



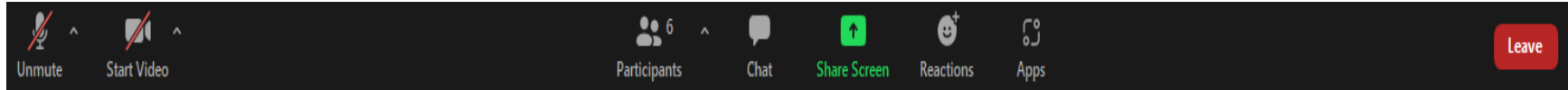


Health Quality Innovation Network

Sepsis Affinity Group

September 30, 2021

Logistics – Zoom Meeting



To ask questions, click on the **Chat** icon.

Raise your hand if you want to verbally ask a question by clicking on the **Reactions** icon and then clicking on “Raise Hand”.

You may adjust your audio by clicking the caret (^) next to the **Unmute** icon.

A recording and slides from today’s session will be shared after the call.

Today's Speaker



**Deb Smith, MLT (ASCP),
BSN, CIC, CPHQ**

Sepsis Affinity Group Series

1. Early Screening Strategies

2. Implementation of Sepsis Bundles

3. Audit, Measure and Feedback For Success

4. Patient and Family Engagement

5. Sustainability



Session 5: Sustainability

Agenda

1 Define sustainability

2 Discuss importance of Sustainability

3 Review a sustainability plan

4 Identify barriers to sustainability

5 Recognize how COVID impacts sustainability

Definition of sustainability

Ensuring gains are maintained beyond the life of the project, or **the institutionalization or integration of programs** into ongoing organizational systems

Sustaining the ideas, beliefs, principles, or values underlying an initiative, or when **new ways of working and improved outcomes become the norm**

Impact of sustainability

Sustainability occurs when **processes or improved outcomes last** within an organization after implementation has occurred. An improvement that **has become part of the organizational culture** and has been maintained regardless of workforce turnover is an example of a sustained improvement.

Sustainability can be considered a domain of quality in healthcare, extending the responsibility of health services to patients not just of today but of the future. The long-term perspective highlights the impacts of our healthcare system on our environment and communities and in turn back onto population health.

Six Domains of Health Care Quality

Safe

Avoiding harm to patients from the care that is intended to help them.

Efficient

Avoiding waste, including waste of equipment, supplies, ideas, and energy.

Effective

Providing services based on scientific knowledge to all
Patient-centered: Providing care that is respectful of and responsive to individual patient preferences, needs, and values.

Equitable

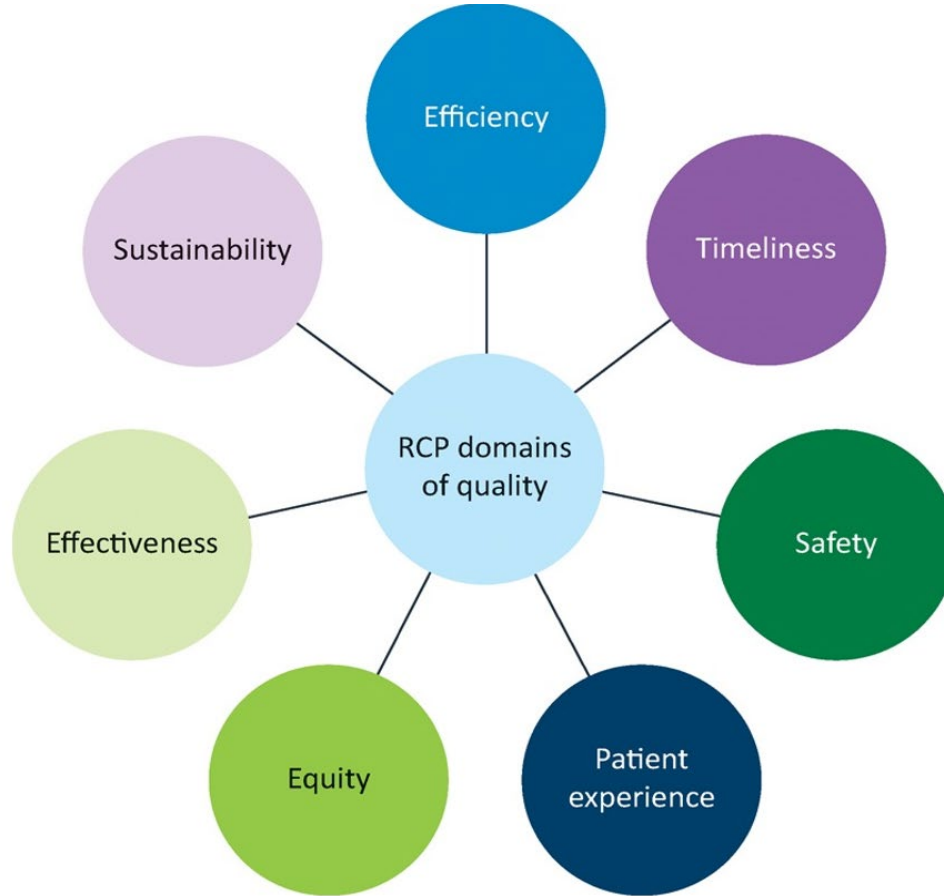
Providing care regardless of gender, ethnicity, geographic location, and socioeconomic status.

