



Great Lakes (HHS Region 5)

ATTC

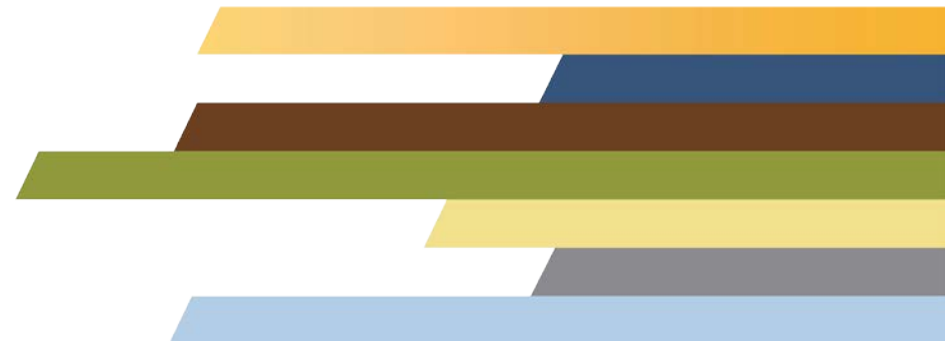
Addiction Technology Transfer Center Network  
Funded by Substance Abuse and Mental Health Services Administration

Is there a secret recipe for sustainability?

– *How to hold on to improvement gains and not slip back to old processes*



Mathew Roosa, LCSW-R  
October 15, 2018





*Sustainment Ingredients:*

*Team*

- Leadership*
- Meetings*
- Sustain leader*
- Engage new staff*

*Measurement*

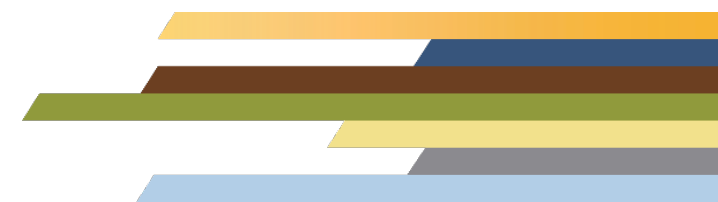
- Keep gathering Data*
- Build infrastructures*

*New becomes the Norm*

Sustainment by  
design:

Projects are design to  
get the results that  
they get...

Most change projects  
are not designed with  
sustainment in mind.



## Project Outcomes (complete when project is finished)

1. What was the project end date? (e.g., when you stopped making changes)
2. What did you learn? (e.g., what were some lessons learned? Any unexpected outcomes from your change efforts?)
3. What was the financial impact of this change project? Increased revenue? Reduced costs? Increased staff retention?



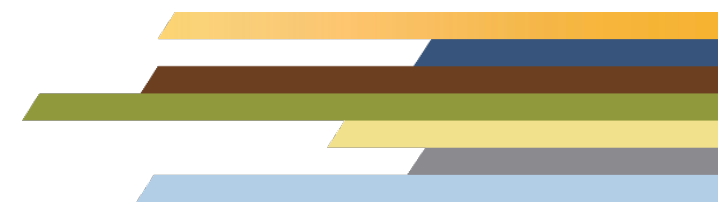
Tip: Plan with  
the end in mind

## Sustainability Plan

- A. Who is the sustain leader?
- B. What changes do you want to sustain?
- C. What sustain steps are being taken to ensure that the changes stay in place and that it is not possible to revert back to the old way of doing things?
- D. What is the target sustain measure? (i.e., if data drops below this point, the Change Team will intervene to get things back on track.)
- E. What system is in place to effectively monitor the sustain measure?

