

VA



U.S. Department
of Veterans Affairs



VA Quality Enhancement Research Initiative
EVIDENCE INTO PRACTICE

EPIC QUERI

VA Evidence, Policy, and Implementation Center

Planning for Sustainment

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Disclosures

The views expressed in this presentation are those of the authors and do not necessarily reflect the position or policy of the Department of Veterans Affairs or the United States government.

OUR VISION: A Role for Everyone in Implementation Science

Using Implementation Science to Move Innovations into Practice in VA Health Care Settings

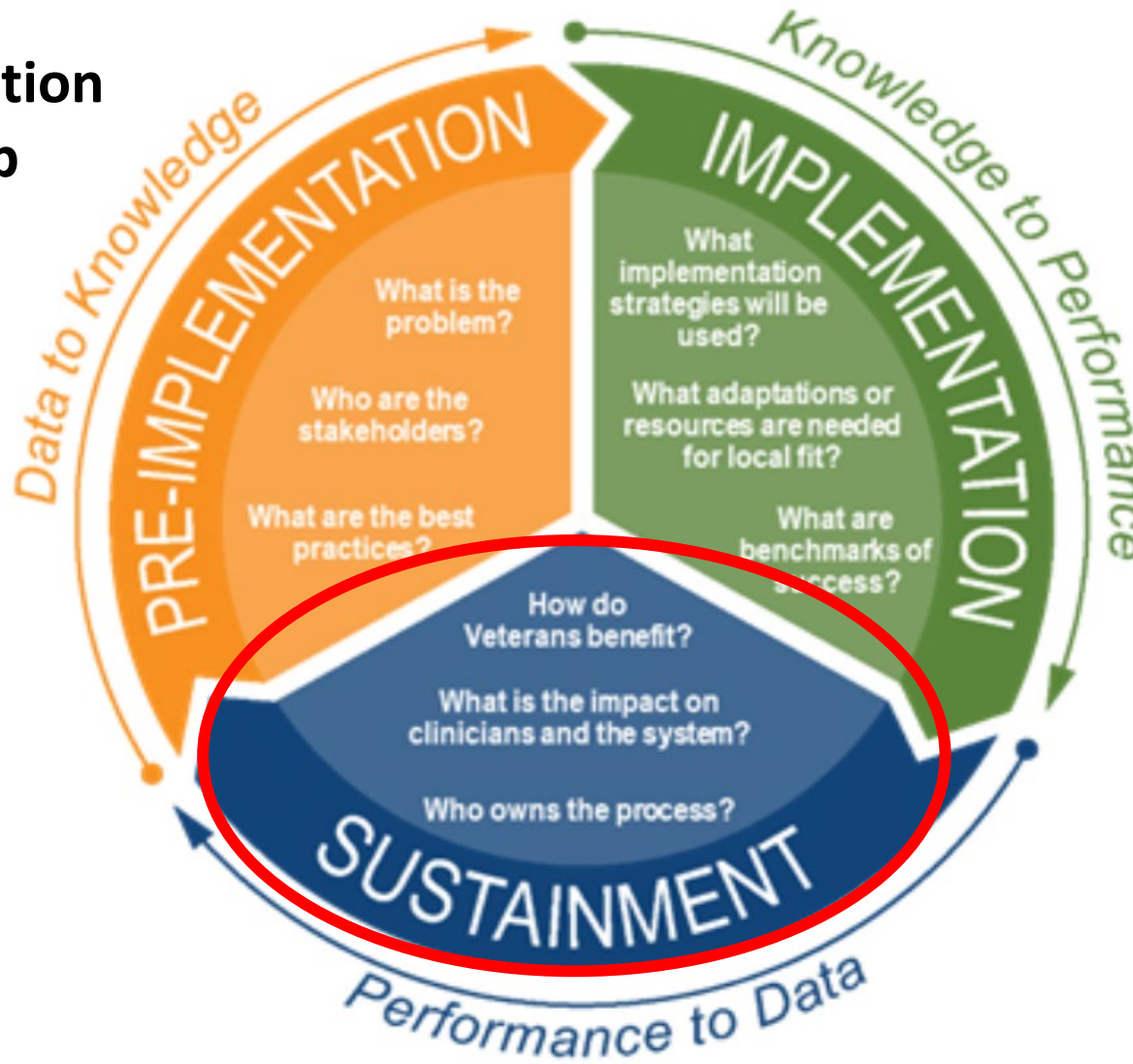
- Implementation Science: What Is It and Why Should I Care?
 - Dr. A. Rani Elwy, June 3
- Using Implementation Strategies and Fostering Buy-In
 - Dr. Alison Hamilton, June 10
- Evaluating Implementation Process and Outcomes
 - Dr. Allen Gifford, June 17
- Planning for Sustainment
 - Dr. Sara Landes, June 24

Let's Take a Poll!

