# You have succeeded. Now what?

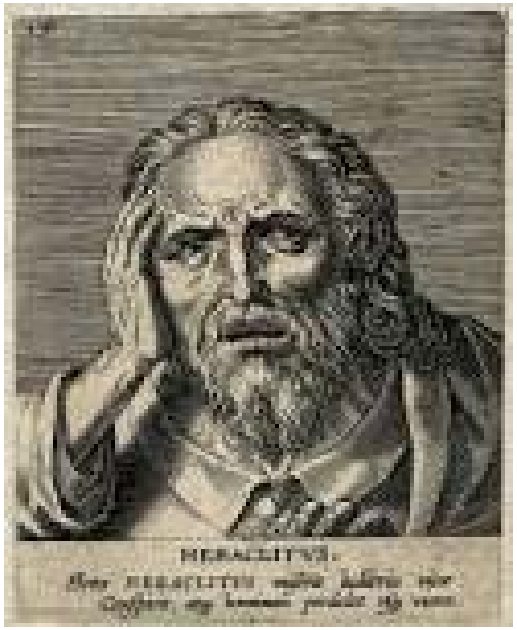
Leonard De La Cruz
Huntington Hospital

To err is human.

To drift is human.

# "The only thing that is constant is change" – *Heraclitus*

- Staffing conditions
- Changing amount of resources
- Competing priorities
- New evidence
- New "players"
- New regulations
- and so on and so forth…



# Program Life Cycle

Stages

- Initiation
- Development and adoption
- Implementation
- Sustainability (or discontinuation)
- Dissemination

Source: Scheirer, Mary Ann. Is Sustainability Possible? A Review and Commentary on Empirical Studies of Program Sustainability. *American Journal of Evaluation.* 2015; 26:320.

# What is Sustainability?

- Maintenance
- Durability
- Institutionalization
- Routinization
- High fidelity

# Influences on Sustainability

- Innovation Characteristics
- Organizational Context
- Capacity (Internal and External)
- Processes and Interactions

Source: Stirman, W. et al. The Sustainability of New Programs and Innovations: A Review of the Empirical Literature and Recommendations for Future Research. *Implementation Science.* 2012; 7:17.

# Innovation Characteristics

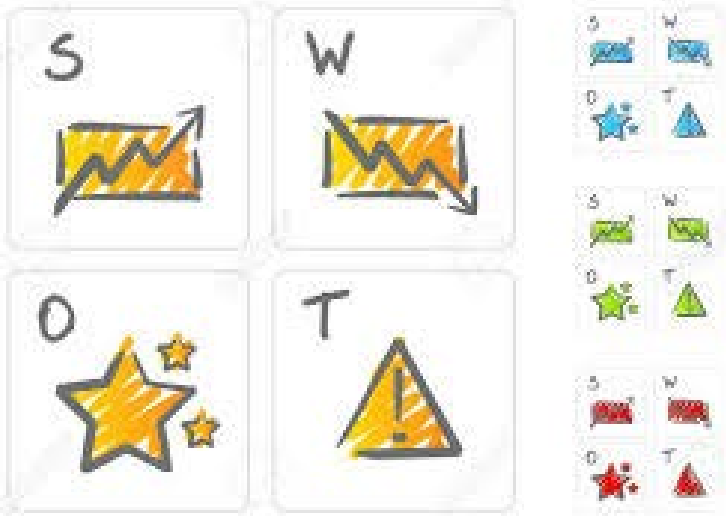
- Fit
- Ability to be modified [but keep core components]
- Effectiveness or benefit
- Ability to maintain fidelity/integrity

# Organizational Context

- Climate
- Culture
- Leadership
- Setting characteristics (structure; policies)
- System/policy change

