start what should be sustained
- It may be a specific activity, a combination of new activities, or a complete program
- As you get clearer on what will be sustained, easier to apply factors

Sustainability: 5 Major Influences

- ✓ Relationships (trust and respect)
- ✓ Senior management support
- ✓ Input and communication
- ✓ Preparing for turnover
- ✓ Broadcasting successes



Two Key Questions When Choosing Factors

- How important is this factor to your particular improvement project?
- To what degree do we believe that we will be able to influence this factor?

Sustainability Factors

- **Perceived Value** – acknowledged value by individuals and groups affected by the new ways of working and improved outcomes
- **Monitoring / Feedback** – monitoring is conducted on a regular basis and feedback is shared in easy-to-understand formats
- **Leadership** – the degree to which leaders (decision-makers and champions) continue to be actively engaged

Sustainability Factors - 2

- **Staff** – staff have the skills, confidence, and interest in continuing the new ways of working
- **Shared Models** – continued use of a shared model among those involved in new ways of working (3A's/R) or processes (Plan-Do-Study-Act)
- **Organizational Infrastructure** – degree to which internal resources, job descriptions, systems, business model, etc., support the new ways of working

Sustainability Factors - 3

- **Organizational Fit** – degree to which the new ways of working match the organization's overall goal and operations
- **Community Fit** – degree to which the new ways of working match the communities' interests, needs, and ability to take part in activities provided
- **Partners** – involvement of partners who actively support new ways of working

Sustainability Factors - 4

- **Spread** – expansion to additional locations or populations (e.g., departments, clinics, communities)
- **Funding** – obtain funding beyond original grant period
- **Government policy** – degree to which new ways of working are supported by governmental policies

Planning for Sustainability

- Distinct sustainability conversations and planning sessions
- Staff dedicated to sustainability activities
- Use of a sustainability framework
- Planning tool



Maintaining Gains in Texas



Two Real-World Examples



#1: Maintaining Gains at a Systems of Care Level



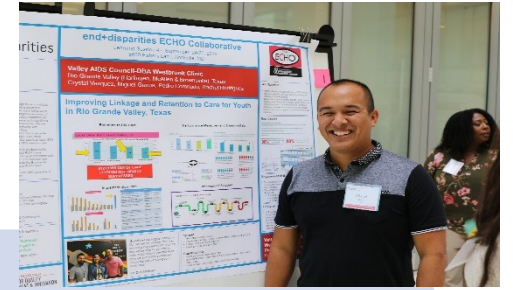
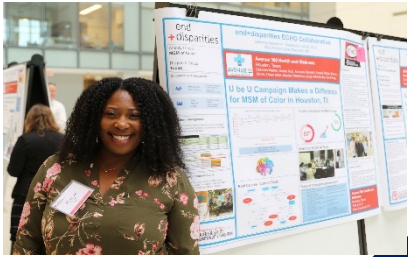
#2: Maintaining Gains at the Agency/Clinic Level



Maintaining Gains in Texas - Example #1

Systems of Care Level

Our Experience in the End Disparities Collaborative



Did we achieve what we hoped for in our Aim Statement?
Partially

- 1) Facilitate cross-part collaboration: **Goal Met** – maintaining through shifting and aligning CQM/QI with our Texas Achieving Together EHE movement
- by September 2019 by end of the collaborative, yet we surpassed by end of December 2019.
- 2) Increase overall Texas Ryan White viral suppression rate by 3%: 77% to 80% by September 2019: **Goal Not Met** by September 2019, yet we continued and extended our Workplan eventually meeting and surpassing the goal by the end of December 2019.