Timely

Reducing waits and sometimes harmful delays for both those who receive and those who give care.

Sustainability

<https://www.ahrq.gov/talkingquality/measures/six-domains>.



Sustaining Improvement: IHI



For the organization to deliver on the promise expressed in its mission statement — for every patient, every time — requires that everyone in the system knows what to do and why, how and when to do it, and how to adjust when necessary to maintain fidelity with the organization's mission and values.

Everyone has two interdependent roles: doing the work and improving the work.



Why healthcare sustainability is important

The Practical

To ensure that the health service is able to continue to provide high quality care into the future, given the financial, social and environmental constraints that we are aware of.

The Ethical

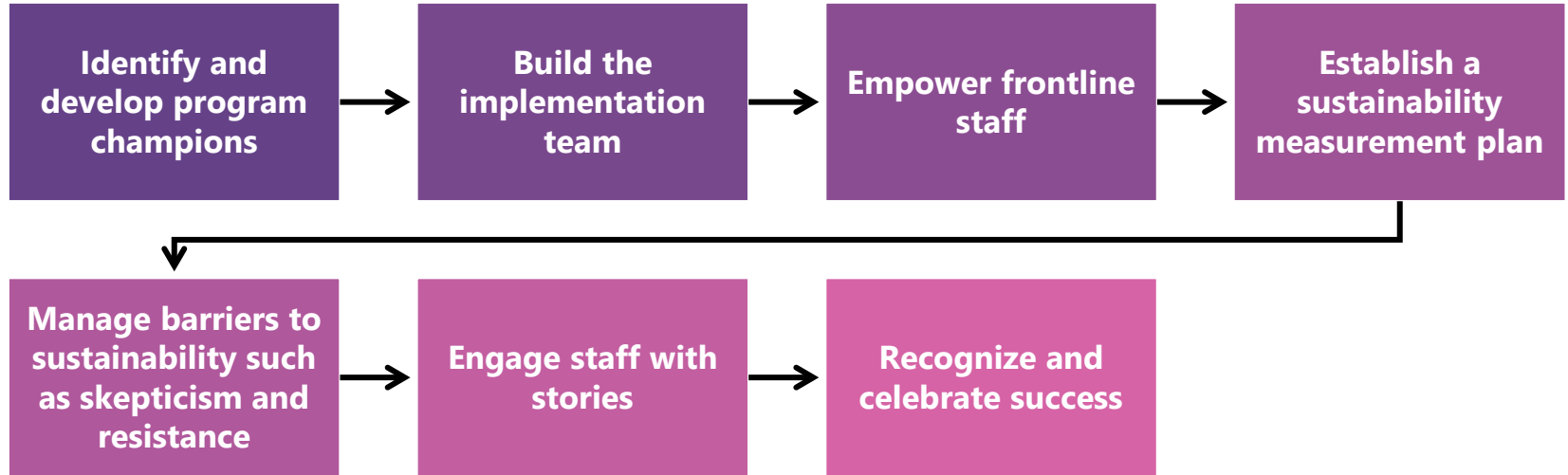
To protect the health of current and future generations by minimizing the health service's contribution to climate change and its ongoing impact on determinants of health.

