# Planning for Sustainability

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Knowledge Translation Program
Li Ka Shing Knowledge Institute
St. Michael's Hospital

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# Who we are

Team for Implementation, Evaluation, and Sustainability
Knowledge Translation Program
Li Ka Shing Knowledge Institute, St. Michael's Hospital

- Work with a diverse range of health system stakeholders at local, national, and international levels to support the uptake of research evidence in practice.
- Our services include:
  - Building KT capacity
  - Supporting implementation
  - Planning for implementation

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# Learning Objectives

- Define sustainability
- Describe factors that influence sustainability
- Explain how to plan for sustainability

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# Terminology

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# What are you implementing?

**Many terms are used interchangeably:**

- Intervention
- Program
- Innovation
- Evidence-based guideline
- Strategy

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# What are you implementing?

## Intervention

- Any organized efforts to promote evidence-based practices in an organization, community, or system:

Clinical/Social practice

**AND/ OR**

KT strategy

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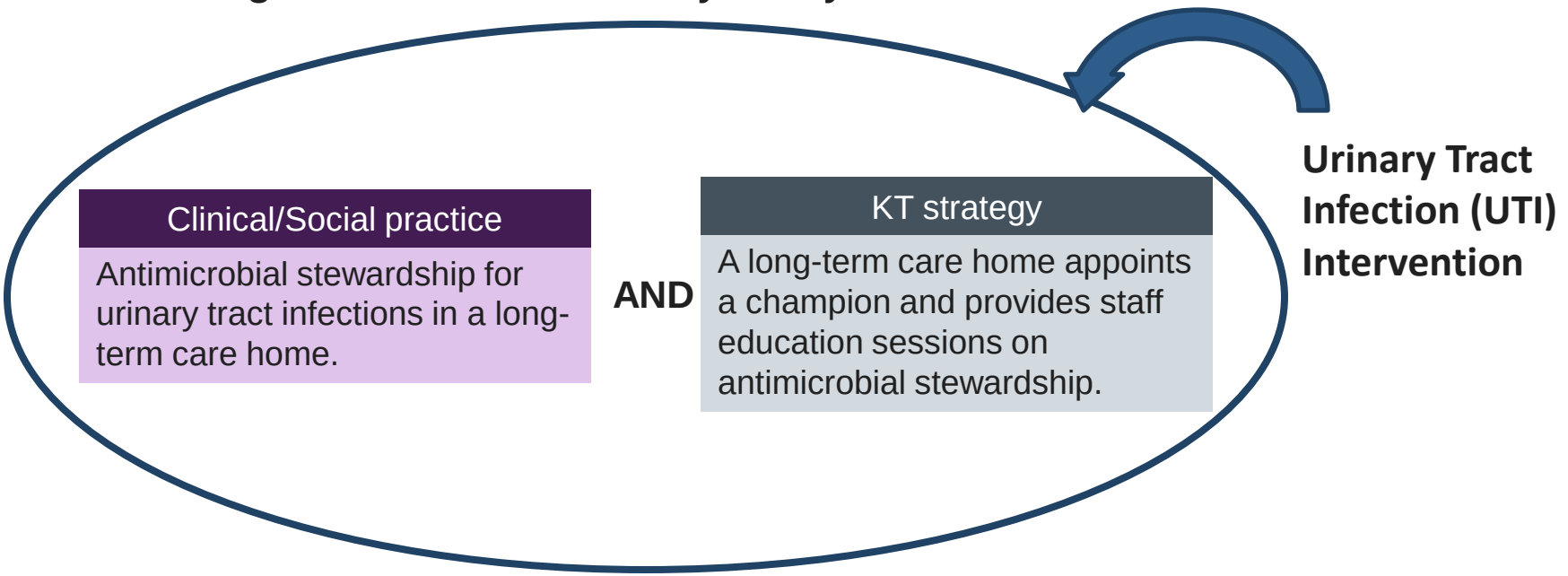
# What are you implementing?

## Intervention

- Any organized efforts to promote an evidence-based practice in an organization, community, or system:



# What are you implementing?

## Intervention

Clinical/Social practice

**AND/ OR**

KT strategy

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# What is sustainability?

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# What do we know about sustainability?

Davies B. In Knowledge Translation in Health Care, second edition. Wiley, In Press

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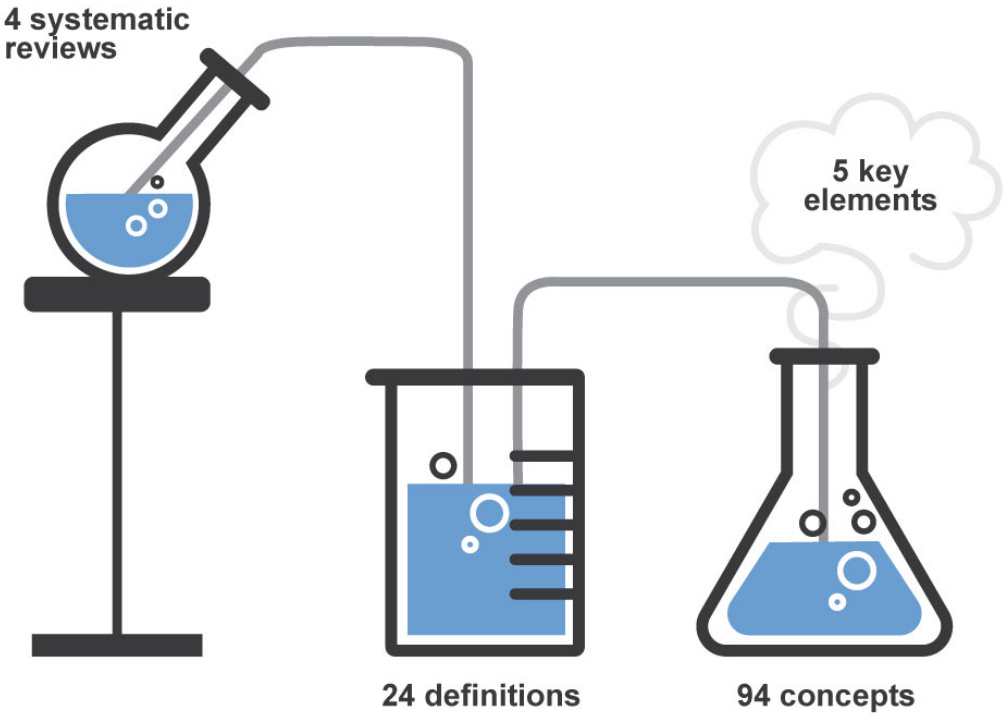
# Defining sustainability




