

DISINVESTMENT

Sustainability



Disinvestment

Disinvestment can take place at many levels in service improvement. This may mean disinvesting in project solutions that aren't viable or removing a service or product that has become redundant. Disinvestment is healthy for an organisation, yet it is often forgotten or poorly executed.

Sustainability

The purpose of this phase is to wrap up the project, embedding long term change into business as usual. This is where you can evaluate and share the benefits you have achieved and spread your project to other areas.

Key points

1. Solution disinvestment

As you implement solutions, it may become apparent that a particular solution is not working. The first step is to understand why and consider using a Plan Do Study Act cycle which can lead to a decision whether to adapt or abandon the solution. If the decision is to abandon, record the lessons learned and communicate with your stakeholders why you are disinvesting.

2. Externally driven solution disinvestment

A change to organisational priorities or loss of budget are examples of external dependencies that may lead to disinvestment in a particular solution. This may be temporary or permanent. In this situation, alternative ideas may need to be considered. Business cases should be completed and tabled, to enable the solution to be revived if the situation changes in the future.

3. Removing redundancy

New processes or products can remove the need for equipment, technology or old work processes. When implementing a change, it is just as important to identify what to stop doing as what to start doing. It is also important to make changes sustainable. Mark a point in time when the 'old way' will stop, and communicate it widely.

4. Disinvestment projects

A disinvestment project is required when there is a significant disinvestment, such as removal of a service or closure of a department or hospital. In these projects all aspects of disinvestment need to be considered, such as alternate options for clients, redeployment of staff, equipment and resources and a plan for the remaining infrastructure.

Considerations and tips

In divestment, stakeholder communication must be frequent and effective. Sponsors and project managers need to develop key communications explaining the divestment decisions.

Consult widely

Involve key stakeholders in divestment decisions to ensure that you are fully aware of the impact of the divestment on the service and related services.

Be sensitive

In every divestment there will be people invested in the product or service being replaced. Make time to listen and understand their concerns, and identify any unexpected consequences of the change that need to be mitigated.

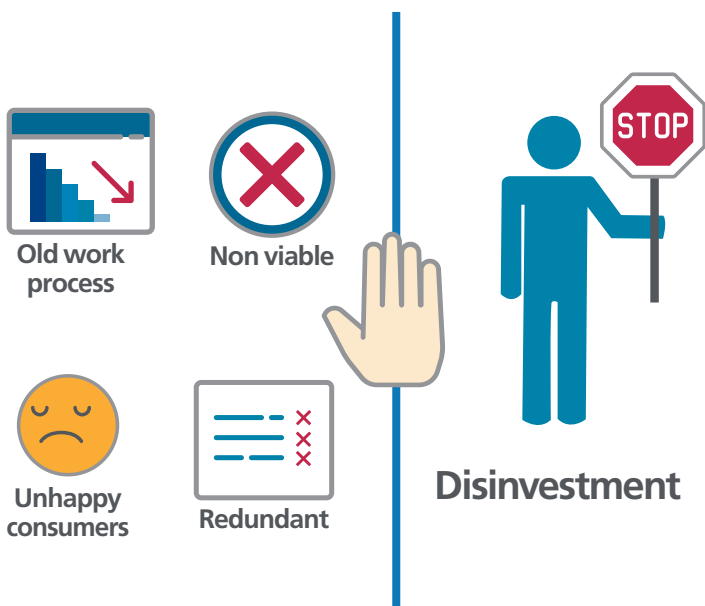
Manage disappointment

A decision to divest in your project can be personally painful for project teams. Project leads and sponsors need to support teams by helping them to see the positives, such as lessons learned, and give them the opportunity to celebrate what they achieved.

