

# 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

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 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.

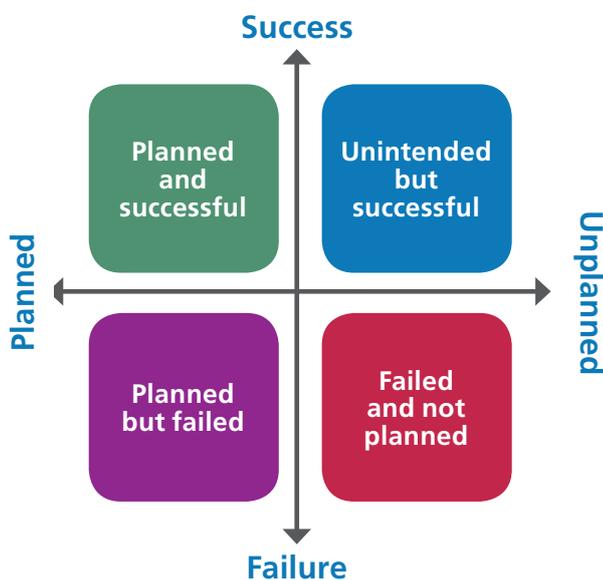
### Learn from the literature

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.

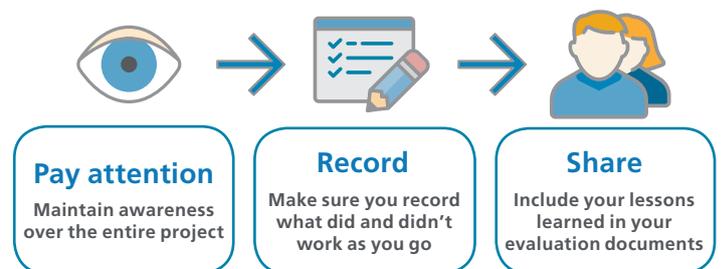
### What did and didn't work

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](http://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](http://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.