[Sustainability in quality improvement: redefining value \(nih.gov\)](https://www.nih.gov)

Early planning for success

- Consider what do we need right now to continue to function in the future
- Plan for resources
 - Financial
 - Staffing
- Identify leaders and program champion(s)
- Educate staff
- Plan for modification of goal(s)
 - Identify what continued success looks like

Steps to Creating and Implementing a Sustainability Plan



Action Plan

Focus Area	Measure	
<input type="checkbox"/> COVID	Choose an item.	Click or tap here to enter text.
<input type="checkbox"/> Opioids	Choose an item.	Click or tap here to enter text.
<input checked="" type="checkbox"/> Patient Safety	Severe Sepsis & Septic Shock 30-Day Mortality	Click or tap here to enter text.
<input type="checkbox"/> Care Transitions	Choose an item.	Click or tap here to enter text.
<input type="checkbox"/> Person & Family Engagement	Choose an item.	Click or tap here to enter text.
<input type="checkbox"/> Health Equity	Choose an item.	Click or tap here to enter text.

Specific Actions and Interventions	Baseline Rate	Goal Rate	Projected Completion Date	Responsible Parties	Ongoing Monitoring	Comments and Resources
Educate staff on intervention						<ul style="list-style-type: none"> Seeing Sepsis It's About TIME In Situ Simulation Sepsis Telehealth Toolkit PDSA Cycle (Plan-Do-Study-Act)
PDSA to test intervention						
Measure progress against baseline						HQI monthly data reports
Report Data to Quality Teams						
Evaluate progress, re-educate if needed						

Spread v. Adoption

Spread	Adoption
Push ideas out to others	Pull ideas into myself
My agenda at the center of a larger organization	My agenda at the sharp end of delivering care
Use of organizational structure and hierarchy to communicate about change	Use of social systems to communicate about change
A focus on tools, techniques and processes	A focus on relationships and facilitation

Sustainability and Spread

Spread

- Implementing a successful improvement across multiple settings and or facilities
- Spreading interventions to ALL Locations
- Active dissemination of best practice and knowledge



Sustainability

- Embedding a successful improvement into the culture and norms of a facility
- Holding the Gains
- Locking in the process
- Continuous improvement

Barriers to sustainability

Lack of
organizational
infrastructure
and resources

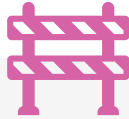
Staff turnover

Organizational
skepticism

Individual
resistance to
change

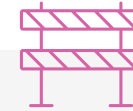
http://www.cec.health.nsw.gov.au/__data/assets/pdf_file/0007/258343/spread-and-sustainability.pdf

Barriers to sustainability



Lack of organizational infrastructure and resources

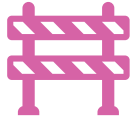
- Develop strategies and flexibility to account for resource fluctuation
- Plan financial resources for maintaining improvements beyond the project end



Staff turnover

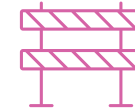
- Embed newly developed processes into new staff orientation and organizational policies
- Train staff continuously including train-the-trainer education
- Develop volunteer network to assist in case of staffing fluctuations and/or shortage (funding, staff turnover)

Barriers to sustainability



Managing skepticism

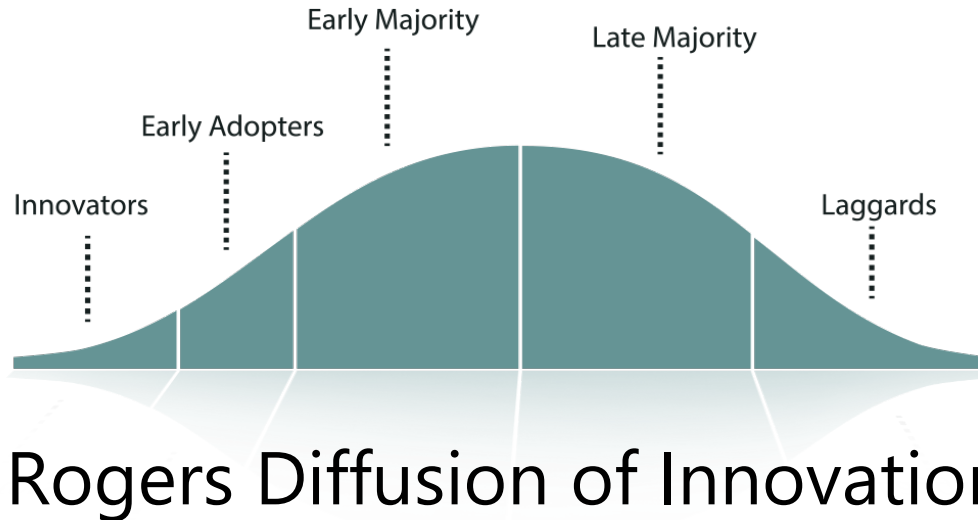
- Present ongoing evidence that the new process is a better one
- Show staff and stakeholders real data
- Reserve staff time away from normal duties to work on proposed improvements