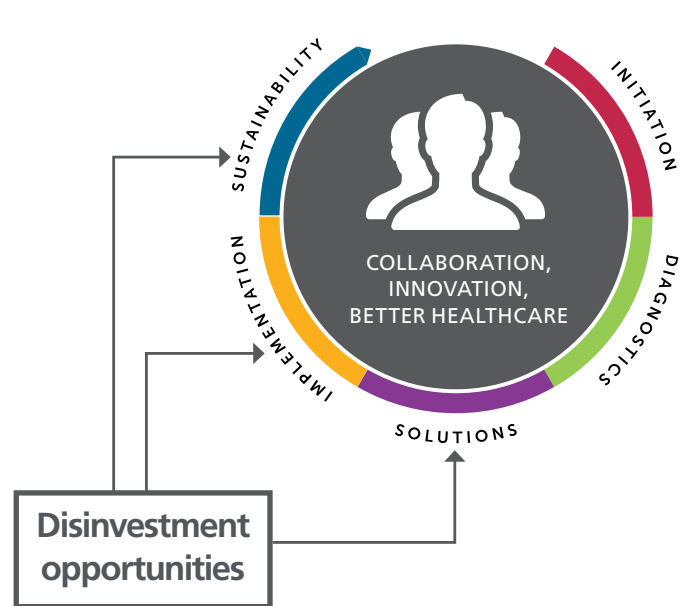
Acknowledge the end

Set a date and hold a formal ceremony to mark the end of the 'old way'. This provides an opportunity to thank people for their divestment and draw a line under the past.

When to divest



Divestment opportunities



Further information

[My Health Learning Log in Form](#) – Redesign Sustainability (202465121)

Divestment in health care – www.bmj.com/content/340/bmj.c1413

Next steps

Well-managed divestment can bring new life to staff and services. All projects will end regardless of if divestment occurs or if they are simply completed. Finalising a project is a necessary step to document and build towards sustaining the change long term.

FINALISE THE PROJECT

Sustainability



Finalise the Project

During project scoping, there needs to be a clear definition of what constitutes the end of the project. This could be a particular time, such as the achievement of the goal. Following the project closure steps will help contribute to sustainability.

Sustainability

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Key points

1. Complete the final deliverable

There will be remaining tasks at the end of a project. Final deliverables which support ongoing sustainability should be developed and handed over. These may include, training tools and resources, such as how to guides, which can be used in an ongoing basis. Troubleshooting guides and Frequently Asked Questions are also tools that can keep the change going.

2. Handover and sign-off

Take the time to officially hand over the project to the stakeholders who will continue the work. Even if the stakeholders taking ongoing ownership have been closely involved in the project, it is good practice to formally exchange a project closure report or handover report. Make sure you outline the next steps and ongoing processes that need action and get sign-off from both parties.

3. Store the project files

Documentation gathered during the project should be compiled and stored in a location which is agreed by the sponsor and steering committee. Organising the information chronologically will make it easier to use in the future. Find out if there are organisational guidelines on how this information should be stored.

4. Celebrate

Celebrating the end of the project is a way of acknowledging the stakeholders' work and thanking them. It's also an opportunity to highlight the successful results to date and build momentum. This is also an ideal time to communicate how the work will be sustained and any future plans.

Considerations and tips

It can be hard to let go of a change initiative that you are passionate to deliver. Take the time to reflect and record what you have learnt, and how you will apply that in your next project.

Closure report

The documented closure process should happen regardless as to why your project has ended. This includes the natural project completion stage or premature ending due to funding, priority changes or unsuccessful outcomes.

Sponsorship

Remember to include sponsors in the handover. Prepare a handover document for the sponsor (if sponsorship is changing) and agree on an action plan for them to follow to keep the change going.