Stirman et al. (2012); Gruen et al. (2008); Ament et al. (2015); Tricco et al., (2016)

# Defining sustainability – 5 key elements

1. After a defined period of time
2. an intervention continues to be delivered;
3. behaviour change aligned with intervention is maintained;
4. the intervention may evolve or adapt,
5. while continuing to produce benefits for individuals/systems.

Moore et al., 2017

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# 1. After a defined period of time

- Refers to a specific period of time after implementation
- Defined by implementation team
- Time period depends on the ideal practice or program and the outcomes of interest
  - Examples:
    - 2 years after funding ends
    - 3 years after the life of the project
    - 6 months after implementation

Moore et al., 2017

# 2. An intervention continues to be delivered

Clinical/Social practice

**AND/ OR**

KT strategy

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# 2. An intervention continues to be delivered

| Clinical/social practice | | KT strategy |
|---|---|---|
| A long-term care home continues to implement antimicrobial stewardship for urinary tract infections. | **AND/ OR** | A long-term care home continues to provide staff education sessions on antimicrobial stewardship each month. |

Moore et al., 2017

# 3. Behavior change aligned with the intervention is maintained

- New ways of working become the norm after implementation
- An individual continues to follow the recommendations of the intervention

  - UTI intervention examples:
    - A long-term care physician continues to prescribe antibiotics only when specified criteria have been met, and reassess once urine culture and susceptibility results have been received
    - A nurse continues to obtain and store urine cultures properly



Moore et al., 2017

# 4. The intervention may evolve or adapt in response to change

| Clinical/social practice | AND/ OR | KT strategy |
| --- | --- | --- |
| New evidence requires for the antibiotic prescription criteria to be revised and updated on all clinician algorithms. | | Compared with last year, staff are more burdened with high-needs residents. Education sessions must be reduced to 15min intervals. |

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Moore et al., 2017

# 5. While continuing to produce benefits for individuals/systems

- The intervention continues to:
  - Show a positive impact on health outcomes
  - Reduce costs for organization/community
  - Display advantages over previous practices or programs
  - Display advantages over new practices or programs



Moore et al., 2017

# Questions?

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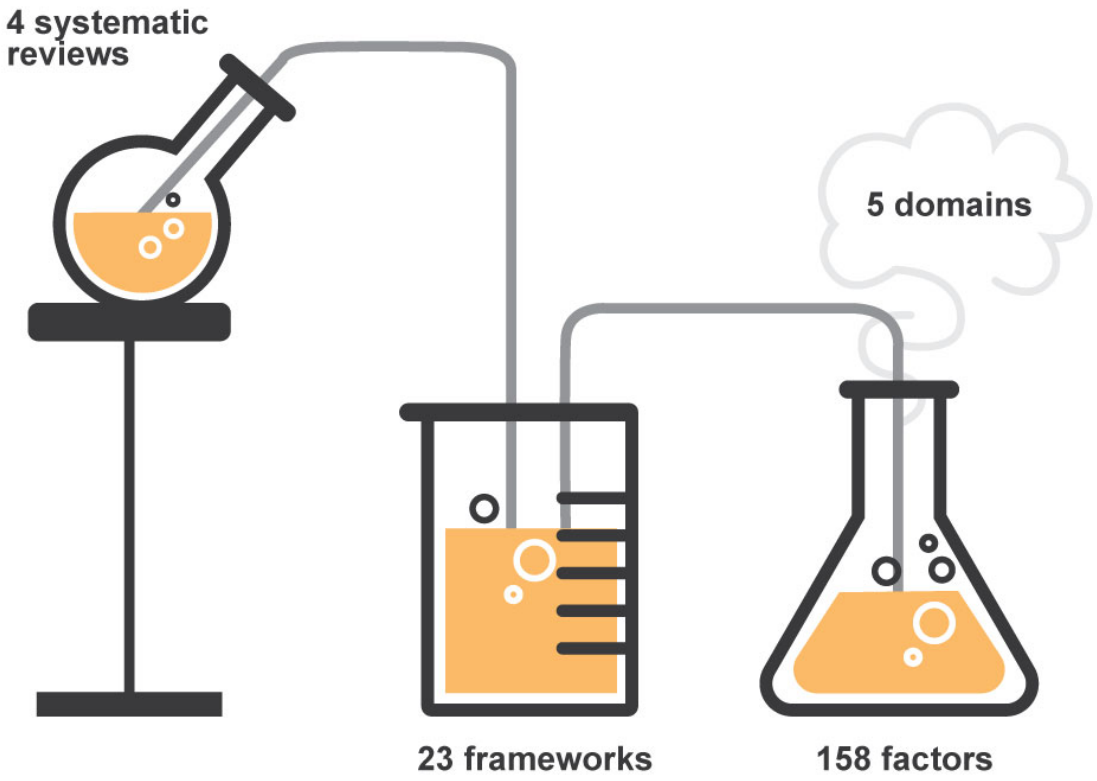
# Meta-framework for sustainability