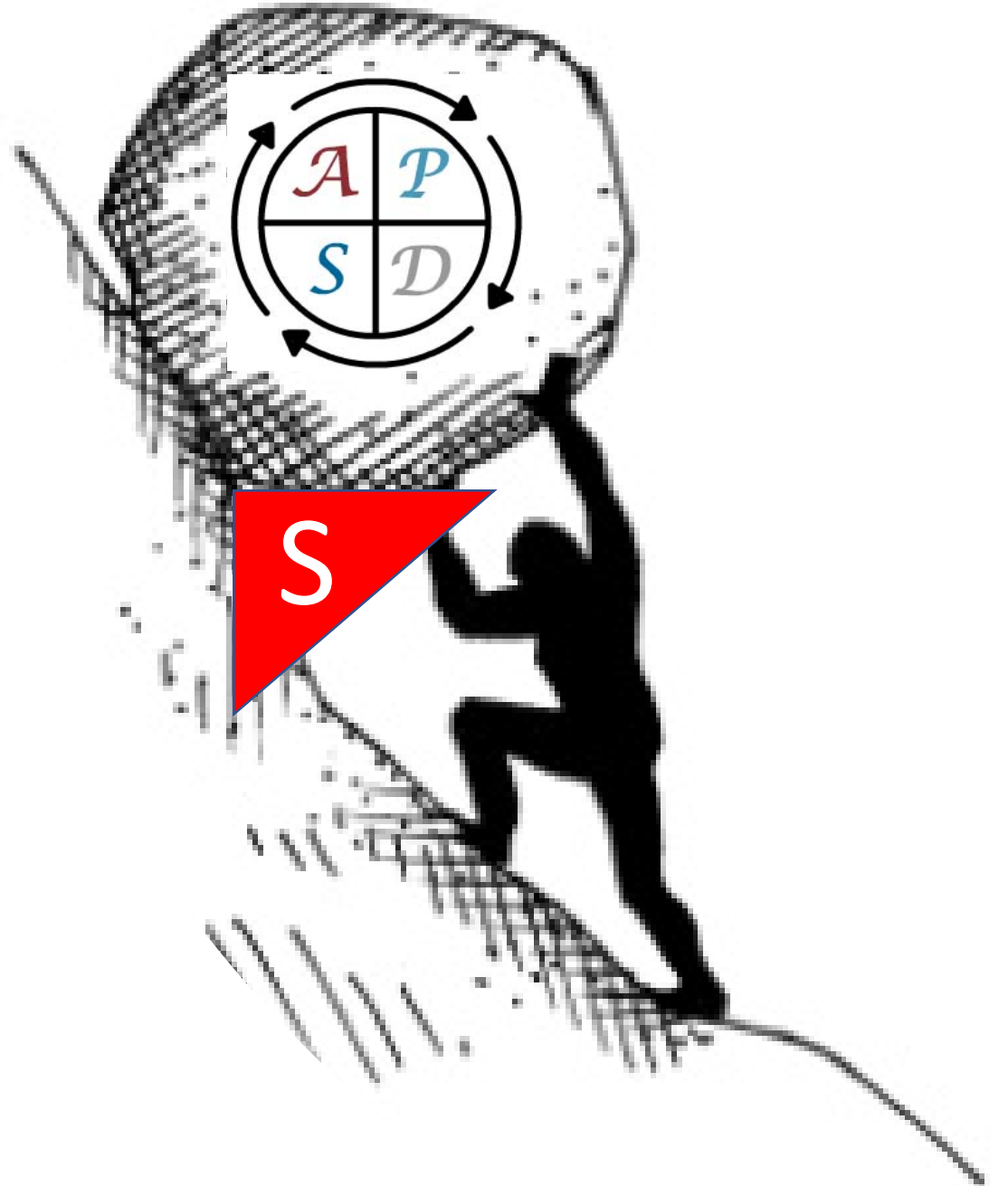
# Sustainment

- If I had a dollar for every effective change that was not sustained....
- What do you think could get in your way/ prevent you from sustaining a change?



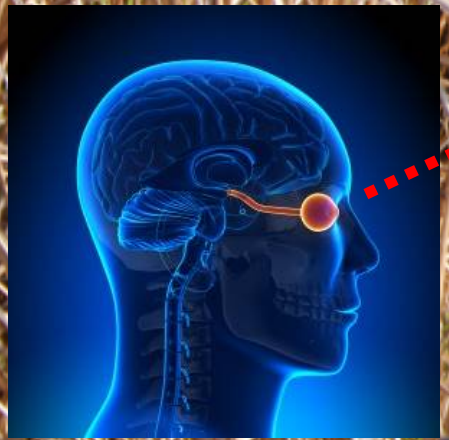
Why is it so hard to sustain an implementation?

- We are not wired for sustainability
- Limited resources, multiple priorities
- Lack of attention to the ingredients for Sustainment





**Distractibility = Survival**



Oooh...Shiny!



Limited resources & multiple priorities.  
What are you juggling right now?



If everything is a priority.....



# Sustainment Recipe

## Team Leadership:

Is it....

- Consistent? (designated CL)
- Avoiding the shiny distractions?
- Empowering/ supportive of staff working on PDSA?
- Promotional of the work?

*Sustainment Ingredients:*

*Team*

- **Leadership**
- Meetings
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*Measurement*

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# Sustainment Recipe

## Team Meetings:

Do you...