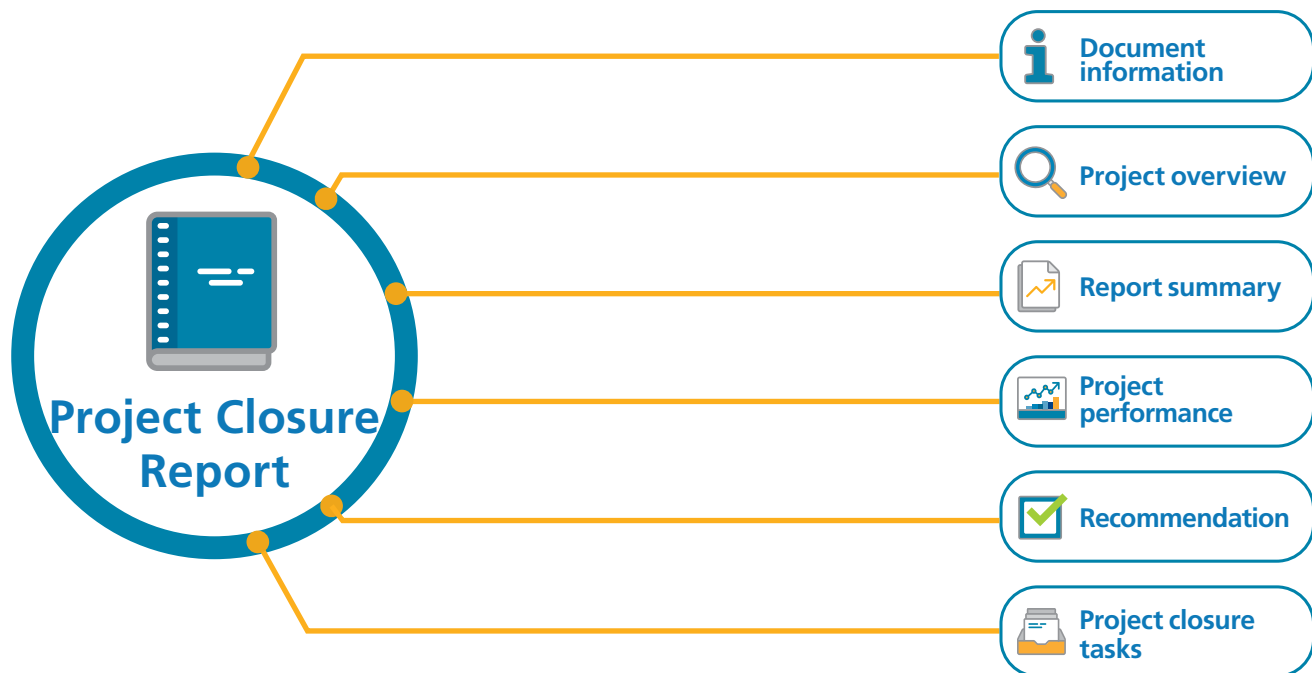
Thank your stakeholders

Thank people who have made a contribution to your project, such as project team members, champions, staff and others who have assisted with the changes. Personal thanks are best.

Show confidence

Share a sense of confidence in the new change leadership, and encourage champions and stakeholders to support them to be successful.

Project closure summary



Further information

[My Health Learning Log in Form](#) – Redesign Sustainability (202465121): Introduction to sustainability and evaluation

Next steps

There are two final key steps to closing projects, include documenting and sharing lessons learned and celebrating the change.



Spread

Once a project is sustained in your service, it can be extended to other areas of the organisation or implemented in other facilities. Considering spread is important, so that success is not isolated to one service and can be replicated in other departments or organisations to benefit more patients and staff.

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Key points

1. Spread readiness

Your change is more likely to be considered interesting by other teams if it has some of the following qualities:

- a clear advantage compared with current ways of working
- compatibility with systems and values
- simplicity of implementation
- ease of testing before making a full commitment
- observability of the change and its impact.

2. Gathering resources

Develop a package of change-related resources that were used for your project which would be helpful for others to use (see table) Consider doing this throughout your project so it is readily available and less time consuming for you at the end.

3. Governance

Spread needs to be driven by the executive sponsor and supported by the leadership team in the department or organisation where the project will be implemented. If you are spreading it within your own organisation, the governance arrangements will need to include the new stakeholders.

4. Develop a plan

A spread plan should outline the strategy for implementing the project in other areas. It should cover the scope, governance, actions, key stakeholders, communication, monitoring and evaluation of the project. Assisting teams that are adopting your change to develop their spread plan will increase the likelihood of success.

Considerations and tips

Spreading success is an important mechanism to share knowledge and benefits of your project. Consider the following when planning spread.

Set standards for success

There are several reasons why spread may not be successful, such as differences in the organisational culture, infrastructure and training requirements. It is important for your project to be sustained in your own service before you attempt to replicate it in other areas.

Communicate

Clear communication between the people who implemented the change at the original site and those trying to implement the improvement in other areas is necessary. Regular feedback and measurement of progress will also help manage problems as they arise.

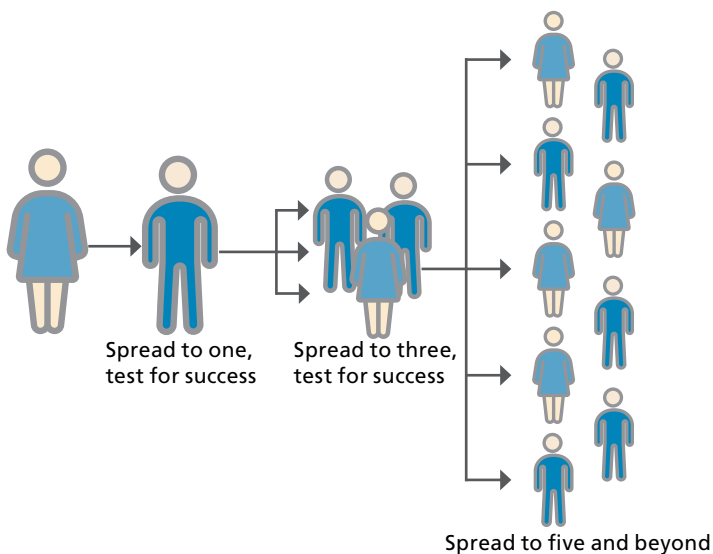
Identify essentials

It is likely that adoption of your project in other services will result in some changes. Identify the core elements of your change that must occur, and what is flexible for it to be successful.