# Developing a meta-framework




Moore, 2017

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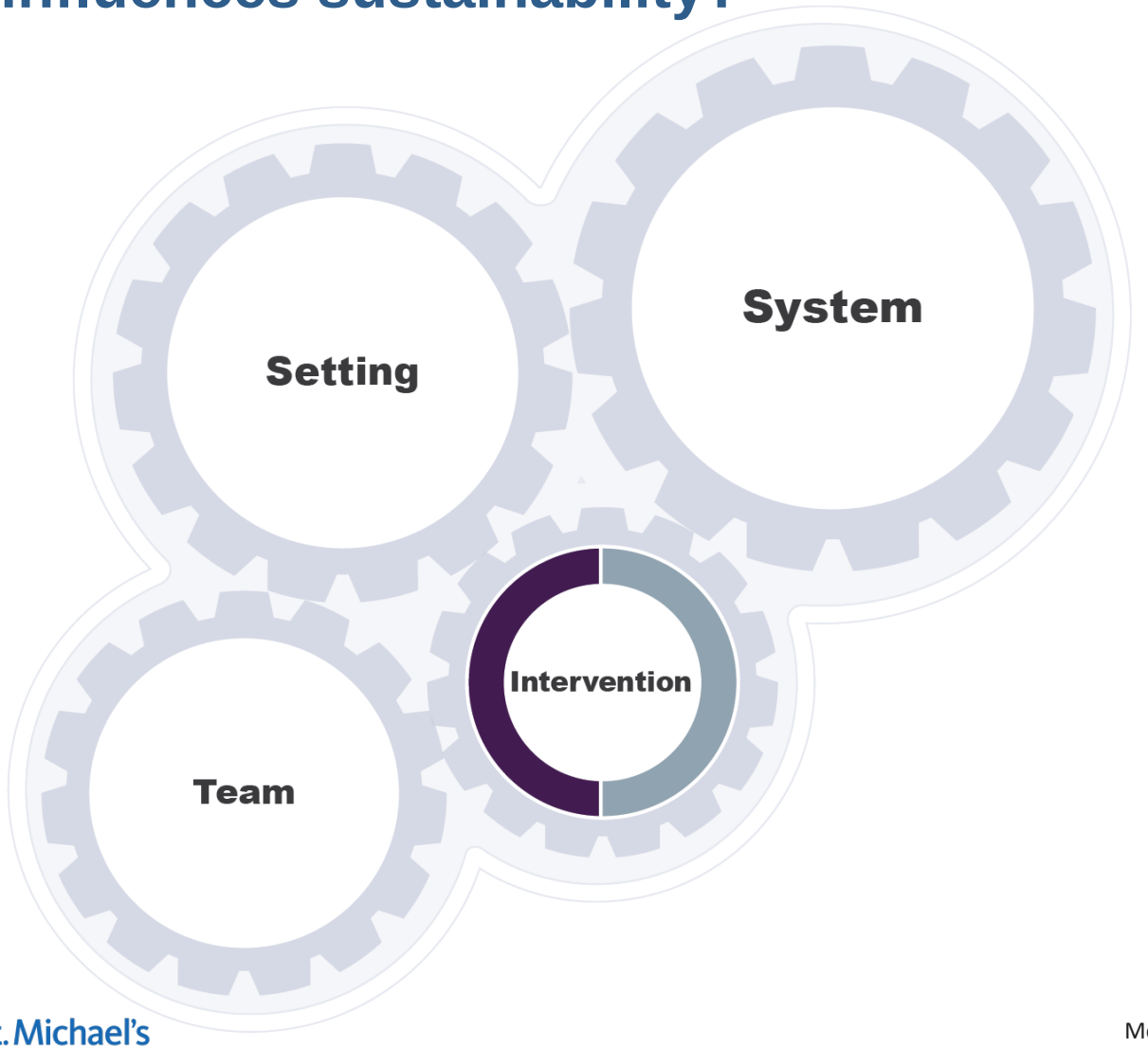
# What influences sustainability?




Moore, 2017

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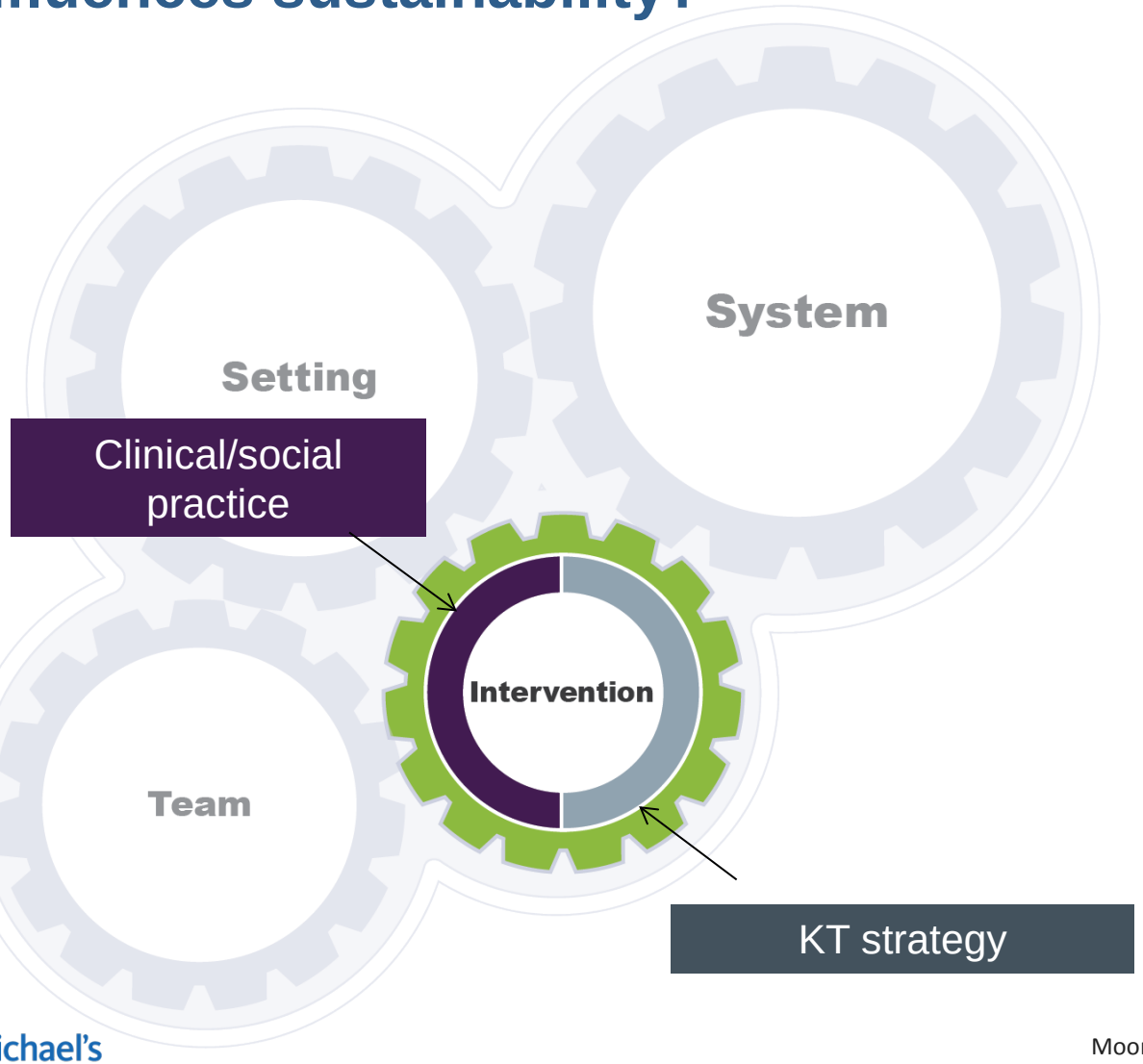