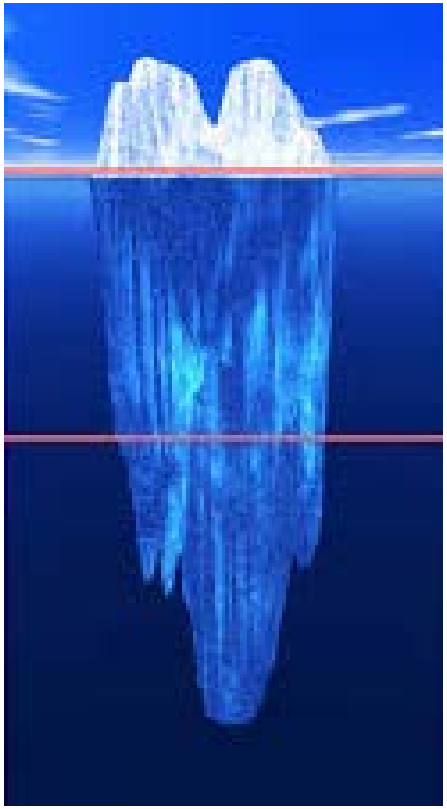
# Capacity (Internal and External)

- Champions (internal or external)
- Funding
- Workforce (staffing, attributes)
- Resources
- Community/stakeholder support/involvement



# Processes and Interactions

- Engagement/relationship building
- Shared decision making among stakeholders
- Adaptation/alignment
- Integration of rules/policies
- Evaluation and feedback