- Meet regularly?
- Have a structure for the meeting?
- Guard against distractions/ mission creep?
- Tie the meeting to required activities?

### *Sustainment Ingredients:*

#### *Team*

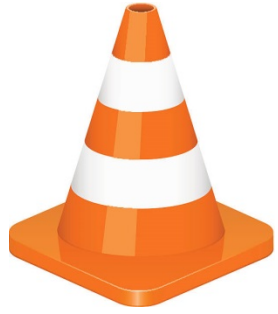
- Leadership
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#### *Measurement*

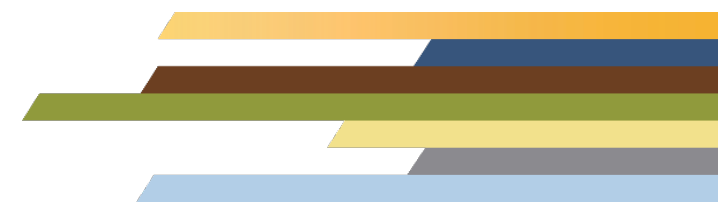
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# Do you have a strong Change Team?

- Executive Sponsor
- Change Leader
- Data Coordinator
- Team members
- Sustain Leader



# Sustainment Recipe

Sustain Leadership:

Is she/he....

- Designated? (Chosen team member)
- A front-loaded part of the work?
- Empowered?

*Sustainment Ingredients:*

*Team*

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# Sustainment Recipe

Engage new staff

Do you...

- Orient new hires to the PDSA model?
- Bring new hires onto new change teams?
- Bring in team members from all sectors for new change projects?
- Work to make sure that the whole staff is connected to the projects in some way?
- Market the PDSA so that people care about it?

*Sustainment Ingredients:*

*Team*

*-Leadership*

*-Meetings*

*-Sustain leader*

*-Engage new staff*



*Measurement*

*-Keep gathering Data*

*-Build infrastructures*

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# Sustainment Recipe

Keep gathering data:

Do you....

- Maintain a data coordinator?
- Look at the data in each team meeting?
- Display and report the data to others?

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*Measurement*

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*New becomes the Norm*

# Measurement: Master key to sustainability

If you can't Measure it,  
you can't Manage it.

If you want to pay attention to something,  
Measure it



# Data is the gas in the PDSA car

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Even the best change project and teams are powerless without data





# Sustainment Recipe

Infrastructures



Do you...

- Build a structure to hold the change effort?.
- Create policies/ procedures/ practices that maintain the Team's measurement plan?
- Use technology to record and share results and progress?

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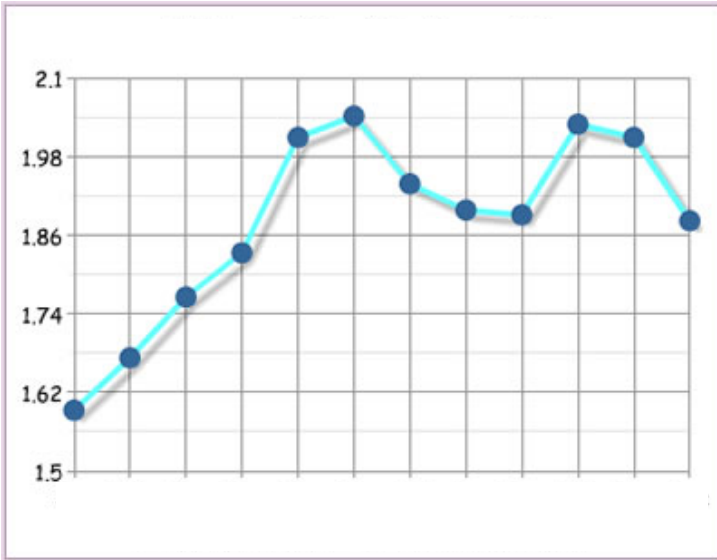