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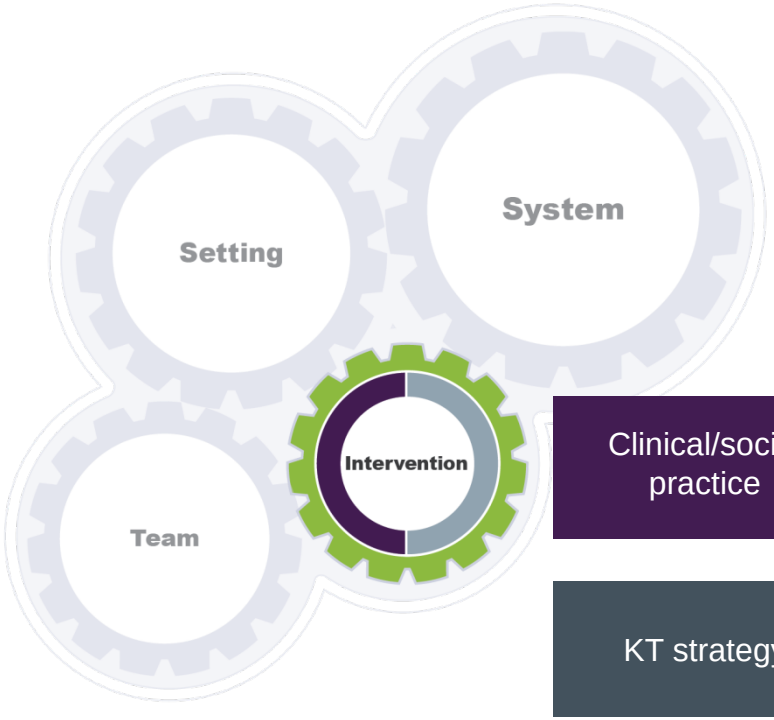
# What influences sustainability?

- Intervention characteristics




Clinical/social practice

KT strategy

- Effectiveness and outcomes
- Adaptability
- Evaluability
- Accessibility
- Implementability

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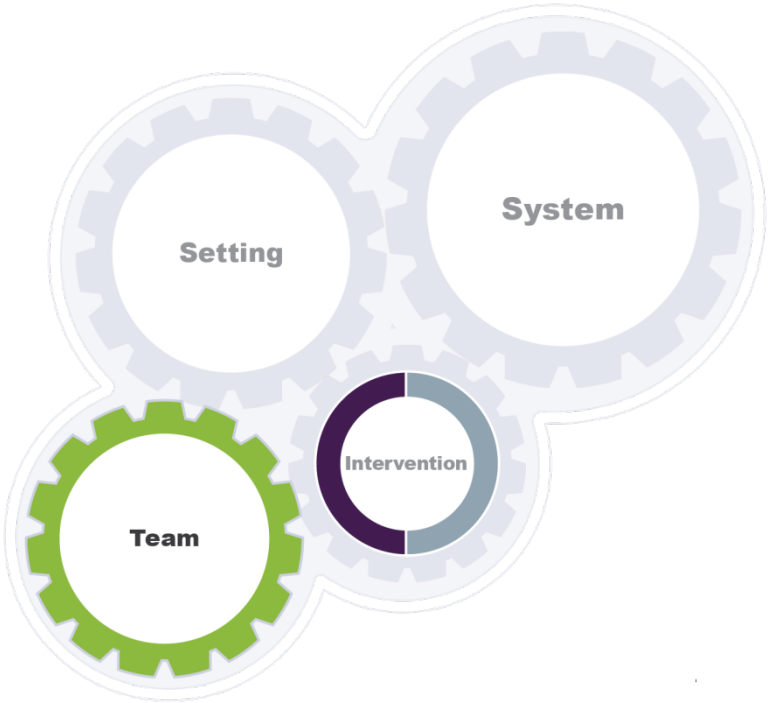
# What influences sustainability?

