# Sustain**ability** Model

**NHS**
*Institute for Innovation
and Improvement*

**Team Name:**

**Date**

The sustainability model is a diagnostic tool developed by the National Health Service (NHS) that is used to predict the likelihood of sustainability for your improvement project. More information about the Sustainability Model or Guide can be found at:

www.institute.nhs.uk/sustainability

*Instructions for using the electronic version of the NHS Sustainability Model:*

1) Complete Team Name, Date

2) Select the worksheet tab titled "Questionnaire" (contains the assessment survey).

3) Each member, including Executive Sponsors, Project Leads, Improvement Advisor and other improvement team members should score independently, then the group should discuss to reach consensus.  Use the e-button to select the factor level which best describes your initiative. The group needs to complete the entire survey.

4) Print a copy of "Report" for each member of the group.

5) Select 2-3 factors with the greatest gap between the actual and maximum score.

6) Develop an action plan to enhance sustainability by addressing these factors.

7) Reassess your sustainability score at an appropriate later date

Choose the **factor level** that comes closest to your situation and tick the area to the left of it.

## Factor Description: Benefits beyond helping patients

- ■ In addition to helping patients, are there other benefits?
- ■ Does the change reduce waste or avoid duplication?
- ■ Will it make things run more smoothly?
- ■ Will staff notice a difference in their daily working lives?

Benefits Factor Level

○ We can demonstrate that the change has a wide range of benefits beyond helping patients for example: reducing waste, creating efficiency or making job roles easier.

◉ We can demonstrate that the change has some benefits beyond helping patients such as reducing waste and making job roles easier, but not a wide range.

○ We can demonstrate that the change has one or two benefits beyond helping patients.

○ The benefits that we have identified are only directly related to helping patients.

## Factor Description: Credibility of the benefits

- ■ Are benefits to patients, staff and the organization visible?
- ■ Do staff believe in the benefits?
- ■ Can all staff describe the full range of benefits?
- ■ Is there evidence that this type of change has been achieved elsewhere?

Creditability Factor Level

◉ Benefits of the change are widely communicated, immediately obvious, supported by evidence and believed by stakeholders.

○ Benefits of the change are not widely communicated or immediately obvious even though they are supported by evidence and believed by stakeholders.

○ Benefits of the change are not widely communicated or immediately obvious even though they are supported by evidence. They are not widely believed by stakeholders.

○ Benefits of the change are not widely communicated, they are not immediately obvious, supported by evidence nor believed by stakeholders.

## Factor Description: Adaptability of improved process

- Can the new process overcome internal pressures or will this disrupt the change?
- Does the change continue to meet ongoing needs effectively?
- 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?

**Adaptability Factor Level**

- ○ The improved process can adapt to link in and even support other organizational changes. It would not be disrupted if specific individuals or groups left the project.

- ● The improved process can be adapted to support wider organizational change but it would be disrupted if specific individuals or groups left the project.

- ○ It would be difficult to adapt the new process to other organizational changes. It would cause disruption if specific individuals or groups left the project.

- ○ The new process could not adapt if there was any other organizational change happening and it would be disrupted if specific individuals or groups left.

## Factor Description: Effectiveness of the system to monitor progress

- Does the change require special monitoring systems to identify and continually measure improvement?
- 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 organization and the wider health care system?

**Effectiveness Factor Level**

- ○ There is a system in place to provide evidence of impact, monitor progress and communicate the results. This is set up to continue beyond the formal life of the program.

- ○ There is a system in place to provide evidence of impact, monitor progress and communicate the results. This is not set up to continue beyond the formal life of the program.

- ● There is a system in place to provide evidence of impact and monitor progress. However, none of this information is communicated. The measurement system is not set up to continue beyond the formal life of the program.

- ○ There is only a very patchy system to monitor progress and this will end at the same time as the project. There is no system to communicate the results.

## Staff:

### Factor Description: Staff involvement and training to sustain the process

- 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 change forward?

**Staff Involvement Factor Level**

○ Staff have been involved from the beginning of the change process. They have helped to identify any skill gaps and have been able to access training and development so that they are confident and competent in the new way of working.

⊙ Staff have been involved from the beginning of the change process and have helped to identify skills gaps but they have not had training or development in the new way of working.

○ Staff have not been involved from the beginning of the change but they have received training in the new way of working.

○ Staff have not been involved from the beginning of the change process and have not had training or development in the new way of working.

### Factor Description: Staff behaviours toward sustaining the change

- 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, e.g. Plan, Do, Study, Act (PDSA Cycles) based on their ideas, to see if additional improvements should be recommended?

**Staff Behaviours Factor Level**

○ Staff are able to share their ideas regularly and some of them have been taken on board during the project. They believe that the change is a better way of doing things and have been empowered to run small scale changes.

○ Staff are able to share their ideas regularly and some of them have been taken on board during the project. They believe that the change is a better way of doing things. Staff do not feel empowered to run small scale changes.