July 2018	May 2019	September 2019	December 2019
77%	78%	79%	83%

The Texas State HIV & Ryan White Part-B program serves >35,000 unduplicated clients annually

Activities applied in Texas to maintain gains

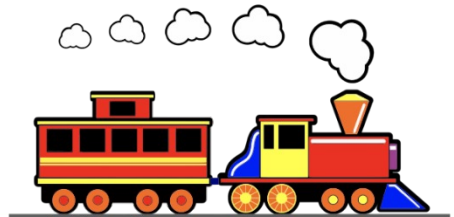
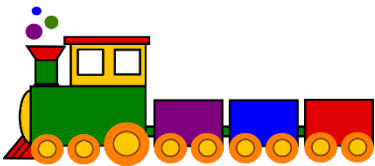
Our Experience in the end disparities collaborative /shifting to create+equity Collaborative

Infrastructure

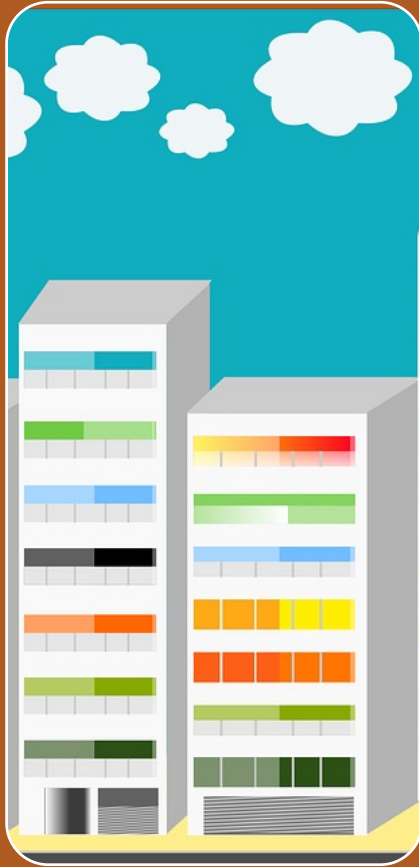
Align goals with EHE

Build QI capacity of the workforce

Build activities into workflows



Building Infrastructure



- Quality improvement leadership training series
- Clinical Quality Management online resource page
- Achieving Together
- Quality benchmark data
- Program QA & QI performance measurement - dashboards
- Ongoing evaluation/updates to plan
- Annual/Biennial celebration/recognition awards
- Shifted to create+equity from end disparities



QI Projects and Recognition



All QI projects and recognition awards are linked to one or more qi strategic domain