- Implementation team




- Front-line stakeholder engagement
- Openness to sustaining change
- Team capacity
- Training and coaching
- Social network support
- Informal interdisciplinary collaborations
- Incentives and feedback

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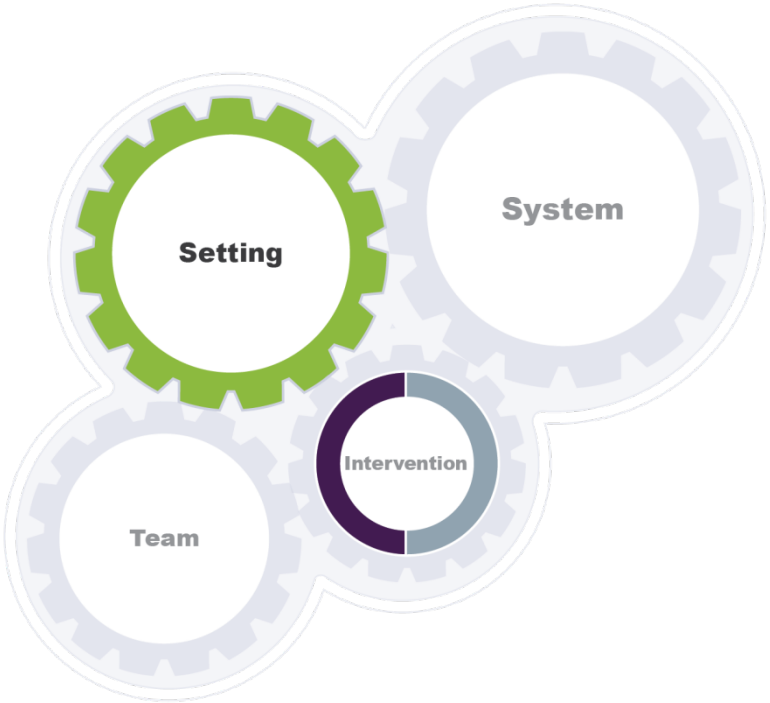
# What influences sustainability?

- Implementation setting




- Organization characteristics
- Ability to plan for sustainability
- Culture of monitoring and evaluation
- Commitment to KT/ implementation
- Perceived need for change
- Leadership
- Community engagement
- Internal funding

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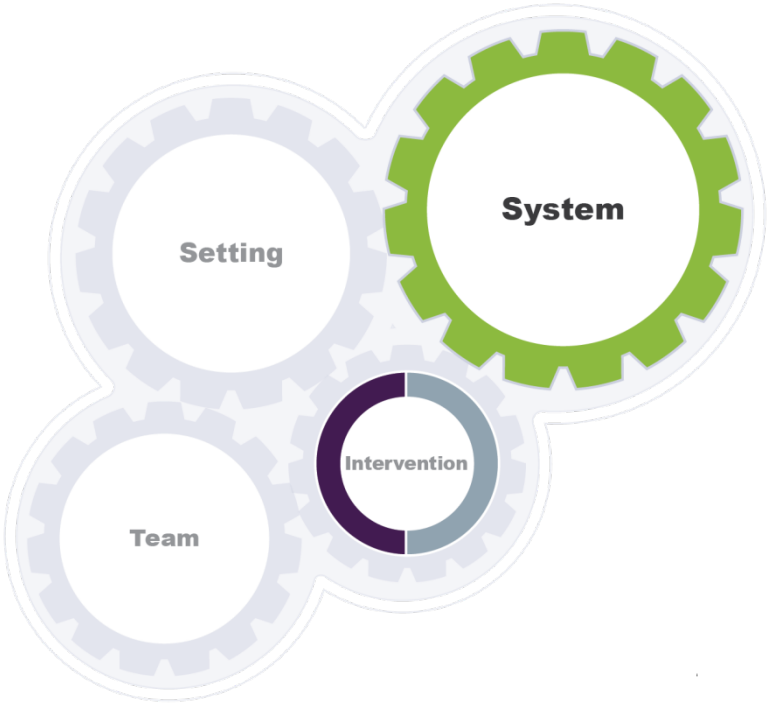
# What influences sustainability?

- System




- Political factors
- Economic factors
- Implementation funding
- Characteristics of health/social service system
- Population characteristics
- Networks across organizations

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# Activity #1: What factors do you need to consider?

1. With the person beside you, review the Big Brothers Big Sisters program scenario. Using the handout provided, discuss what factors you would need to consider from the framework in order to sustain the program. (10 minutes)

2. We will then discuss as a large group. (10 minutes)

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# Activity #1: What factors do you need to consider?

"*Big Brothers Big Sisters (BBBS) of Gagetown has been active in the local community for more than 54 years, matching caring adult volunteer mentors with young people. The Gagetown community health center must carry the following insurance to keep the program running: general liability, sexual molestation liability insurance (professional liability insurance). In the last 5 years, the Gagetown community has grown tremendously in population and diversity. …*"

Lets practice!

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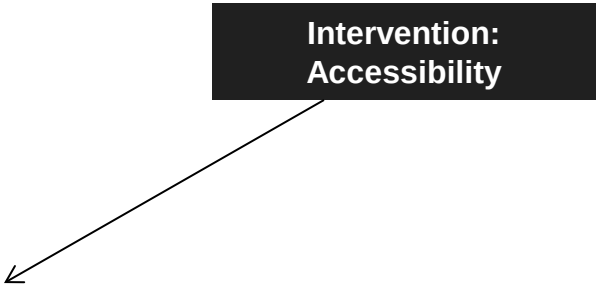

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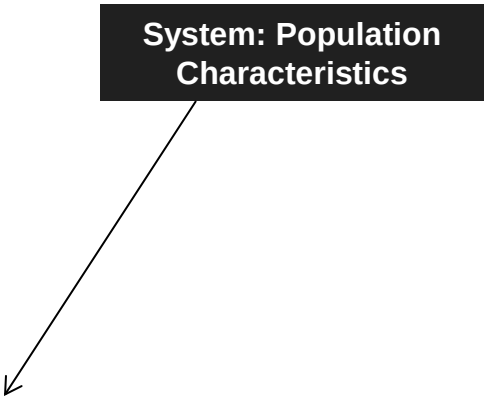

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# Activity #1: What factors do you need to consider?