What do you think are the main challenges to sustaining any implementation effort?

- Funding
- Capacity
- Interest or ownership
- Environment or leadership support
- Lack of planning
- Continued impact
- All of the above

QUERI Implementation Roadmap



VA Quality Enhancement Research Initiative

EVIDENCE INTO PRACTICE

Kilbourne AM et al, Quality Enhancement Research Initiative Implementation Roadmap, Medical Care: October 2019 - Volume 57 - Issue - p S286-S293 doi: 10.1097/MLR.0000000000001144

What Will You Get From This Course?

You are going to have a roadmap of how to implement any innovation in your workplace!

No matter where you sit, SOMETHING needs improving. If you could, what would you improve, what would you need to do to improve it, how will you know you've improved it, and how will you keep it going?

Co-Morbid Depression and Diabetes in Rural Settings

Remember Rose?

She's a nurse working with **Veterans who have both depression and diabetes.**

She implemented **a coaching program in primary care to help these Veterans.**



(based on [Cully et al, 2014](#))

Rose has come a long way! We now know:

- What practice/intervention she is going to use
- She will get buy-in from stakeholders (or interested parties)
- What implementation strategies she will use
- What outcomes she will measure when she implements

Now we need to think about:

- What will help Rose to keep this practice going?
- How can she support her clinic and staff to make this part of ongoing usual care?

Rose needs a sustainment plan!