Promote and highlight successes

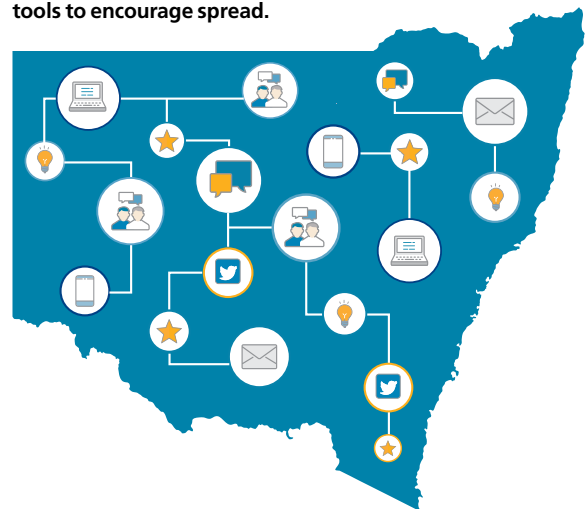
It is a good idea to promote and highlight your project successes so others can be made aware of your work. Your project may benefit a variety of different services, and opportunities for spread may be in unexpected places.

Starting the Spread - the 1:3:5 rule



Communicate for spread

Use all available communication tools to encourage spread.



Further information

[My Health Learning Log in Form](#) – Redesign Sustainability (202465121): Sustainability and Spread

A framework for spread – From local improvements to system wide change – www.ihl.org/resources/Pages/IHIWhitePapers/AFrameworkforSpreadWhitePaper.aspx

Next steps

Spread is just one way to share your knowledge and experience with other people in NSW Health. You can also publish your project on the Innovation Exchange and in peer-reviewed journals, or submit it for various awards that will recognise your work and encourage others to embed it into their organisation.

SUMMATIVE EVALUATION

Sustainability



Summative evaluation

A summative evaluation assesses the quality, outcomes and impact of an implemented project to see if it has achieved its stated outcomes. It generally occurs at the completion of a project, or at least well after implementation.

Sustainability

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Key points

1. Form an evaluation team

A mix of expertise and independence is required for an effective evaluation team. Project leads and key stakeholders can provide significant subject matter input. Inclusion of an independent expert with evaluation expertise is recommended to bring rigour to the process and outcome.

2. Plan for the evaluation

Planning for the evaluation should be done early in the project and before the implementation phase begins. Planning will include preparing how you will document and measure your goals and benefits, as well as mapping how the change will be executed. Identify relevant stakeholders to include in the evaluation. Create a data collection plan to ensure that relevant baseline data has been collected and the right data are collected and stored throughout the change.

3. Develop and test evaluation tools

Tools that can be used to collect data include surveys, interviews, observation records and explanatory (or supportive) documents, such as interview guides and focus group prompts. When possible, try to test the evaluation tools on a sample of similar participants to identify, revise and resolve any potential issues before using them more broadly.

4. Communicate

A communication plan can be used to communicate how the evaluation will be conducted. It is good practice to keep all participants and stakeholders informed about progress and results. It is also essential to ensure that the progress and results are communicated to the sponsor and steering committee on a formal basis.

Considerations and tips

A well planned and executed evaluation provides valuable information. There are different types of evaluations, knowing what you are setting out to achieve with your evaluation will keep the work on track.

Include evaluation in the plan

Including evaluation as a key step in the project during project planning ensures all stakeholders are aware this step will be included.

Outcomes and process evaluations

An outcomes evaluation assesses whether the short and longer term goals of the initiative have been met. A process evaluation determines whether the strategies or systems you implemented are performing as planned.

Impact evaluations

An impact evaluation measures the impact of a program. It is broader than an outcomes evaluation and determines the overall effects of an initiative (either intended or unintended).

Using the results

Evaluation results are used to support and contribute to evidence based decision-making about the future of the project. Should it be revised, spread or discontinued?

Summative Evaluation



Lessons learned

What are the learnings and what would you do differently?



Impact Evaluation

how has the project impacted the organisation



Summative Evaluation



Process measures

Have behaviours and systems changed?