- Training and education
- Collaboration/partnership
- Navigating competing demands
- Ongoing support
- Planning



# Fidelity-maintenance Strategies

- Training and supervision
- Audit and feedback
- Building triggers into the process of care
- Checklists
- Reminders

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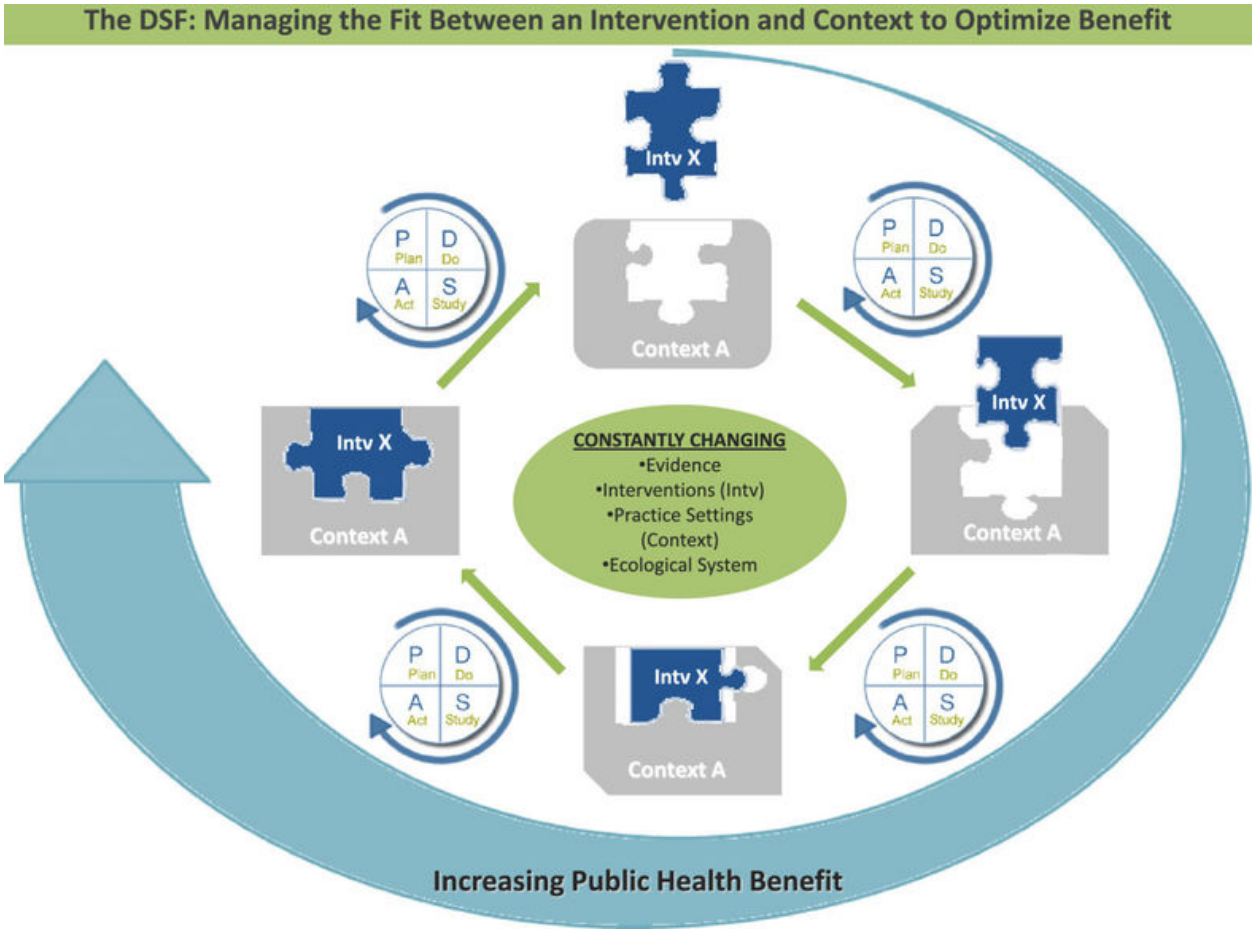
# Routinization/Institutionalization