Encourage active senior leader engagement

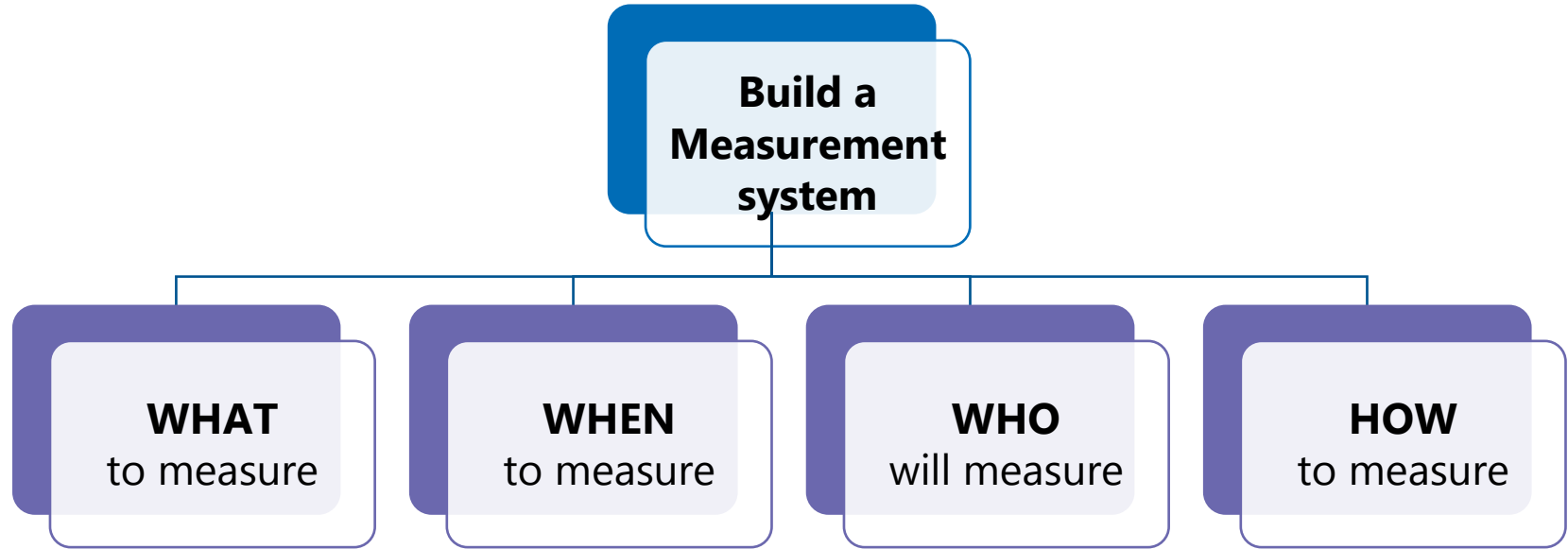
- Consider measuring how frequently senior leaders and administrators review sustainability data/outcomes as indicators of engagement

Barriers to sustainability



¹Clinical Excellence Commission (CEC), Enhancing Project Spread and Sustainability – A Companion to the “Easy Guide to Clinical Practice Improvement.” Sydney, Australia: CEC. August 2008.
http://www.cec.health.nsw.gov.au/_data/assets/pdf_file/0007/258343/spread-and-sustainability.pdf.