Outcome Measures

have project goals been achieved?

Evaluation Team



Further information

[My Health Learning Log in Form](#) – Redesign Sustainability (202465121)

NSW Government Program Evaluation Guidelines – [https://arp.nsw.gov.au/sites/default/files/NSW Government Program Evaluation Guideline January 2016_1.pdf](https://arp.nsw.gov.au/sites/default/files/NSW_Government_Program_Evaluation_Guideline_January_2016_1.pdf)

Evaluation toolkit, NSW government – www.dpc.nsw.gov.au/tools-and-resources/evaluation-toolkit/

Next steps

With a well executed evaluation, you have a platform for spreading the change, publishing your work or applying for an award.

LESSONS LEARNT

Sustainability



Lessons learnt

Each time we embark on a change journey, there will be lessons learned for ourselves, our teams and our organisations. This is valuable information that can be used to grow organisational knowledge on how to make change.

Sustainability

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Key steps

1. What are lessons learned?

There are many lessons learned throughout change projects. They may arise from planned or unplanned activities, and may result in success or failure. Planned project activities that provide lessons could include finding data or processes that were unknown during diagnostics activities. Unplanned project lessons could include learning why some teams embrace change while others don't.

2. Why pay attention to them?

Project teams can adjust their work based on learnings. This may be reflected in formal risk registers where it is required to investigate and learn from significant events. Unintended learnings should also be captured. Making this learning available to the organisation can reduce repetition of actions or processes that have been unsuccessful. The 'what would I do differently next time?' discussion can be a helpful starting point.

3. Record them as you go

Capture the lessons you've learned throughout the project. Scheduling 10 minutes during project team meetings to brainstorm lessons learned can be a helpful way to recognise and record information. In large projects, reflecting on formal lessons learned with key stakeholders at significant milestones can provide valuable information to keep the project on track and address unresolved or unknown issues.

4. Seek opportunities to share

You can share lessons learned in many ways. Compiling a list of resources in a project handbook may be useful to other teams. Doing presentations to teams starting out on new initiatives can give them a head start. Recording key lessons, tips and advice in a formal report, or as part of your evaluation for the executive team, provides an opportunity to formalise recommendations with organisational impact.

Considerations and tips

Since the late 1990s there has been a growing body of evidence on implementation science. Healthcare staff and researchers acknowledge there is a lot to learn about how to make successful change in complex environments. Your learnings can contribute to this evidence.

Big and small lessons

Lessons learned can include who to go to for access to particular data, how to run a focus group, how to book rooms, and what did or didn't work with particular teams to enable change. Chances are if you had to find a way to learn this information, others will have to do the same.

Learn from others

Learning from other people's experiences can assist you in your project. To inform your approach, seek out information from others in your organisation, or other relevant areas, who have led change.

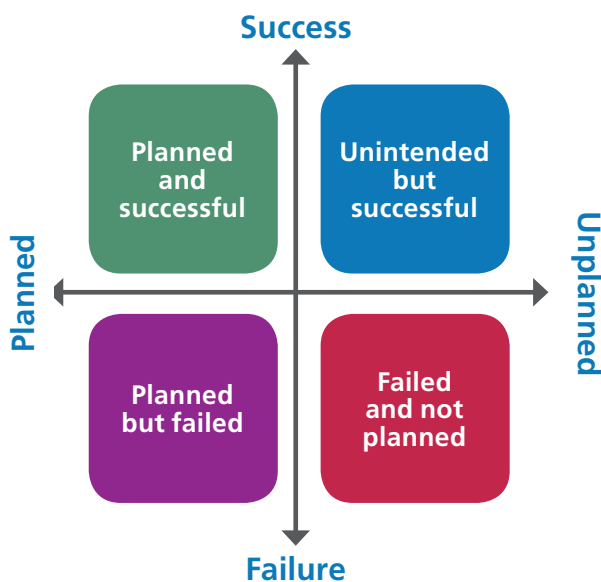
Learn from the literature

Journals and websites where others publish their lessons learned are valuable sources of information that can assist your work. They can also assist you to know what kind of information to record.

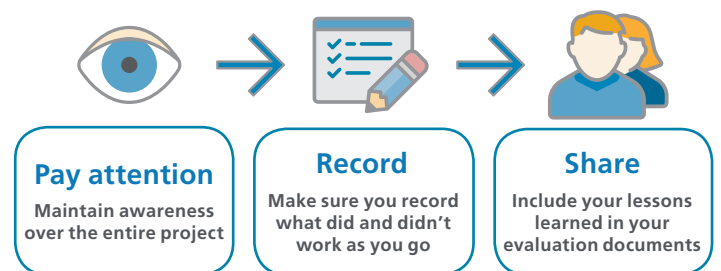
What did and didn't work

You can learn a lot from both project enablers and barriers. If your project goal was not achieved, understanding the reasons can provide valuable information to other teams and the organisation.