Elements:

- Budget – supported by hard money and survives annual budget cycles
- Personnel – job description, survives leadership turnover, key staff promoted, activities spread to all users
- Supply and maintenance – provided by hospital and survives turnovers
- Training – taught in many training cycles, become part of professional standard
- Organizational governance – recognized as permanent, recognized in manuals, procedures, and regulations

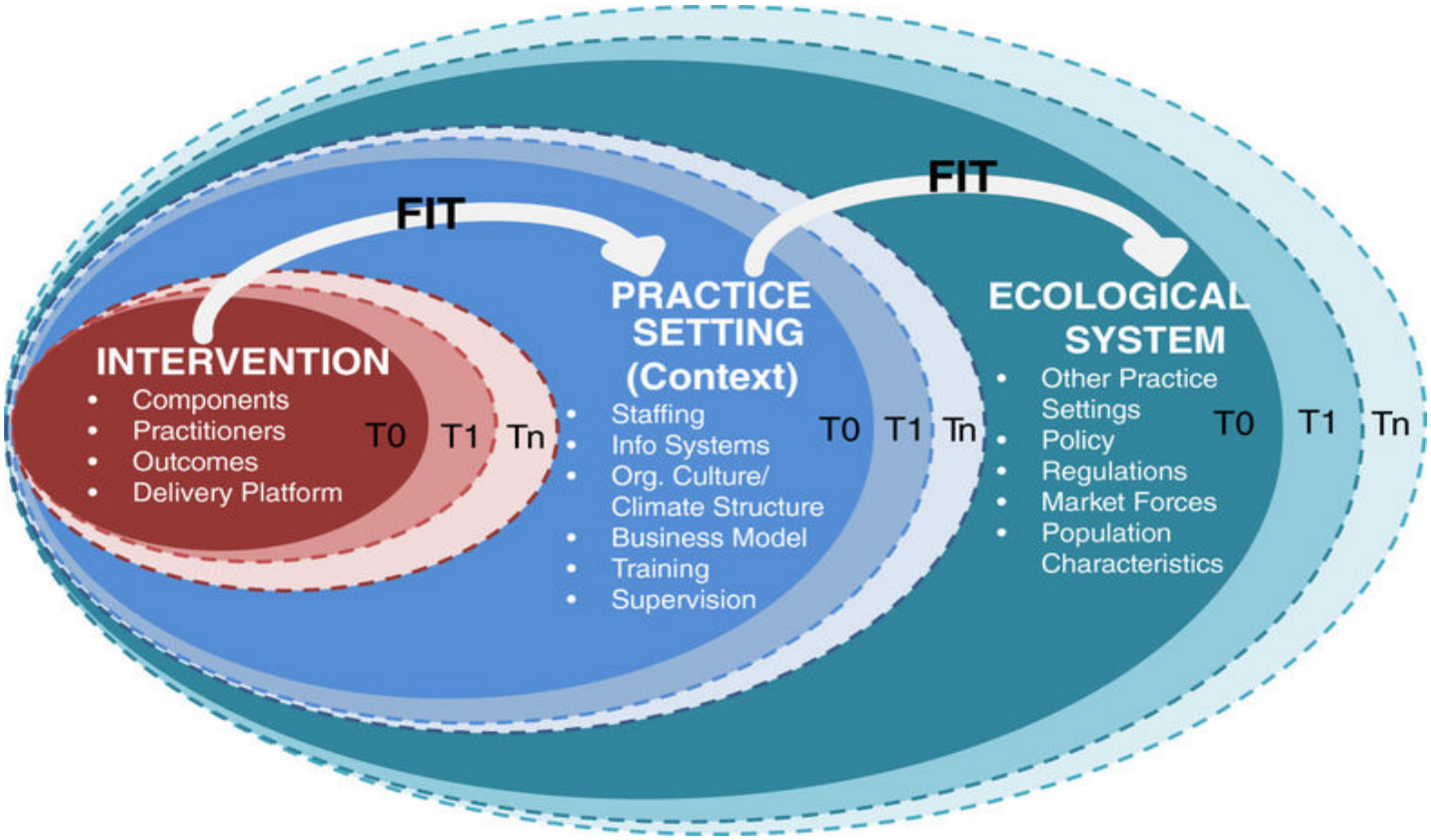
Source: Yin, R.K. Life Histories of Innovations: How New Practices Become Routinized. *Public Administration Review.* 1981; 41: 21-28.

