

Sustainability of Organizational Change

UTI Toolkit – Module 5

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Objectives

- Learn about sustainability
 - Why does it matter?
 - How is it defined?
 - What do we know – lessons learned?
- Identify and understand the role of sustainability influencers on sustainment of organizational change
- Understand the importance of sustainability planning
- Learn how to develop a sustainability plan

Learning about Sustainability

Why should you care about sustainability?

- **Implementation \neq sustainment of change**
- **A change not sustained does not achieve patient or team goals**
- **Failure to sustain change means that you may have to**
 - Re-investigate and solve an old problem
 - Increase change fatigue in your organization



Why should you care about Sustainability?

- **If a change is not sustained, it...**
 - Is a direct waste of invested resources,
 - Has costs associated with missed opportunities, and
 - Affects the ability to implement change in the future.



Sustainability Defined

- Change continues after a defined period of time
- Program, clinical intervention, and/or implementation strategies continue to be delivered
- Individual behavior change is maintained
- Program and individual behavior change may evolve or adapt while continuing to produce benefits for individuals/systems



Sustainability vs. Sustainment

- Sustainability Capacity refers to “the existence of structures and processes that allow a program to leverage resources to effectively implement and maintain evidence-based policies and activities” (Schell et al, 2013)
- Sustainment of change refers to “the extent that an evidence-based intervention can deliver its intended benefits over an extended period of time” (Chambers et al, 2013).



What do we know about Sustaining Change

- Innovation change matters when thinking about sustainability
- Success has to do with talent (i.e., team) and the complete execution of the sustain (i.e., game) plan
- Change complexity appears to influence sustainability
- Short term sustainability is possible but long term is not certain.
- Change linked to the underlying organizational culture is more likely to be sustained



What do we know about Sustaining Change

- Clinicians and managers have different opinions
- Leadership support is a facilitator and barrier
- Change linked to the underlying organizational culture is more likely to be sustained.
- Participation in a given QI intervention appears to influence staff perceptions about sustainability



Sustainability Influencers

- Innovation and Organizational
- Organizational and Staffing
- Innovation and Staff