What did and didn't work?



Capturing the lessons



Further information

Learning Handbook, NHS Improving Quality (06 After) – www.england.nhs.uk/improvement-hub/wp-content/uploads/sites/44/2018/08/Learning-Handbook.pdf

Lessons Learned, taking it to the next level: – www.pmi.org/learning/library/lessons-learned-next-level-communicating-7991

Next steps

Many lessons learned will be valuable to others. Sharing relevant information, through publication is an important step in growing knowledge across healthcare boundaries. Always ensure you have the correct approvals to share information learned in your organisation.



Scale Up

Scaling up the change will mean the benefits delivered by the project are replicated in other services. This is similar to spread, but on a much larger scale, as it can be supported by system services and policy development.

Sustainability

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Key points

1. Demonstrate results

Scale up should only be attempted when you have sustained the change and are able to provide evidence of improved performance. Changes that address common issues, show consistent success and align with the Triple Aim, using strong quantitative and qualitative data, are more attractive for scale up. This will be more powerful if evidence is strong from several services.

2. Develop a change package

A change package contains resources and information to guide other sites on implementing the change with fidelity. To develop this package, a number of sites or departments that have implemented the change should come together to identify the components of the change that are fundamental to success, and those that are adaptable. Be realistic about the costs required for sites to adopt this intervention.

3. Influence statewide policy or guidelines

Scale up may sometimes seem daunting, but there are people and agencies that can help you and share the work. Do a rigorous evaluation to gather evidence of the benefits of the project, and speak to relevant organisations that can support scale up. In NSW this could include the Ministry of Health, Agency for Clinical Innovation, Clinical Excellence Commission, Cancer Institute and non-government organisations.

4. Start a collaborative program

Collaborative programs follow a structured methodology which enables participating teams to learn from successful sites how the change was developed and implemented. It also provides them with the knowledge and skills to scale up through PDSA cycles. There is a strong focus on sharing and growing together, and maintaining momentum.

Considerations and tips

While not all projects are progressed to the scale up stage, it should always be considered. You don't want to miss an opportunity for your hard work to influence and benefit at others on a wider scale.

Early consideration

Start to consider early where your project would be useful (for example, in sites other than your initial scope). Prepare resources as you go and document well so it's all there when you need it. This saves time and energy in the long run.

Raise awareness

Make others aware of your project success and network through publication, conferences, clinical networks and social media. Promoting and spreading your work will raise awareness and help build towards scale up opportunities.

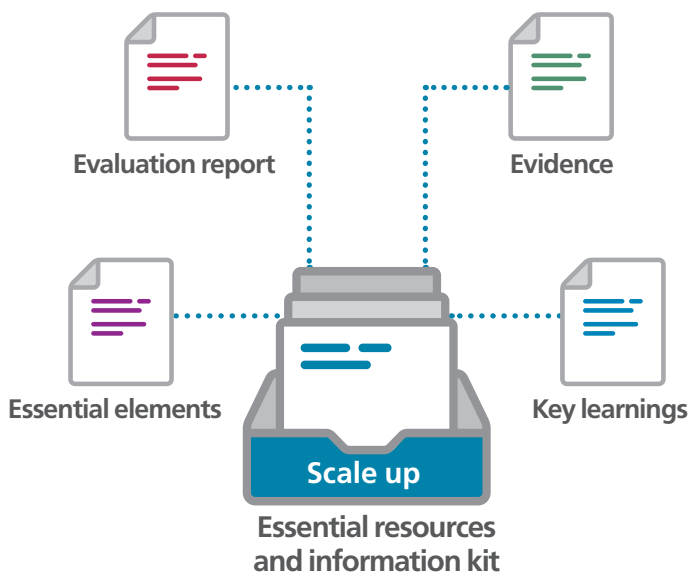
Think outside the box

Think outside the box when it comes to opportunities for scaling up. Assess the feasibility of this intervention in other contexts, from primary care to international markets. Is there a policy driver that would make this intervention useful to others?