4 Strategic domains of the Texas RW-QM PLAN

Access

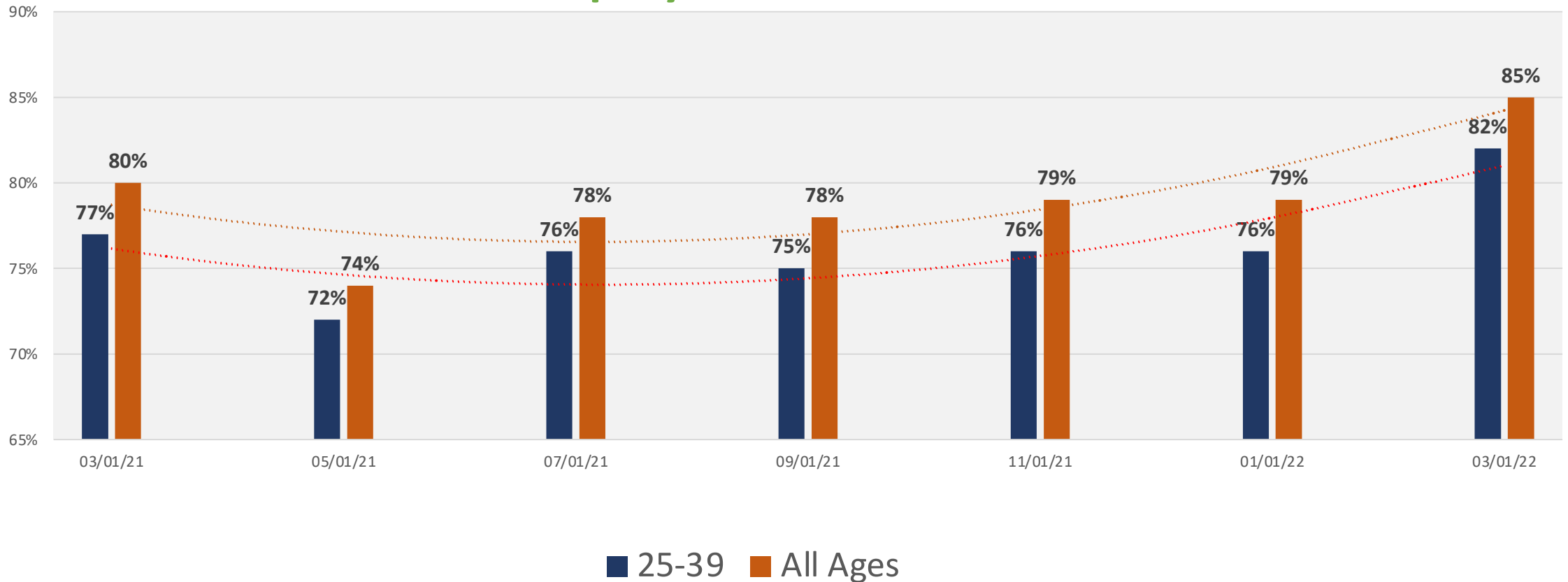
Pt/Client
experience

Outcomes

Eliminating
Disparities

Texas RW-B HIV Viral Suppression 2021-2022

create+equity data submissions




Maintaining Gains in Texas - Example #2

Agency/Clinic Level

University Health Family-Focused-AIDS-Clinical-Treatment-Services (FFACTS) Clinic



