



# Performance. Driven.

## Sustainability Guide

2018 Quality Improvement Activity

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# What is Sustainability?

- sus·tain·a·ble<sup>2</sup>
- [sə' stānəb(ə)l]
- ADJECTIVE
  - able to be maintained at a certain rate or level
  - able to be upheld or defended
- Your clinic's ongoing capacity to work together to establish, advance, and maintain effective strategies that continuously improve health and quality of life for ESRD patients

# Aiming for Sustainable Change

- CMS Expectations:
  - All ESRD Networks will establish a plan to increase the probability that the quality improvement activities are maintained
  - Improvement continues when the Network completes its formal work with participants
  - Networks will assist clinics with pathways to improved communication with key stakeholders in the ESRD world, i.e. Hospitals, Transplant Programs, Home Modality Providers
  - Networks will encourage and gain feedback on increased patient engagement

# Aiming for Sustainable Change

- Our Goal
  - Help you incorporate interventions into your own activities and processes in order to sustain the project once our involvement is completed
- Your Action
  - Process change, possible policy change, and new approaches that directly impact future results
  - Build and maintain a positive culture in your clinic through this QIA and be able to continue your progress after the project comes to an end
  - Work with your corporate entity to focus on quality measures that closely relate to CMS goals
  - Actively engage patients in quality improvement activities

# Strategies

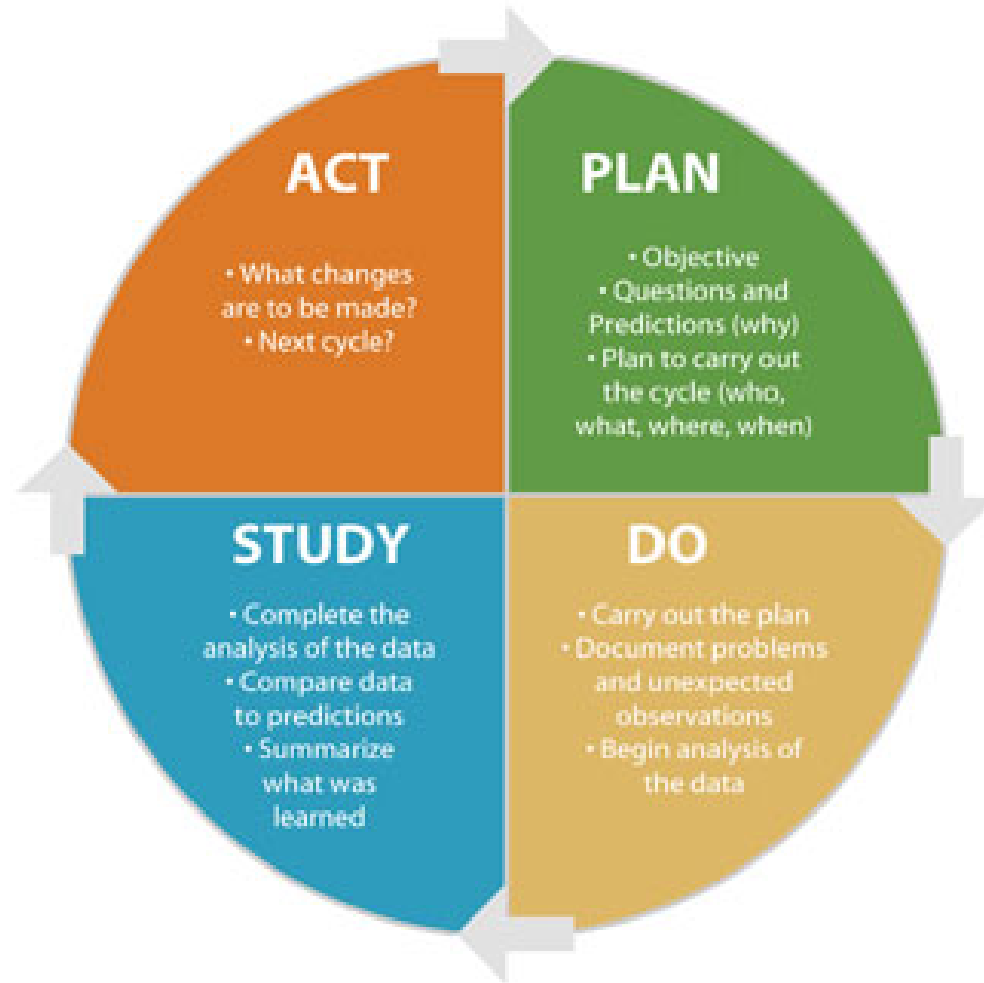


- SMART GOALS
  - Clearly identify your needs
    - What do you want to accomplish?
    - Why is it important?
    - Who is involved?
  - Focus your efforts
  - Be efficient with your time and resources
  - SMART goals can help provide clarity, focus, and motivation