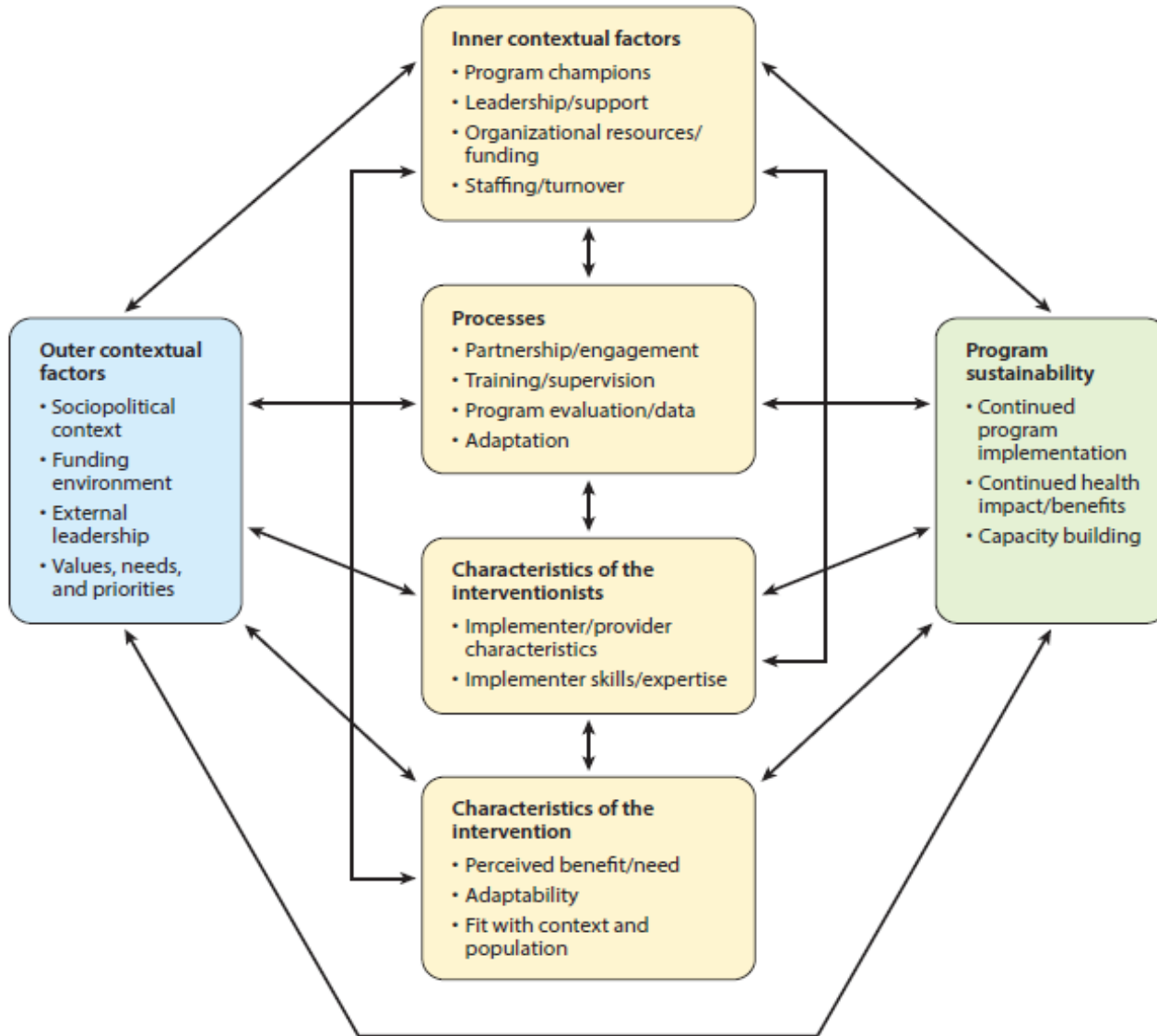
Poll Number 2

Whose ultimate job is it to sustain a new practice?

- Facility leadership
- Clinic supervisor
- The person who initiated it (champion)
- All clinic staff
- Local quality assurance staff or implementation specialist
- Other

Definitions of sustainability

- **Wiltsey Stirman et al 2012**: “after the initial startup implementation support had been withdrawn, core elements were maintained (e.g., remained recognizable or delivered at a sufficient level of fidelity or intensity to yield the desired health outcomes) and adequate capacity for the continuity of these elements was maintained.”
- **Scheirer & Dearing 2011**: “continued use of program components and activities for the continued achievement of desirable program and population outcomes.”



Integrated Sustainability Framework

Shelton et al., 2018

Implementation Outcomes: There are different types!

Acceptability

- Satisfaction
- Comfort
- Credibility

Adoption

- Uptake
- Utilization

Appropriateness

- Perceived fit
- Relevance
- Suitability

Feasibility

- Actual fit
- Practicability

Fidelity

- Delivered as intended
- Quality of program delivery

Cost

- Marginal Cost
- Cost-effectiveness
- Cost-benefit

Penetration

- Spread
- Institutionalization

Sustainability

- Maintenance
- Continuation
- Integration

What are Rose's next steps?

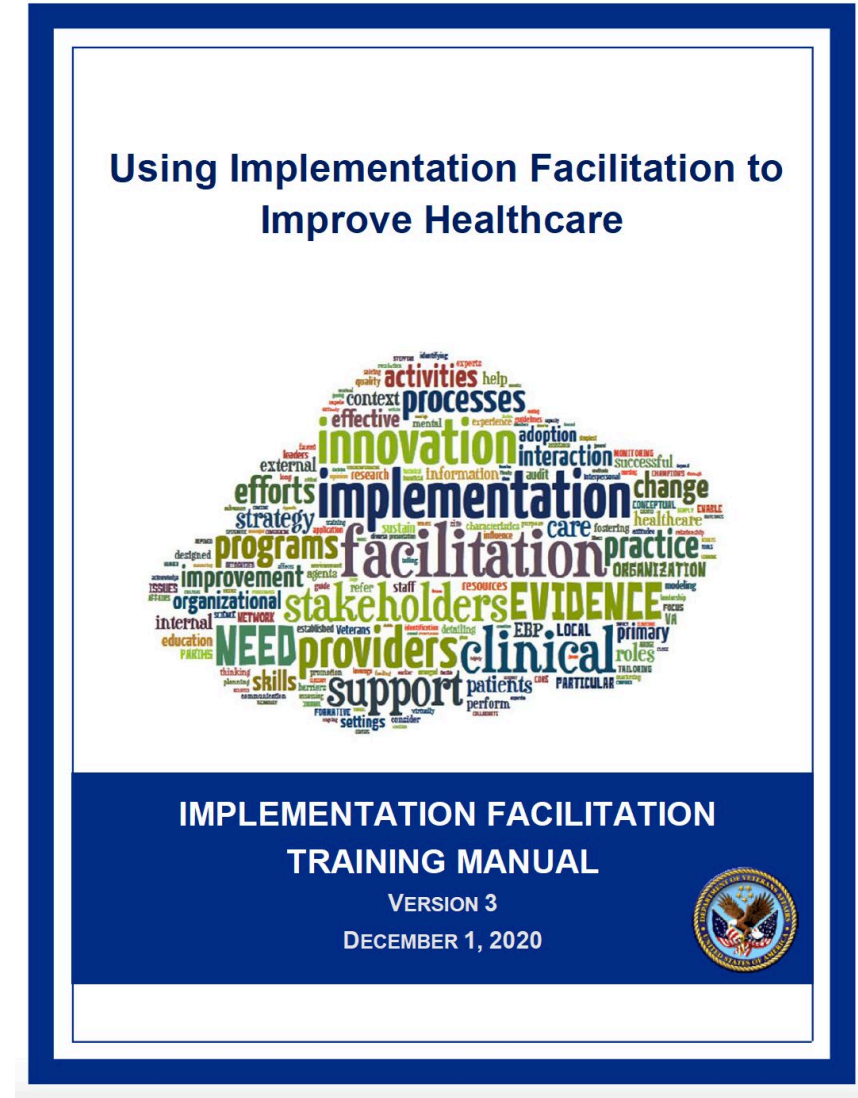
Creating a Sustainability Action Plan (SAP)