**Read the scenario below. Identify at least one sustainability factor from each of the 4 domains that could be relevant for sustainability planning.**

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# Planning for sustainability

# Sustainability planning steps

1. **Define** your sustainability domains
2. **Identify** your sustainability stakeholders
3. **Assess** the context for sustainability
4. **Develop** sustainability strategies
5. **Execute, evaluate, and revise** your plan

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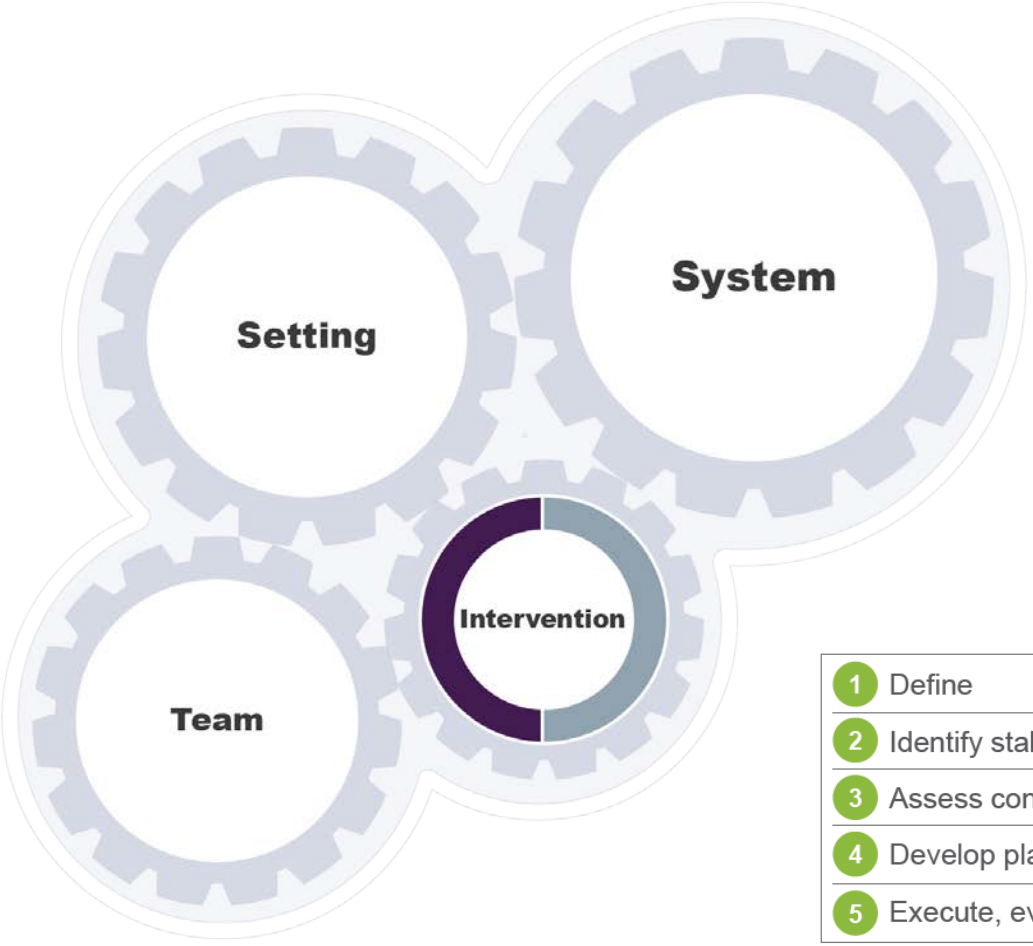
# What factors influence sustainability?




1. Define
2. Identify stakeholders
3. Assess context
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5. Execute, evaluate, revise plan

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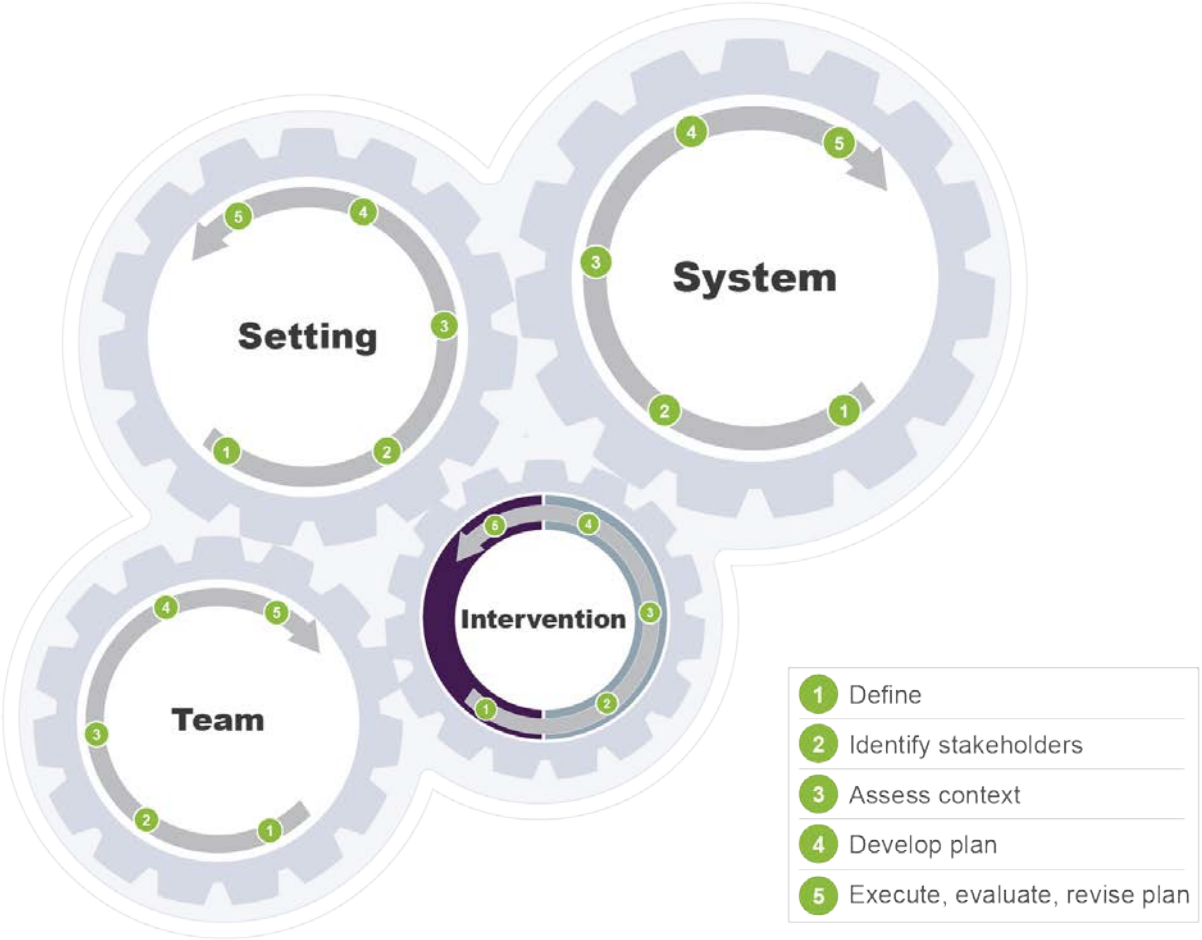
# What factors influence sustainability?