# Fit




Source: Chambers, D. A., R. E. Glasgow, & K. C. Stange. The dynamic sustainability framework: addressing the paradox of sustainment amid ongoing change. *Implementation Science.* 2013; 8:117.

# Dynamic Stability Framework




Source: Chambers, D. A., R. E. Glasgow, & K. C. Stange. The dynamic sustainability framework: addressing the paradox of sustainment amid ongoing change. *Implementation Science.* 2013; 8:117.

# Static vs Dynamic Sustainability

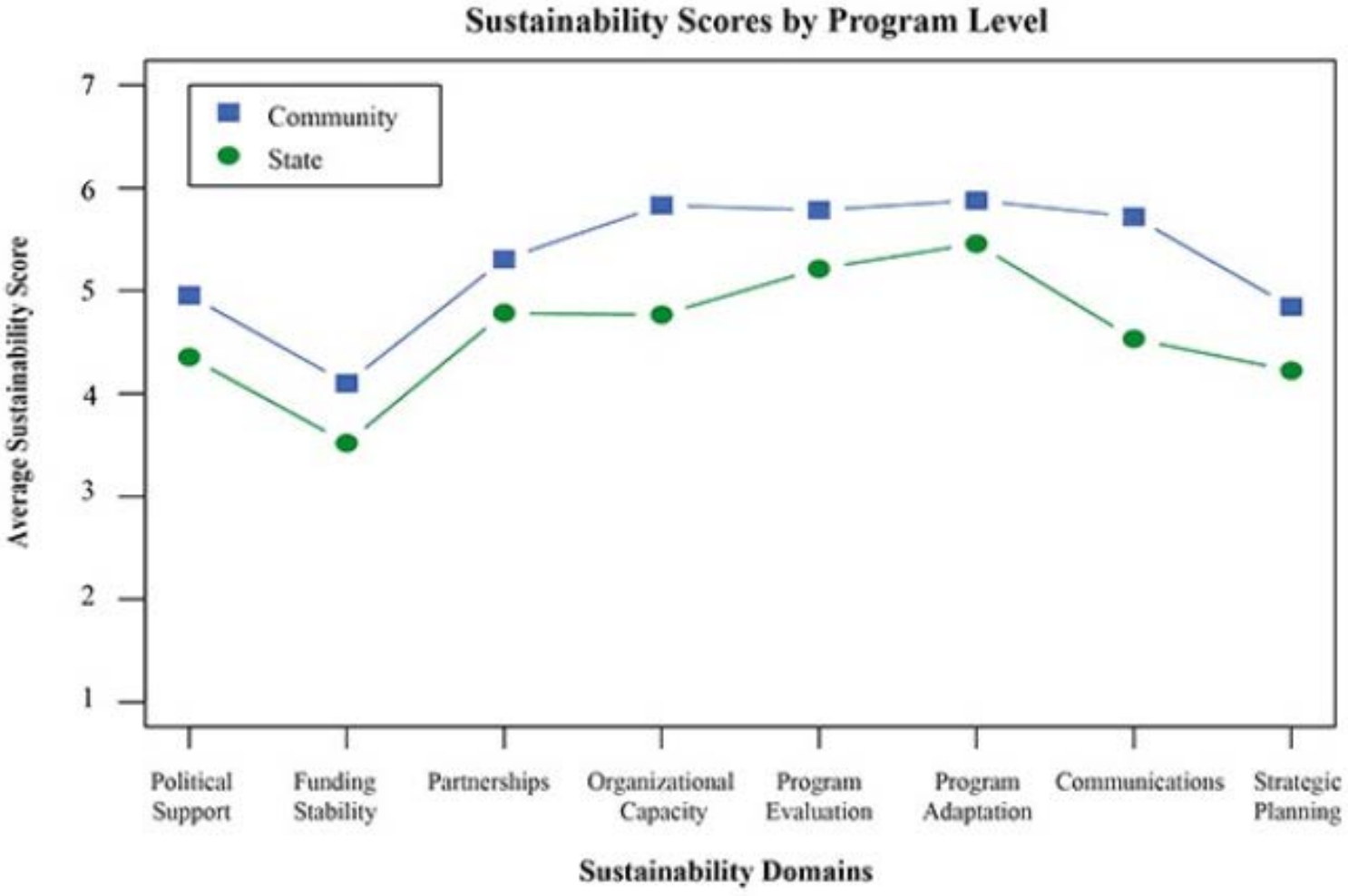
Contrasting static views of sustainability with the dynamic sustainability framework

| | Static view | Dynamic sustainability view |
|---|---|---|
| Adaptation | Bad; avoided/eliminated | Inevitable; encouraged, monitored and guided by evidence |
| Context assessment | Initial or during implementation | Ongoing |
| Outcomes assessment | During study by researchers | Incorporated as part of organization |
| Review of evidence | Initial- from efficacy studies | Ongoing; from convergent sources including replications |
| Staffing issues (*e.g.*, turnover) and variations | Ignored/feared | Planned for; investigated |
| Generates new knowledge | No | Yes, feedback to other areas of science and to earlier stages |

Source: Chambers, D. A., R. E. Glasgow, & K. C. Stange. The dynamic sustainability framework: addressing the paradox of sustainment amid ongoing change. *Implementation Science.* 2013; 8:117.

# Performance Improvement is a continuous process

# Building Sustainable Programs




Source: Luke, D. A., et al. The Program Sustainability Assessment Tool: A New Instrument for Public Health Programs. *Prev Chronic Dis.* 2014; 11:E12.

