BEHAVIORAL HEALTH INTEGRATION
LEARNING COLLABORATIVE

Learning Webinar Series:
A Closer Look at Implementing Change: Sustainability
March 19, 2020
WEBINAR SERIES:
A CLOSER LOOK AT IMPLEMENTING CHANGE

Part I: Readiness
Part II: Implementation
Part III: Sustainability
TODAY’S SPEAKERS

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Project Director & Practice Facilitator

Hwasun Garin, MEd
Project Director

Dee Watts, LSSBB
Practice Facilitator

DISCLOSURE
The speakers and the planning committee for today’s webinar do not have any relevant financial relationship(s) to disclose.
OBJECTIVES

- Describe the importance of planning for the sustainability of change projects.
- Discuss how sustainability can be planned for
- Recognize the key factors in sustaining change initiatives
- Utilize planning tools and concepts to prepare for the sustainability and maintenance of improved outcomes
AGENDA

I. Introduction of Sustainability Basics
II. Analyzing Data
III. Sustainability Tools
IV. Q&A
Continuous Improvement Culture

**Identify**
Opportunities in the process workflow.

**Plan**
How can the current process be improved?

**Execute**
Implement changes.

**Review**
How changes work for the team?

Continuous Improvement Cycle
What do we mean by sustainability?

The active process of establishing your initiative – not merely continuing your project but developing practices and procedures that become a lasting part of the work.
Sustainability Concepts

- Support
- Stability
- Connectivity
- Capacity
- Evaluation
- Adaptation
- Communications
- Strategy
Sustainability Basics

**WHY DO WE NEED TO PLAN FOR SUSTAINABILITY?**

- To give yourself time you need to solve for any challenges or barriers
- To map out how to get from *testing change* to *sustaining change*
- To make your sustainability efforts more efficient and effective
- Developing a plan to monitor the change or progress is more cost-effective
Next Steps in Sustainability Planning

**QUESTIONS YOU MUST ASK:**

- Is there an improvement to sustain?
- Are there strategies to analyze the data?
- Are there tools that can help you?
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Analyzing Data – Straightforward Data

- Collected data along the way
- Reports available
- Implemented change ideas
- Demonstrated improvements
Case Study

NQF 0418: Depression Screening and Follow Up

- 2017 Q1: 39.3%
- 2017 Q2: 31.0%
- 2017 Q3: 34.9%
- 2017 Q4: 62.1%
- 2018 Q1: 53.1%
- 2018 Q2: 65.5%
- 2018 Q3: 66.0%
- 2018 Q4: 73.8%

- Depression Screening Rate
- Linear (Depression Screening Rate)
Analyzing Complex Data

BMI Screening & Follow Up

- Ages 18-64
- Linear (Ages 18-64)
Analyzing Data – Complex Data

• What is your confidence level?
  • Number of patients?
  • Length of time?

• Do you know what you are measuring?
  • Have you collected baseline data?
  • Do you know what goal you are looking for?
Analyzing Complex Data
Analyzing Data – Complex Data

• What type of data are you collecting?
  • Attribute or variable

• What are you trying to prove?
  • Null Hypothesis vs Alternative Hypothesis

• What are you changing?
  • Did you do a root cause analysis?
  • Did you only make one change at a time?

• Is there statistical significance?
What to do with complex data?

• Let the experts help
  • Ask an analyst
  • Utilize online tools
    https://www.graphpad.com/quickcalcs/ttest1.cfm

• Design of Experiment

<table>
<thead>
<tr>
<th>Types of Data</th>
<th>Examples</th>
<th>Statistical Test to Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>One Attribute</td>
<td>Diabetes Diagnosis</td>
<td>1 sample proportion test</td>
</tr>
<tr>
<td>Two Attribute</td>
<td>Diabetes Diagnosis and A1C&gt;9</td>
<td>Chi squared</td>
</tr>
<tr>
<td>One Variable</td>
<td>A1C level</td>
<td>T-Test</td>
</tr>
<tr>
<td>One Attribute and One Variable</td>
<td>Diabetes Diagnosis and A1C level</td>
<td>T-test or ANOVA</td>
</tr>
<tr>
<td>Two Variable</td>
<td>A1C level and BMI</td>
<td>Correlation test</td>
</tr>
</tbody>
</table>
Displaying Data

Warm Handoffs

Provider A
Provider B
Provider C
Provider D
Provider E
Provider F
Displaying Data

Warm Handoff Times

![Bar Chart showing warm handoff times across different times of the day. The chart indicates varying handoff times with peaks during particular hours.]
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## Sustainability Checklist

<table>
<thead>
<tr>
<th>Project Sustainability</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do we have a process owner responsible for reviewing our data to monitor for slippage, designing ongoing improvements/adjustments, and facilitating communication about the performance?</td>
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<tr>
<td>Are our senior leaders involved?</td>
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<tr>
<td>Are the systems and processes we developed operating independently of the people involved?</td>
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<tr>
<td>Have we created, adapted, or used all the existing tools required to make it easier for everyone to follow the new procedures?</td>
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<td>Are we continuously monitoring the project results?</td>
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<td></td>
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<tr>
<td>Have we celebrated our successes?</td>
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<td></td>
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<tr>
<td>Have we communicated our improvements to stakeholders?</td>
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</tbody>
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# Sustainability Resources

| **Program** | **Sustainability Assessment Tool** | Free sustainability self-assessment designed to evaluate the sustainability capacity of a program.  
• Offers a sustainability framework that identifies a small set of organizational and contextual domains that can help build the capacity for maintaining a program. |
| **IHI– 6 Essential Practices for Sustainable Improvement** | Web-based resource that reviews 6 Quality Control practices as the most promising path to sustainability:  
• Standardization, Accountability, Visual Management, Problem Solving, Escalation, & Integration |
| **Center for Public Health Quality** |  
• [Spread Checklist and Plan](#) – Tool to assist QI Staff and Leaders to plan for the spread of QI Tools, concepts, and new processes throughout the organization.  
• [Leader's Checklist for Creating a Foundation for Success](#) – useful checklist to guide leaders to create a culture of quality improvements; includes many sustainability elements.  
• [QI Project Sustainability Checklist](#) – Tool to assist QI staff and project teams develop a plan to sustain the improvement made during a QI project. |
Spread Checklist

• Spread Evaluation
  • Relative Advantage
  • Compatibility
  • Simplicity
  • Trialability
  • Observability

• Spread Plan
  • What tool/concept/process will be spread?
    • How will you spread it to?
      • How many people?
  • What key messages will be communicated?
    • How Often?
  • What strategies will you use to improve the odds of spread?
  • What measures will you track to show you have successful spread the new tool/concept/process?
Control Plans

- Process Owner
- Measurement and Specification
- Sampling and Reporting
- Documentation
- Corrective Action
Control Charts

![Control Chart for Waiting Room Times]

- **Target**: 5
- **UCL**: 15
- **LCL**: 0

**Waiting Room Times**

- 0
- 2
- 4
- 6
- 8
- 10
- 12
- 14
- 16

- **Target** line at 5
- **UCL** line at 15
- **LCL** line at 0

Data points:
- Waiting time at 16
Report Out and Celebration
QUESTIONS

VISIT US
www.citizenshealthinitiative.org

SEND US A NOTE
info@citizenshealthinitiative.org