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# 1) Define your sustainability domains

- Specify what you will be sustaining
- Specify where you will sustaining it

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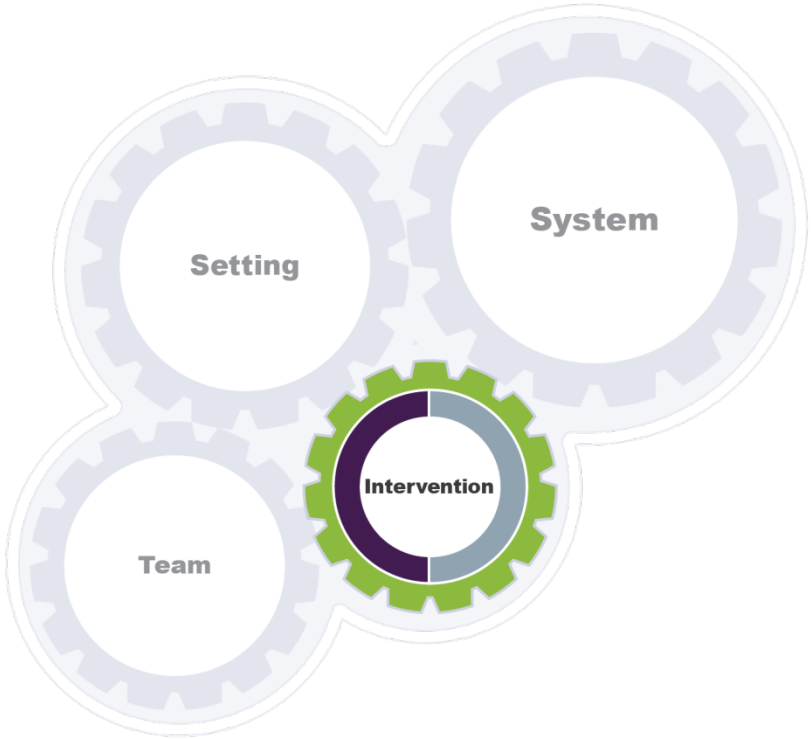
# 1) Define your sustainability domains: INTERVENTION




- What is the clinical or social practice?
- What are the KT strategies?

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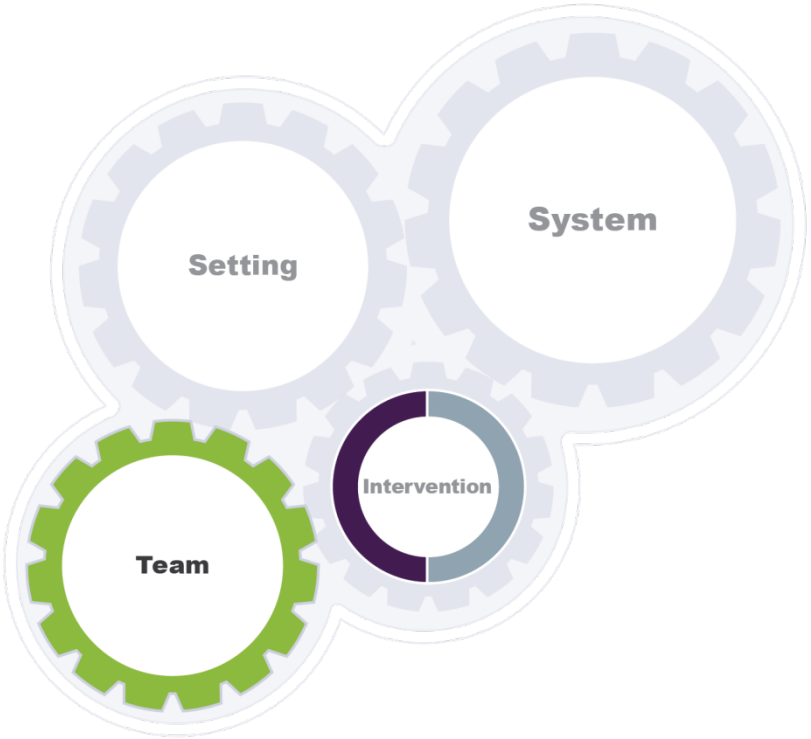
# 1) Define your sustainability domains: TEAM




- Who is responsible for supporting implementation?
- What are the roles and responsibilities of the implementation team?