# Building Sustainable Programs

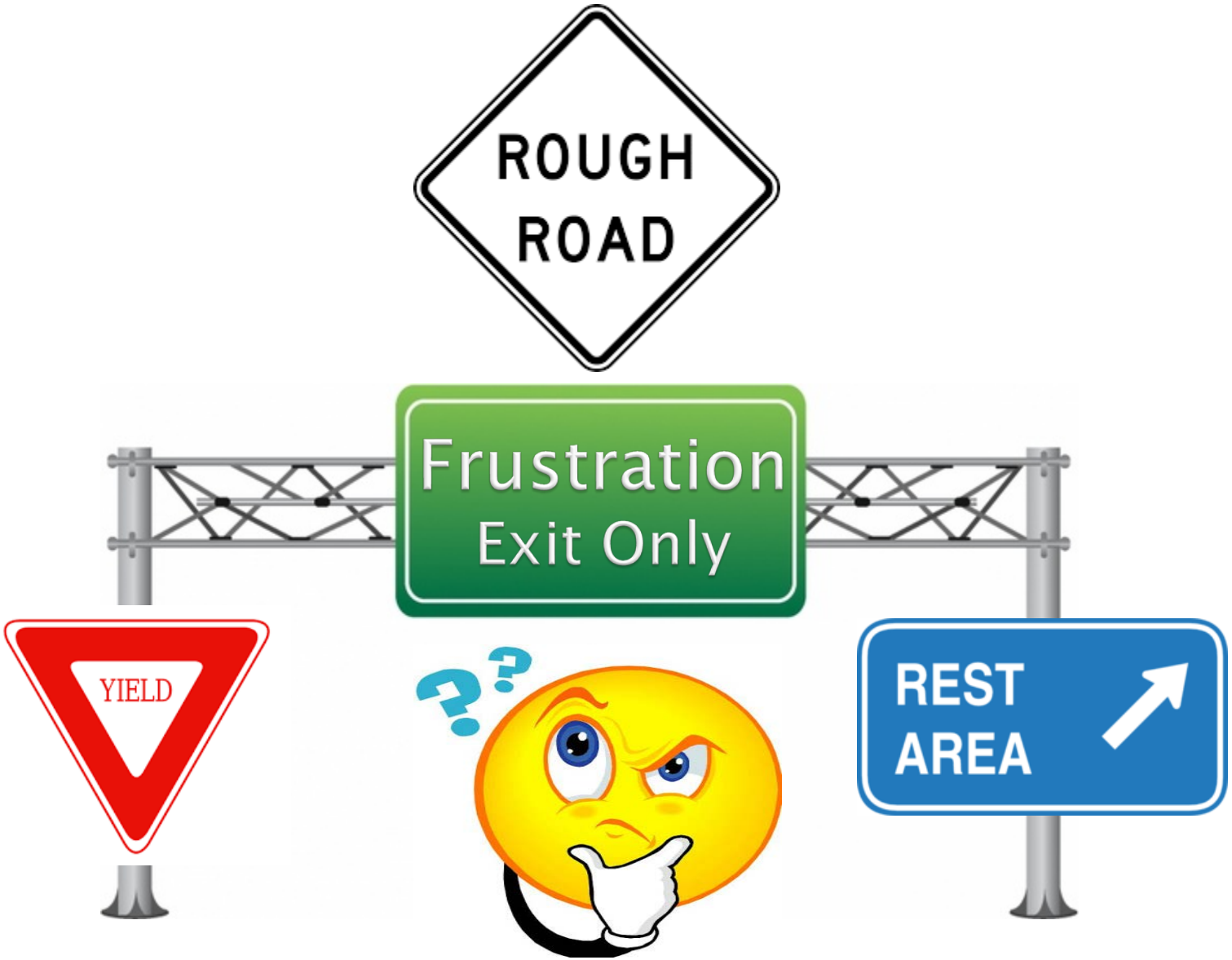
Building Sustainable Programs: The Framework. *U.S. Department of Health and Human Services, Office of Adolescent Health.* 2014.

1. Create an action strategy
2. Assess the environment
3. Be adaptable
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

It’s time for us to create a health care institution sustainability framework.

# Key Take-aways

- Is your program a “fit” for the current environment?
- Is your program “dynamic” with high fidelity?
- Are the benefits “delivered” to all the stakeholders, including staff and leadership?
- Who’s your champion and does he/she have continued support?
- Perform continuous evaluation, feedback, and training.  Don’t rest on your laurels! Remember: out of sight, out of mind.


ROUGH
ROAD
Frustration
Exit Only
YIELD
REST
AREA