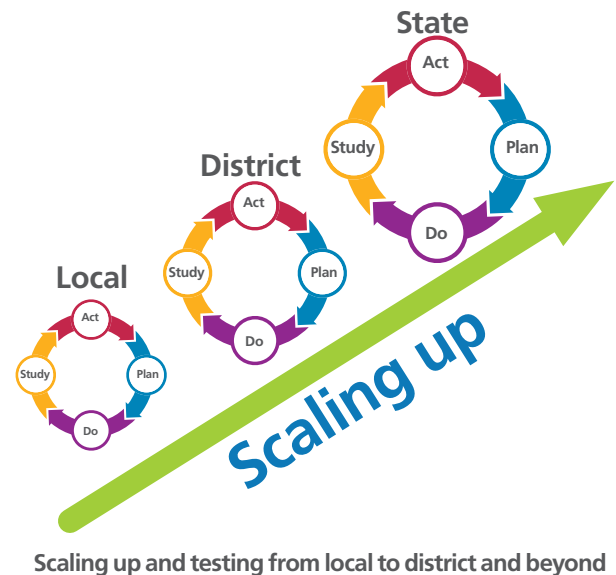
Build a Community

Forming a community of practice that can share ideas and support new sites will create a stronger voice for the change, and demonstrate the feasibility of the change across different settings.

Key elements of resources kit



Scaling up



Further information

[My Health Learning Log in Form](#) – Redesign Sustainability (202465121): Sustainability and Spread

Planning for scale: A guide for designing large-scale improvement initiatives – www.ihl.org/resources/Pages/IHIWhitePapers/PlanningforScaleWhitePaper.aspx

Next steps

Congratulations on reaching a pivotal point in your change initiative! Taking your work to a wider scale is an important step in influencing and creating positive change throughout our health system.



Sustainability

Your project will not succeed unless the solutions are sustained long after they are implemented. By considering sustainability early in your project, you can avoid going back to the old way of doing things and make sure your project realises the benefits it was designed to deliver.

Sustainability

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Key points

1. Plan Sustainability

There are helpful models that you can use to build sustainability during the change. The NHS Sustainability Model is a good example, as it highlights three key areas: process, staff and organisation. Using a model can help keep you focused on sustainable approaches and ensure that your time, effort and resources aren't wasted in the long run.

2. Establish processes

New processes are put in place to create positive outcomes within the system. A process that has multiple benefits to patients, staff and organisation will generally be more likely to succeed and more sustainable. It is important to ensure that the new process is evidence based and easy to monitor. You can then document and communicate any benefits.

3. Involve staff

Staff involvement and attitudes towards the change will greatly affect the sustainability of your project. Keep your key stakeholders involved at all stages – the more they are on board, the more likely they will continue their engagement. The support and endorsement of the change from respected managers and clinical leaders is key to sustainable change.

4. Align with organisational goals

Ensure that your initiative fits in with the goals of your organisation. Look at the strategic plan and align the change with current priorities. Does your initiative align with the infrastructure of your organisation? Consider how people's roles, technology, equipment and the organisational structure supports your change and sustains it over the long term.

Considerations and tips

Sustainability is often considered at the end of a project, but it's best to start planning it at the beginning of the implementation phase. Otherwise, it might be too late to address any problems that could have been solved earlier in the project.

Governance

Remember to set up sustained ownership and sponsorship at all levels for your initiative. Keep the governance in place until the change is established in business as usual.

Remove the 'old way'

Ensure there are processes in place to train new staff and refresh others on your initiative. Work with stakeholders and sponsors to make it harder to do things the old way, and easier to do the new way.

Results

Find opportunities to share and celebrate results, and continue to do this until the change is embedded into business as usual.

Involve other people

Sustainability is more likely to occur when the project is designed, owned and implemented by a cross-section of people who work together as a team. This provides different perspectives and insights, and ultimately builds a stronger platform for sustainability.

NHS sustainability model



NHS Sustainability model, NHS Improvement, UK

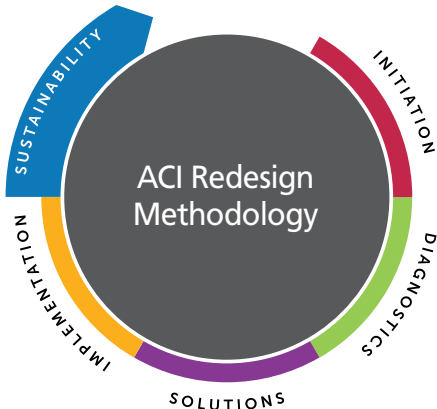
Further information

[My Health Learning Log in Form](#) – Redesign Sustainability (202465121): Sustainability and Spread

NHS sustainability model and guide – <https://improvement.nhs.uk/resources/Sustainability-model-and-guide/>

Next steps

Now that you have considered how to build sustainability into your project goals, you may also have to think about non-sustainable processes and how to disinvest in them.