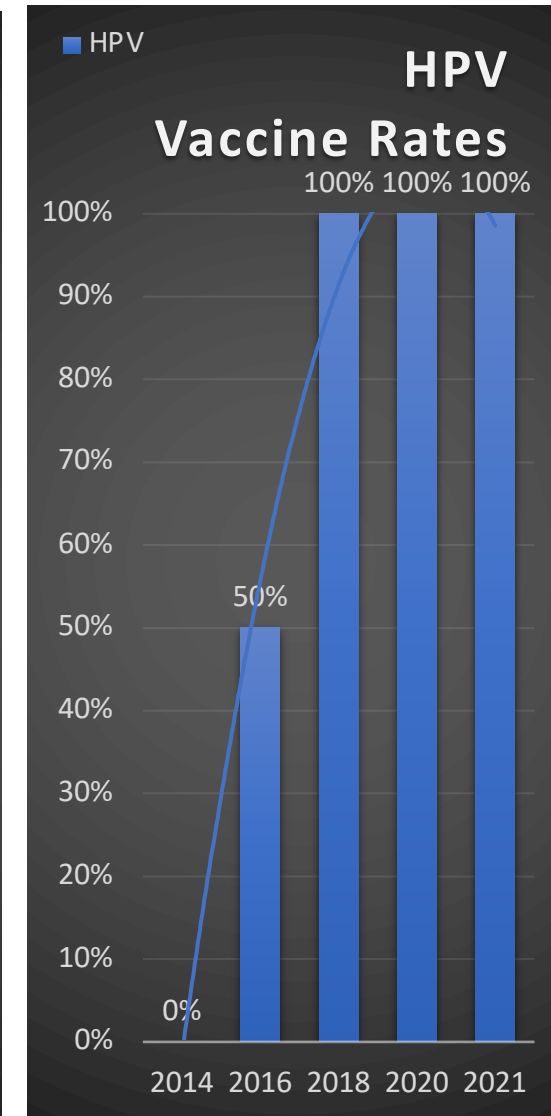
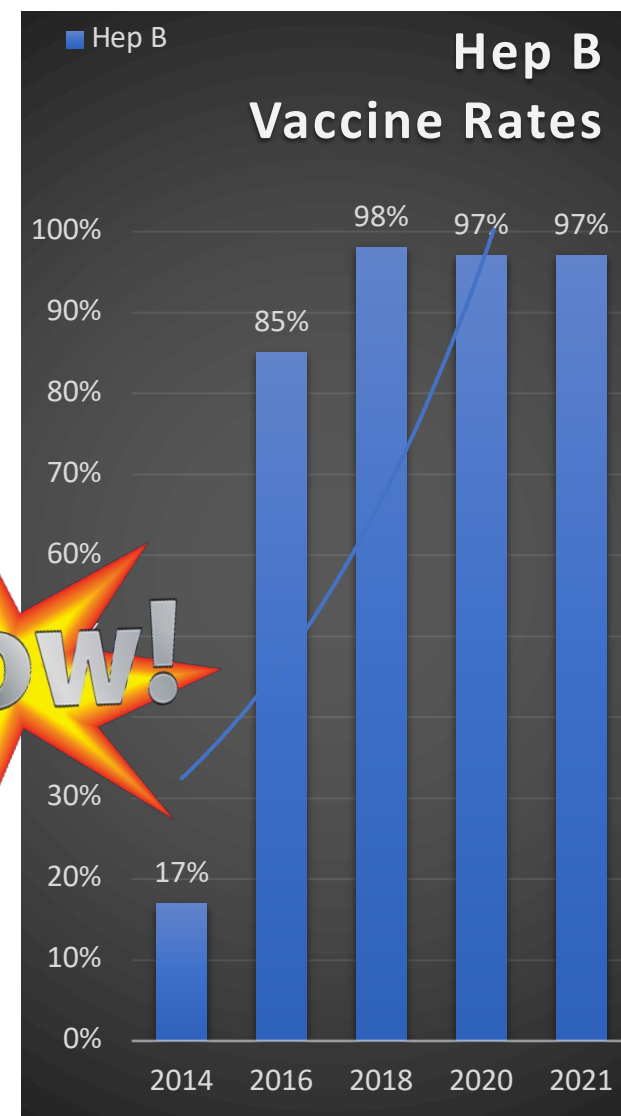
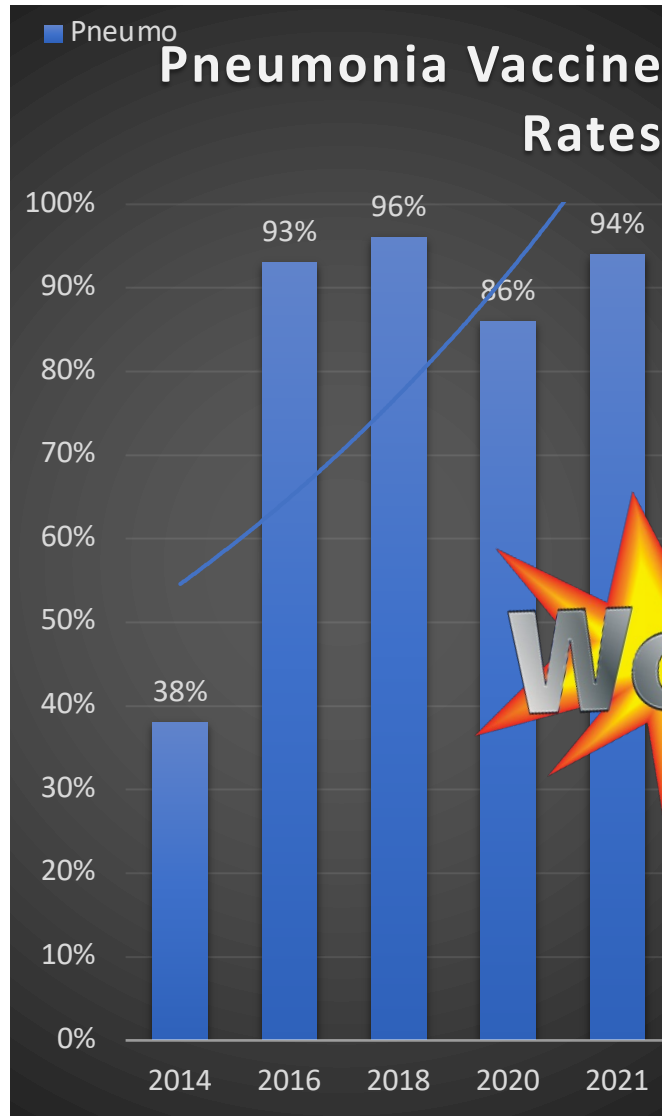
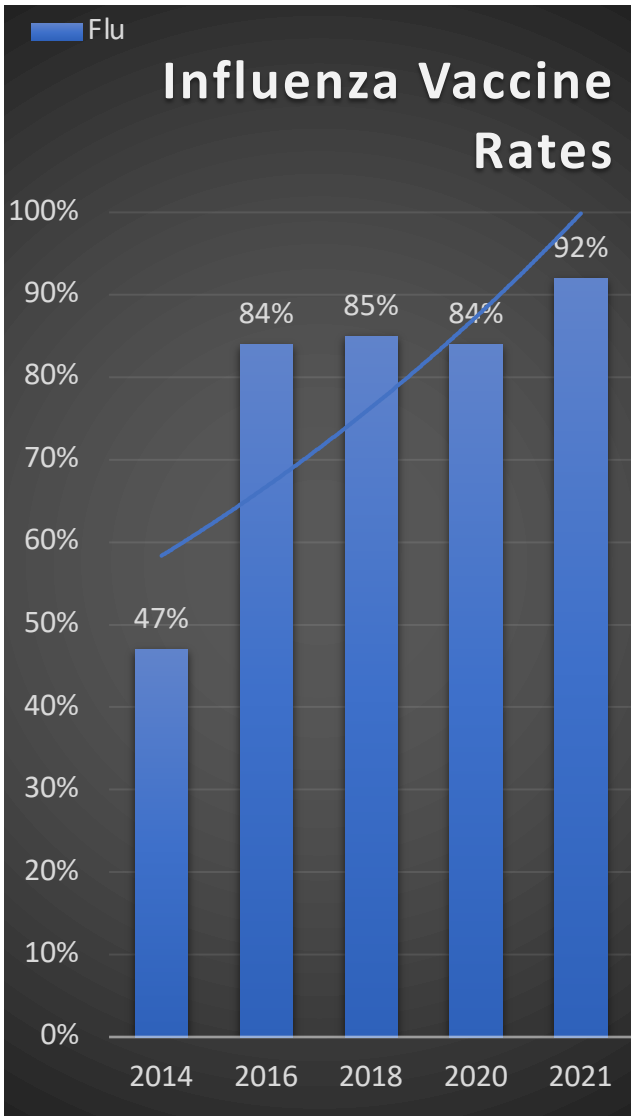
	<p>In 2014, the UH-FFACTS Clinic launched a QI project to improve vaccine rates in the adult population</p>
	<p>Population size: 2400-3000 clients/patients</p>
	<p>Vaccine rates in 2014 were very low</p>
	<p>We knew we needed to do some serious QI work</p>



Interventions Applied

- Implemented standing vaccine orders & pre-visit chart reviews
- Trained staff
- Measured compliance to protocol daily
- Re-educated
- Joined the Texas State Vaccine Adult Safety Network (ASN) for free vaccines
- Implemented nurse visits for vaccine administration and prescription pick-up, etc....
- Displayed results on clinic performance board
- Weekly Gemba walk with leadership

Sustaining the Gains Overtime Through Process Improvement Demonstrating a True Culture of Quality



Maintaining Gains in Texas

- ✓ Relationships (trust and respect): example #1 focused on cross-part collaboration across all regions example #2 focused on trusting and respecting nursing staff to manage health maintenance activities
- ✓ Senior management support: examples #1 & #2 both were strongly supported by senior management.
- ✓ Input and communication: example #1 focused project intervention on cross-part all-region communication while example #2 displayed how promoting nurses to provide input, communication, and authority to take action using standing orders/protocols improves outcomes
- ✓ Preparing for turnover: both examples demonstrated using a system/process not the knowledge of one or two staff members
- ✓ Broadcasting successes: both examples demonstrated this important step

Questions?

What are your “AHA”
moments?



Resources

www.sustainingoutcomes.com