Sustainability measurement plan



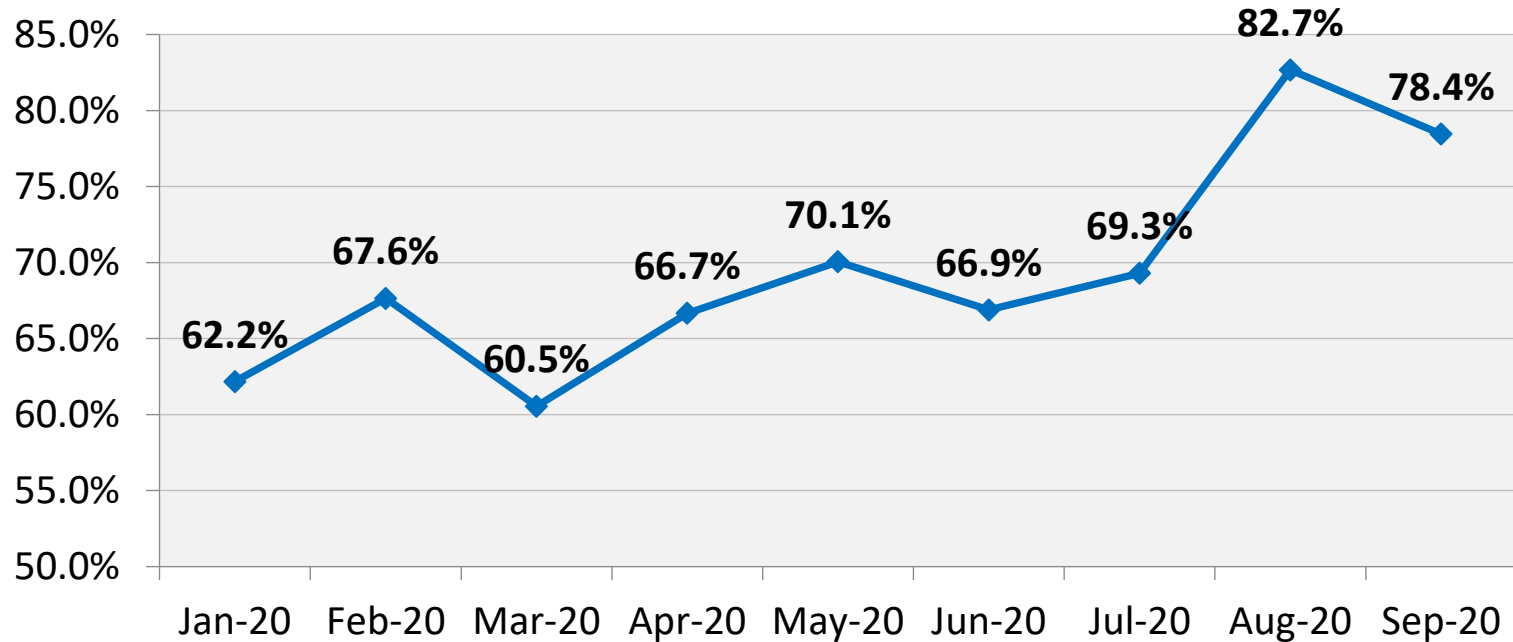
Measure and monitor your success

Use Your Data to learn and improve

- ✓ Identify process and outcome measures for each intervention
- ✓ Develop methods to gather the data
- ✓ Track the adoption of each intervention
- ✓ Provide regular feedback on progress
- ✓ Refine the plan and assess if adjustments are needed
- ✓ Involve the team and frontline staff in every step
- ✓ Educate, audit, assess, re-educate

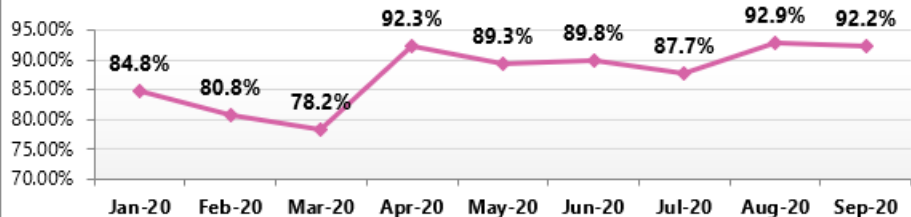
Sepsis monitoring data

% of Total Sepsis Patients For Whom All Elements of the 3-Hr Sepsis Bundle Were Completed on Time