Publishing

Publishing your change initiative is important as it contributes to the development of knowledge about healthcare improvement to benefit clinicians, patients and researchers across the world.

Sustainability

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Key steps

1. Share success and failures

Regardless of whether your project has been fully successful, partly successful or has not achieved its goals, there will be benefits in sharing what you have learned. Publishing these learnings provides an opportunity for others to build on your work. This also increases the overall impact, as abstracts and full text publications are accessible online to a wide (global) audience.

2. Choose your platform

Once you have decided to publish your work, it will be important to identify where you wish to submit it for consideration. This will depend on your type of initiative and relevant audience. Publishing in a peer reviewed journal will gain more academic recognition (see Jane link below). There are also non-peer reviewed options available, including journals or websites such as the Innovation Exchange.

3. Consider templates and tools

Most journals or websites provide guidelines or a template to outline the appropriate information to include. It can be challenging to decide what information to omit to keep your submission concise. When editing your draft, consider the potential readers and the information that will be most relevant and useful for them.

4. Seek assistance

Writing for peer review journals can be daunting, as they require strict compliance with their submission requirements. If you are unfamiliar with this style of writing, seek the assistance of a research department. Your health service librarian or redesign leader should be able to assist you. Search engines can also provide access to papers and resources on this topic.

Considerations and tips

Publication is an important, but sometimes complex, step. There are some things you can do to make it easier. Don't let the process put you off, the achievement will be well worth it in the end

Start with the end in mind

Plan from the beginning of your project to publish what you have learned. This will assist you to collect and keep information in a format that will make it easier to collate later.

Information storage

Keep information and data collected throughout your project in a secure and useable format. File it accordingly for easy retrieval.

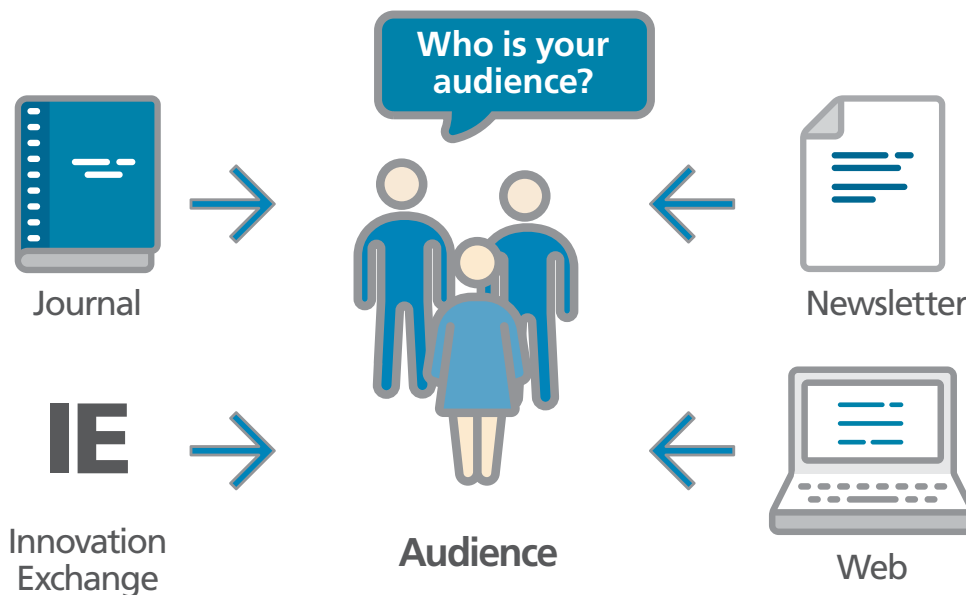
Ethics

While ethics approval should be considered for all projects, some journals require it for publication. Start the process at the beginning of your work – seeking approval retrospectively is not viable.

Review, edit, review

It's good practice to review and edit your draft several times to improve the quality. Seek feedback from colleagues with publishing experience before submission.

Consider different ways to publish



Further information

Journal/Author name estimator – <http://jane.biosemantics.org/>

How to publish in scholarly journals – www.elsevier.com/?a=91173

Next Steps

Once you have compiled your work into a well documented format, it will be much easier to use this information for other purposes, such as writing abstracts or applying for an award. There are many options which can further spread the word and share your learnings.