- To develop the SAP, identify goals for sustaining the innovation
- For each goal, decide and list the activities the site will perform to ensure that the changes stay in place
- The SAP needs to include:
 - The identified *leader(s)* for each activity
 - The *frequency* with which the activity will be conducted
 - The criteria for *monitoring/measuring* the activity
 - The *resources* needed to complete each activity

[Implementation Facilitation Manual](#), page 87

Resource

- Implementation Facilitation Manual
- Implementation Facilitation is a specific implementation strategy
- However, the manual includes chapters on creating implementation planning guides and sustainability action plans that can be used with any implementation strategy!
- It includes examples as well
- [Website with manual and other tools](#)
- [Implementation Facilitation Learning Hub](#)



Questions to Consider When Drafting SAP Goals

- How will you assess if the innovation is reaching the intended patient population?
- How will you assess whether the innovation is continuing to deliver benefits to patients?
- How will you assess whether the components of the original innovation continue?
- What is your plan to ensure that partnerships among stakeholders are maintained to continue to deliver the innovation?
- How will you ensure that new practices, procedures, and policies (infrastructure) established during the implementation are maintained?
- How will you ensure that the innovation continues to be the “way we do things” here?

Appendix J-1. Sample Sustainability Action Plan (SAP)

Sustainment Activity <i>What will you do to make sure you meet the goals?</i>	Who is responsible?	Frequency and due dates	What metrics will you use to track progress?	Resources needed
Goal 1: Continue to deliver benefits to patients				
Assess relevant data: service utilization by relevant patient subgroups (i.e., assessing disparities)				
Assess relevant data: clinical outcomes by relevant patient subgroups (i.e., assessing disparities)				
Goal 2: Continue the components of the original innovation				
Train staff				
Review program components yearly				
Review data and discuss with staff				

[Implementation Facilitation Manual](#), page 211

Goal 3: Maintain partnerships with stakeholders to continue to deliver the innovation

Plan for communicating and sharing progress:
With leadership

With providers

With Veterans or community groups

Goal 4: Maintain new practices, procedures and policies established during the implementation

Review and update Implementation Planning Guide

Goal 5: Sustain attention to the innovation

Review status of program in staff meetings

Check on availability of resources for continuing the innovation

Sustainability Assessment Tools

- The Program Sustainability Assessment Tool (PSAT) (<https://sustaintool.org/psat/>)
 - Evaluates the sustainability capacity of a program
 - 40 multiple choice questions, rating program across 8 sustainability domains
 - New shorter version also available – 24 questions
 - Takes about 10-15 minutes and can be taken as an individual or group
- When you take the assessment online you will receive a summary report of your overall sustainability. You can use these results to help with sustainability planning.

[Implementation Facilitation Manual](#), page 216



Funding Stability

Establishing a consistent financial base for your program.