*Measurement*

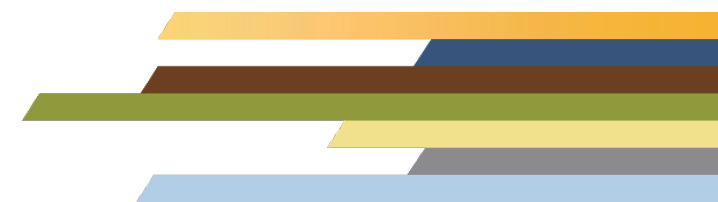
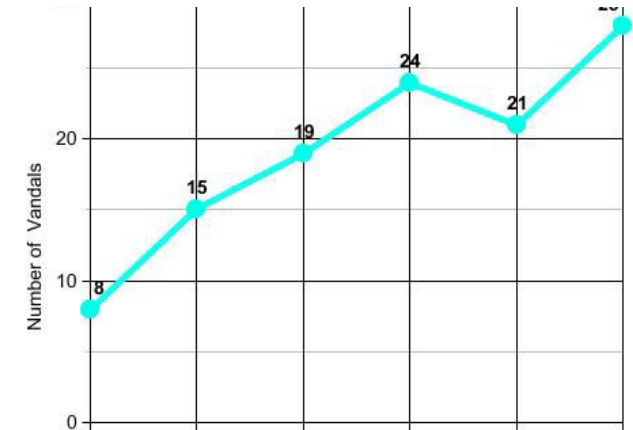
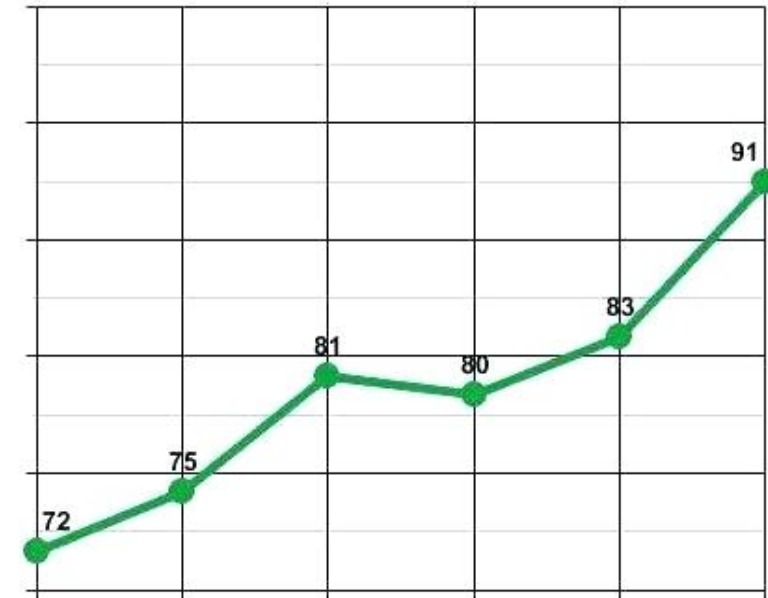
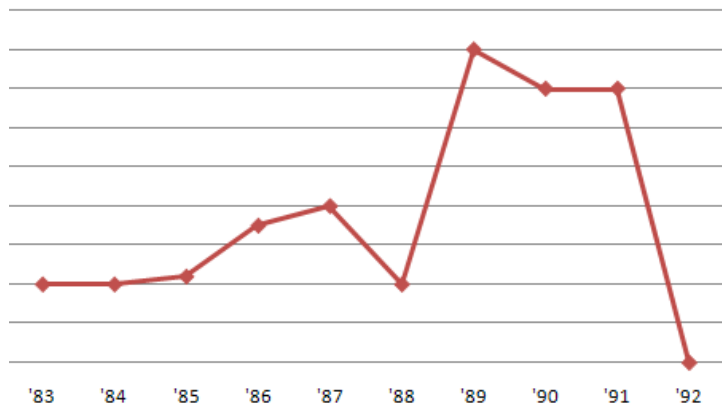
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*New becomes the Norm*

# Building a data dashboard



- Create a spread sheet
- Include a tab for each change project
- Build a graph for each project for continuous monitoring



# Sustainment Recipe

New Becomes the Norm:

Do you....

- Adopt changes and then make them standard practice?
- Adjust policies, procedures, paperwork to reflect this change?
- Train all staff accordingly

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*Measurement*

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*New becomes the Norm*

Become a Master Chef  
of PDSA Sustainment!





## *Sustainment Ingredients:*

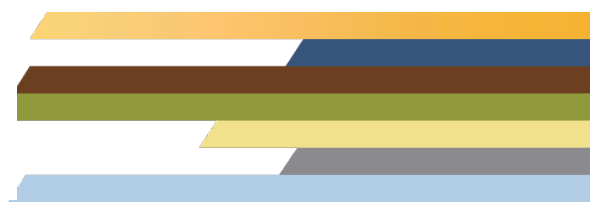
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Is there a secret recipe for sustainability?

No. Just good planning and hard work!

*Thank you!*



Mathew Roosa, LCSW-R