⊙ Staff are able to share their ideas regularly but none seem to have been taken on board during the project. They don't think that the change will be a better way of doing things. They don't feel empowered to run small scale changes

○ Staff do not feel they have been able to share their ideas. They do not believe that the change is a better way of doing things and they have not been empowered to run small scale changes.

## Factor Description: Senior leadership engagement and support

- Are the senior leaders 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?

**Senior Leadership Factor Level**

○ Organizational leaders are highly involved and visible in their support of the change process. They use their influence to communicate the impact of the work and to break down any barriers. Staff regularly share information with and actively seek advice from the leader.

◉ Organizational leaders are highly involved and visible in their support of the change process. They use their influence to communicate the impact of the work and to break down any barriers. Staff typically don't share information with them or seek advice from the leader.

○ Organizational leaders are somewhat involved but not highly visible in their support of the change process. They use their influence to communicate the impact of the work but cannot be relied upon to break down any barriers if things get difficult. Staff typically don't share any information with them and don't seek advice from the leader.

○ Organizational leaders are not involved or visible in their support of the change process. They have not used their influence to communicate the impact of the work or to break down any barriers. Staff typically don't share any information with them or seek advice from the leader.

## Factor Description: Clinical leadership engagement

- Are the clinical leaders 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?

**Clinical Leadership Factor Level**

◉ Clinical leaders are highly involved and visible in their support of the change process. They use their influence to communicate the impact of the work and to break down any barriers. Staff regularly share information with and actively seek advice from the leader.

○ Clinical leaders are highly involved and visible in their support of the change process. They use their influence to communicate the impact of the work and to break down any barriers. Staff typically don't share information with them or seek advice from the leader.

○ Clinical leaders are somewhat involved but not highly visible in their support of the change process. They use their influence to communicate the impact of the work but cannot be relied upon to break down any barriers if things get difficult. Staff typically don't share any information with them and don't seek advice from the leader.

○ Clinical leaders are not involved or visible in their support of the change process. They have not used their influence to communicate the impact of the work or to break down any barriers. Staff typically don't share any information with them or seek advice from the leader.

## Organization:

### Factor Description: Fit with the organization's strategic aims and culture

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

**Strategic Aims and Culture Factor Level**

- ◉ The goals of the change are clear and have been shared widely. They are consistent with and support the organizations strategic aims for improvement. The organization has demonstrated successful sustainability of improvement before and is known for its "can do" culture.

- ○ The goals of the change are clear and have been shared widely. They are consistent with and support the organizations strategic aims for improvement. The organization has not demonstrated success in sustaining previous improvements and is not known for a "can do" culture.

- ○ The goals of the change are clear and have been shared widely. They have not been linked with the organizations strategy so we don't know if they support any organization aims for improvement. The organization has not demonstrated success in sustaining previous improvements and is not known for a "can do" culture.

- ○ The goals of the change are not really clear and they have not been shared widely. They have not been linked with the organizations strategy so we don't know if they support any organizational aims for improvement. The organization has not demonstrated success in sustaining previous improvements and is not known for a "can do" culture.

### Factor Description: Infrastructure for sustainability

- Are the staff fully trained and 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?
- Is there a communication system in place?

**Infrastructure Factor Level**

- ◉ Staff are confident and trained in the new way of working. Job descriptions, policies and procedures reflect the new process and communication systems are in place. Facilities and equipment are all appropriate to sustain the new process.

- ○ Staff are confident and trained in the new way of working. However, job descriptions, policies and procedures do not reflect the new process. Some communication systems are in place. Facilities and equipment are all appropriate to sustain the new process.

- ○ Staff are confident and trained in the new way of working. However, job descriptions, policies and procedures do not reflect the new process and there are no communication systems to adequately support the new process. Facilities and equipment are not appropriate to sustain the new process.

- ○ Staff have not been trained in the new process and are not confident in the new way of working. Job descriptions, policies and procedures do not reflect the new process and there are no communication systems to adequately support the new process. Facilities and equipment are not appropriate to sustain the new process.

**Team Name:** 0

**Date:** 00-Jan-00

**Process Total Score:** 19.6

**Staff Total Score:** 31.2

**Organization Total Score:** 16.5

**Total Sustainability Score:** 67.3

# Sustainability Model Report

| Factor | Maximum Score | Survey Response |
|---|---|---|
| Infrastructure for sustainability | | |
| Fit with organization's strategic aims and culture | | |
| Clinical leadership engagement | | |
| Senior leadership engagement | | |
| Staff behaviours toward sustaining the change | | |
| Staff involvement and training to sustain the process | | |
| Effectiveness of the system to monitor progress | | |
| Adaptability of improved process | | |
| Credibility of the evidence | | |
| Benefits beyond helping your patients | | |

Score

□ Maximum Score
■ Survey Response