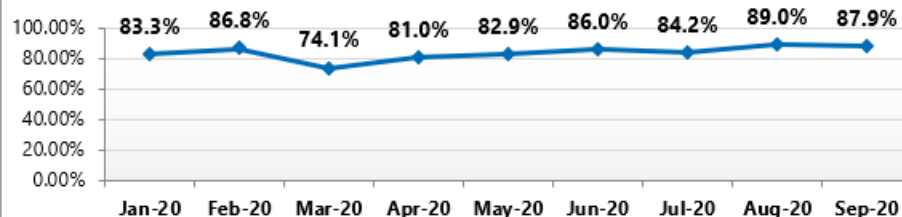


Additional data

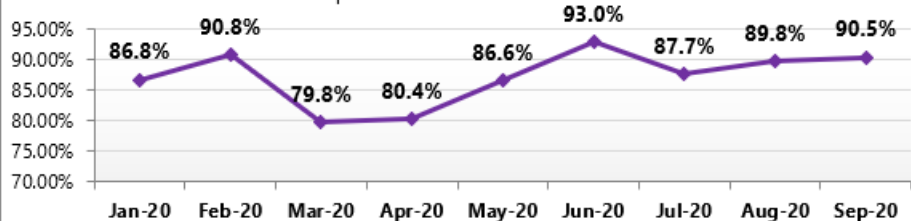
% of Total Identified Sepsis Patients for Whom a Lactate Level is Measured Within 3 Hours



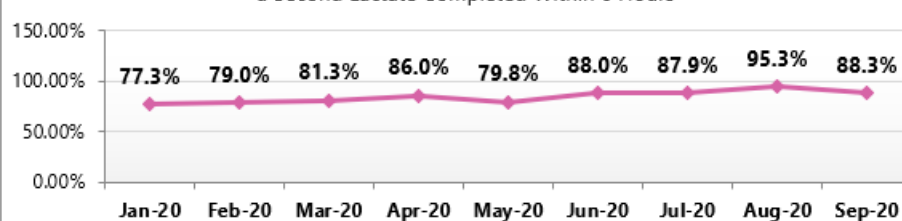
% of Total Identified Sepsis Patients Who Had Blood Cultures Drawn Prior to Antibiotic Administration



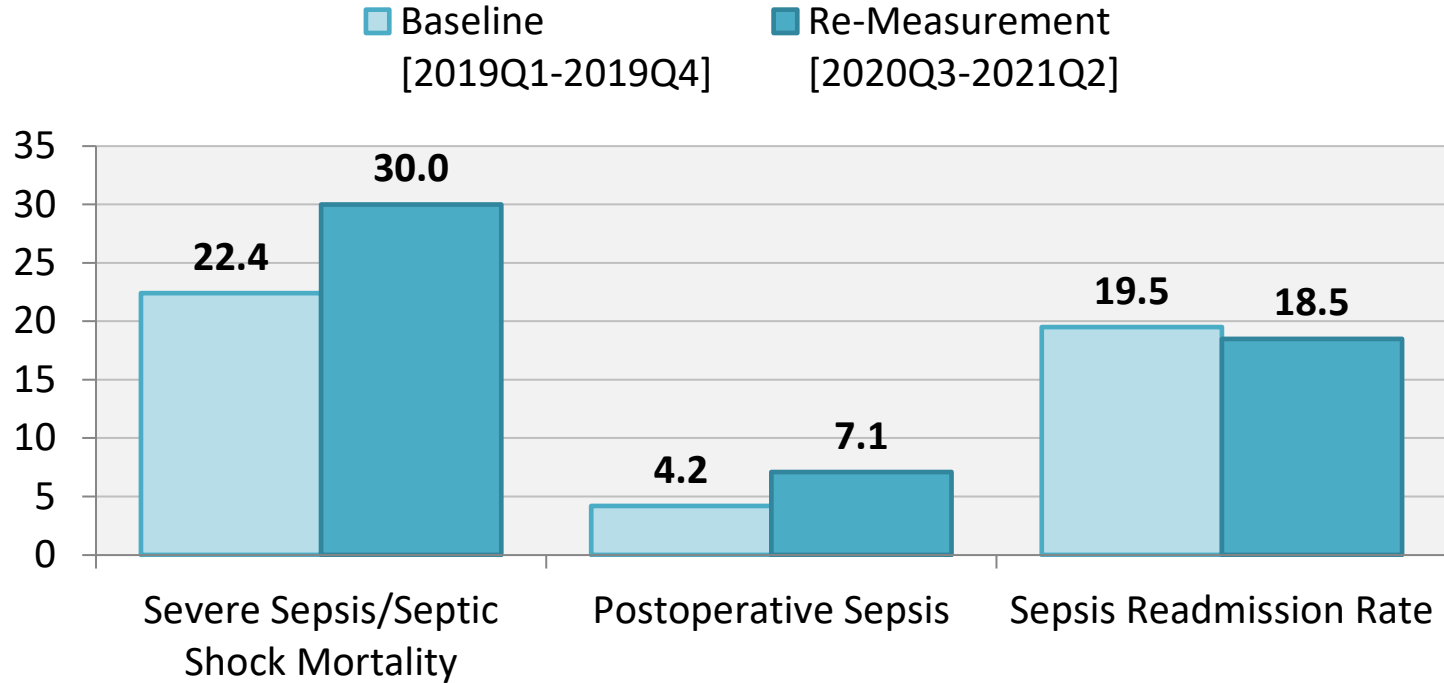
% of Total Identified Sepsis Patients Who Were Administered a Broad Spectrum or Other Antibiotics