Partnerships

Cultivating connections between your program and its partners.

Organizational Capacity

Having the internal support and resources needed to effectively manage your program.

Program Evaluation

Assessing your program to inform planning and document results.

Program Adaptation

Taking actions that adapt your program to ensure its ongoing effectiveness.

Communications

Strategic communication with partners and the public about your program.

Environmental Support

Having a supportive internal and external climate for your program.

Environmental Support: Having a supportive internal and external climate for your program

	To little or no extent					To a very great extent		Not able to answer
1. Champions exist who strongly support the program.	1	2	3	4	5	6	7	NA
2. The program has strong champions with the ability to garner resources.	1	2	3	4	5	6	7	NA
3. The program has leadership support from outside of the organization.	1	2	3	4	5	6	7	NA

Funding Stability: Establishing a consistent financial base for your program

	To little or no extent					To a very great extent		Not able to answer
1. The program is funded through a variety of sources.	1	2	3	4	5	6	7	NA
2. The program has a combination of stable and flexible funding.	1	2	3	4	5	6	7	NA
3. The program has sustained funding.	1	2	3	4	5	6	7	NA

Partnerships: Cultivating connections between your program and its partners

	To little or no extent					To a very great extent		Not able to answer
1. The program communicates with community leaders.	1	2	3	4	5	6	7	NA
2. Community leaders are involved with the program.	1	2	3	4	5	6	7	NA
3. The community is engaged in the development of program goals.	1	2	3	4	5	6	7	NA

Organizational Capacity: Having the internal support and resources needed to effectively manage your program and its activities

	To little or no extent					To a very great extent		Not able to answer
1. The program is well integrated into the operations of the organization.	1	2	3	4	5	6	7	NA
2. Organizational systems are in place to support the various program needs.	1	2	3	4	5	6	7	NA
3. The program has adequate staff to complete the program's goals.	1	2	3	4	5	6	7	NA

Program Evaluation: Assessing your program to inform planning and document results

	To little or no extent					To a very great extent		Not able to answer
1. The program reports short term and intermediate outcomes.	1	2	3	4	5	6	7	NA
2. Evaluation results inform program planning and implementation.	1	2	3	4	5	6	7	NA
3. Program evaluation results are used to demonstrate successes to funders and other interested parties.	1	2	3	4	5	6	7	NA

Program Adaptation: Taking actions that adapt your program to ensure its ongoing effectiveness

	To little or no extent					To a very great extent		Not able to answer
1. The program adapts strategies as needed.	1	2	3	4	5	6	7	NA
2. The program adapts to new science.	1	2	3	4	5	6	7	NA
3. The program proactively adapts to changes in the environment.	1	2	3	4	5	6	7	NA

Communications: Strategic communication with partners and the general public about your program

	To little or no extent					To a very great extent		Not able to answer
1. Program staff communicate the need for the program to the public.	1	2	3	4	5	6	7	NA
2. The program increases community awareness of the issue.	1	2	3	4	5	6	7	NA
3. The program demonstrates its value to the public.	1	2	3	4	5	6	7	NA

Strategic Planning: Using processes that guide your program's direction, goals, and strategies

	To little or no extent					To a very great extent		Not able to answer
1. The program plans for future resource needs.	1	2	3	4	5	6	7	NA
2. The program has a sustainability plan.	1	2	3	4	5	6	7	NA
3. The program clearly outlines roles and responsibilities for all partners.	1	2	3	4	5	6	7	NA

Sustainability Assessment Tools

- Clinical Sustainability Assessment Tool (CSAT) (<https://sustaintool.org/csat/>)
 - Evaluates the sustainability capacity of a clinical practice
 - 35 multiple choice questions, rating innovation across 7 sustainability domains
 - Takes about 10-15 minutes and can be taken as an individual or group
- When you take the assessment online you will receive a summary report of your overall sustainability. You can use these results to help with sustainability planning.

Your Implementation Roadmap—Complete it During Each Session!

Pre-Implementation

- Problem to solve
- Stakeholders to engage
- Best practices to use

Implementation

- Implementation strategies to overcome challenges to uptake
- Outcomes to assess
- Adaptations to make

Sustainment

- Ownership of the process
- Benefits to Veterans
- Tracking progress
- Impacts on Veterans, clinicians, system

Thank you and Questions

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