# Strategies

- PDSA
- Useful tool for documenting a test of change
- Incorporate SMART Goals into your PLAN
- Identify when your plan is *not* working
- Standardize improvements
- Develop new approaches when things don't work

[The PDSA Cycle 101](#)



# Growing and Sustaining Patient Engagement

- Motivational Interviewing
  - Avoid creating resistance
    - Allow the patient to elicit their own self-motivating statements
  - Elicit change talk
    - “What would be the best thing that could happen if you changed\_\_\_?”
  - Express Empathy
    - Listen and Reflect
    - Roll with a patient’s resistance
    - Support patient’s self-efficacy to change
  - Set up a Plan
  - The following websites have MI strategies which can easily be adapted for use in the ESRD setting:
    - <http://atomalliance.org/enhancing-motivation-change/>
    - <https://motivationalinterviewing.org/>

# Growing and Sustaining Patient Engagement

- Sometimes it is easy to forget that patients are a key piece of the care team
- Engaging patients is important and should be a focus during any quality improvement initiative
- These 2-3 minute videos from IHI: Institute for Healthcare Improvement may help you think about patient engagement differently
  - [The Difference Between Patient-Centered Care and Co-Designed Care](#)
  - [Incorporating Mindfulness into Clinical Practice](#)
  - [Four Ways Patient-Centered Co-Design Benefits Clinicians](#)



# Sustaining a Culture of Community

- Don't forget to include your staff members!
  - Ask for ideas for improvement
  - Identify knowledge gaps and help staff learn
  - Use failure as a learning opportunity
  - Encourage staff to engage patients
  - Celebrate Successes
  
- Watch this short video from IHI: Institute for Healthcare Improvement to help foster and sustain joy in the healthcare workforce
  - [Four Steps Leaders Can Take to Increase Joy in Work](#)

# Promising Practices

- Involving Interdisciplinary Team
  - Homeroom/Huddles/Staff Meetings
  - All staff attend QAPI on rotating basis
  - Encouraging MDs to address issues on every round
  - Incentives for meeting clinic goals
- Using Quality Improvement Tools
  - PDSA, SMART Goals, Action Plans, etc.
- Involving Patients
  - Peer to Peer Education when possible
  - Posting clinic trends in common area so patients can see
  - Patient accountability

# Promising Practices

- Communication
  - Make sure rounding MDs are addressing issues
  - Build strong relationship with other care providers
    - Establish effective communication pathways with transplant centers, vascular access centers, hospitals, nursing homes, etc.
  - Communicate with Patients
    - About their treatment and any changes
    - Remind patients about appointments
- Working with Corporate
  - Utilizing corporate tracking and audit tools
  - Corporate Goals usually align with CMS goals

# Completing Your Sustainability Plan

- *Think About:*
- What can be done to ensure the most successful interventions will become part of the culture in your facility, i.e., the way that you get things done.
- How will you ensure that these steps will continuously support your current processes?
- Will you need to modify staff training practices?
- How will you track these interventions to ensure improvements in performance measures are sustained?
- If your facility is a part of a larger corporation, what is the corporation's role in supporting this sustainability plan?

# Completing Your Sustainability Plan

- Look back at your PDSA to think about what you did during the course of the QIA
- What worked? What did not work?
- Did you do any of the following?
  - Identify project champions (staff and/or patients)
  - Build a team
  - Engage all staff members in the improvement process
  - Create a method of measuring outcomes
  - Develop strategies for overcoming barriers
  - Share success stories
  - Celebrate successes

# Completing Your Sustainability Plan

- Sustainability Plans will be coming soon via email!
- You will receive a web form to complete and return
- Once your PDSA is complete and submitted, begin work on your Sustainability Plan
  - Complete the Sustainability Plan and review it with key team members
    - Interdisciplinary Team
    - Medical Leadership
    - Corporate Leadership
    - Any direct patient care team members involved
    - Patient Project Representative
  - Submit final Sustainability Plan to the Network
    - Due date pending

# Questions?

Contact your Network Project Lead:

Home Dialysis QIA, Transplant Waitlist QIA,  
Depression Screening QIA:

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