% of Total Identified Sepsis Patients with an Initial Elevated Lactate Who Had a Second Lactate Completed Within 6 Hours



HQIC Measure Comparison



Follow up and Feedback



Make frequent rounds (Gemba walks) to observe for intervention adoption and spread



Ask for and be open to staff feedback



Use an audit tool for intervention implementation



Give real time feedback positive and negative



Be prepared to educate and support the interventions

Celebrate success



**How do you celebrate success
and support your staff?**

Sustainability in the face of COVID

- Collaboration
 - Agile supply chains
 - Cooperative competition (Coopetition)
- Patient and workforce engagement
 - Patient consumerization and personalization of care
 - Workforce diversity and safety
- Digital acceleration
 - Virtual care
 - artificial intelligence and automation
- Business growth
 - Revenue diversification and Payer shifts
 - Mergers and Integration



How do you think COVID has impacted your hospital's ability to sustain improvement efforts?

How can we prepare to succeed in the future?

“

The current crisis has inflicted devastating health and economic costs, but also has created a once-in-a-generation chance for transformational health system changes. In crises and at ordinary times, strong primary health care saves lives and money and makes health systems more resilient.

”

- Mamta Murthi, World Bank Vice President for Human Development

Affinity Group Wrap up

Your Sepsis Affinity Group Mini Toolkit will be available soon.

Highlights:

- **Session Recordings**
- **Session Slides**
- **Session Resources**



A word cloud on a dark blue background with the word "Discussion" in the largest, white font at the center. Other words are arranged around it in various sizes and colors (white, orange, light blue, and dark blue). The words include: MEETING, Chat, DIALOG, TALK, BUSINESS, Answers, IDEAS, Communicate, SOCIAL, PROPOSAL, IDEAS, Discuss, Connection, Session, Group, INPUT, CONVERSATION, SHARE, OPERATING, QUESTIONS, Dialog, Business, Communication, PARTNERSHIP, Forum, EXPLORATION, Group, TALK, Debate, and Community.

Be Recognized for Your Quality Improvement Efforts!



1. Recognizes health care providers, partners and/or stakeholders across the U.S. that have worked with us on quality improvement efforts
2. Deadline for nomination is Friday, October 15
3. Winners will be announced in November

2021 Award Categories

1. Collaboration
2. Health Equity
3. Patient Engagement and Activation
4. Population Health
5. Rural Health

2021 Overview

1. We will recognize one winner and two runners-up in each award category
2. Check out our 2020 award winners for submission ideas: <https://hqin.org/hqi-announces-2020-health-quality-innovators-of-the-year/>
3. Learn more about the categories and criteria, and submit your nomination here: <https://www.hqi.solutions/awards/>

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