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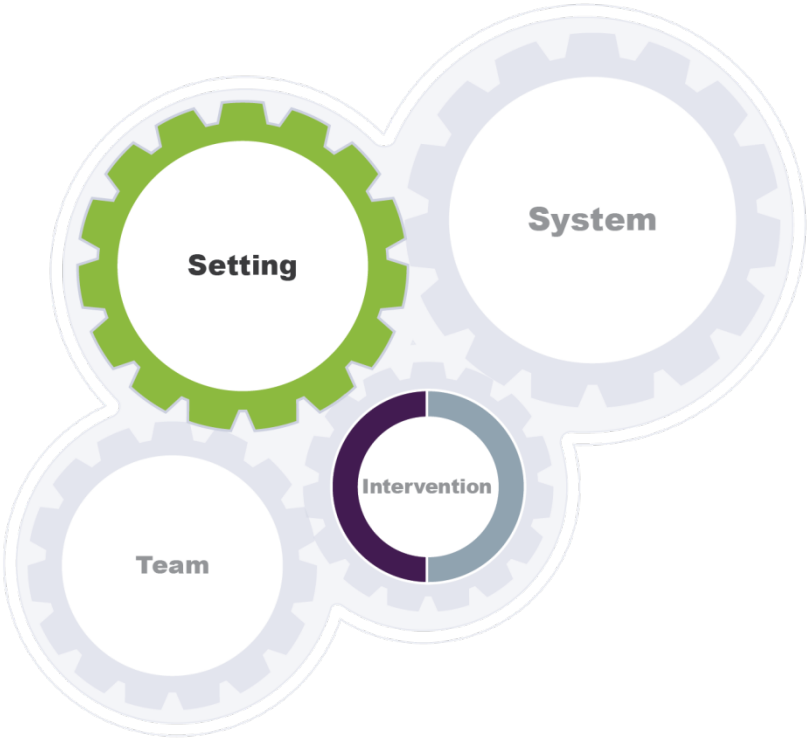
# 1) Define your sustainability domains: SETTING




- Where is the intervention going to be delivered?

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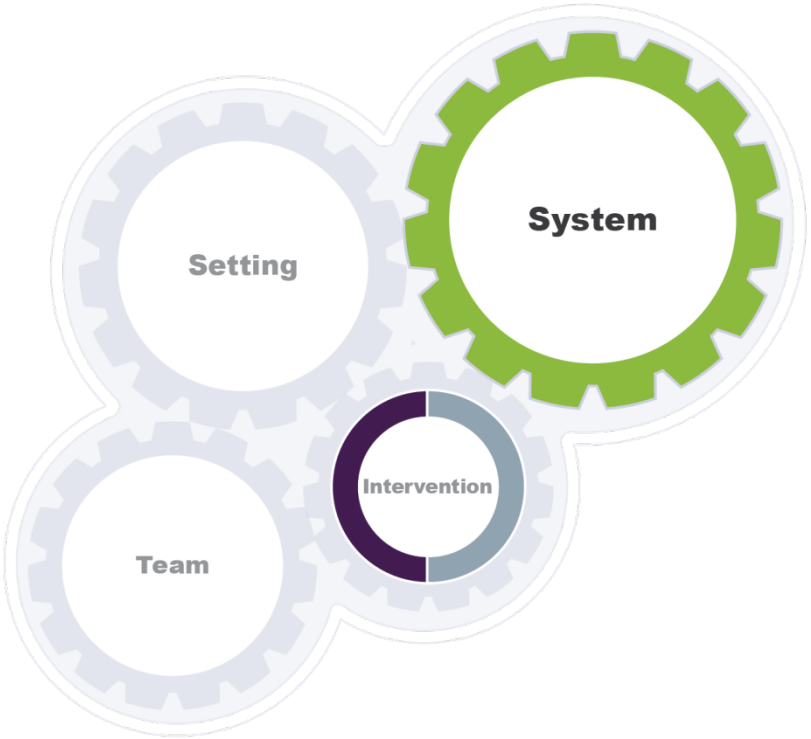
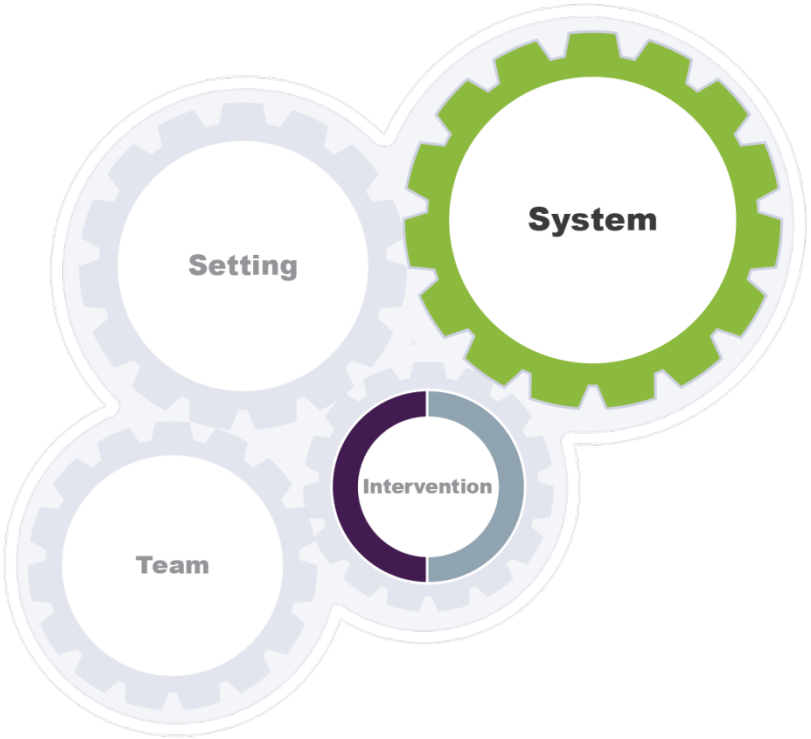
# 1) Define your sustainability domains: SYSTEM




- In what health or social service system in the implementation setting situated?
- In what country and province/state, is the implementation setting situated?

# 1) Define your sustainability domains: SYSTEM



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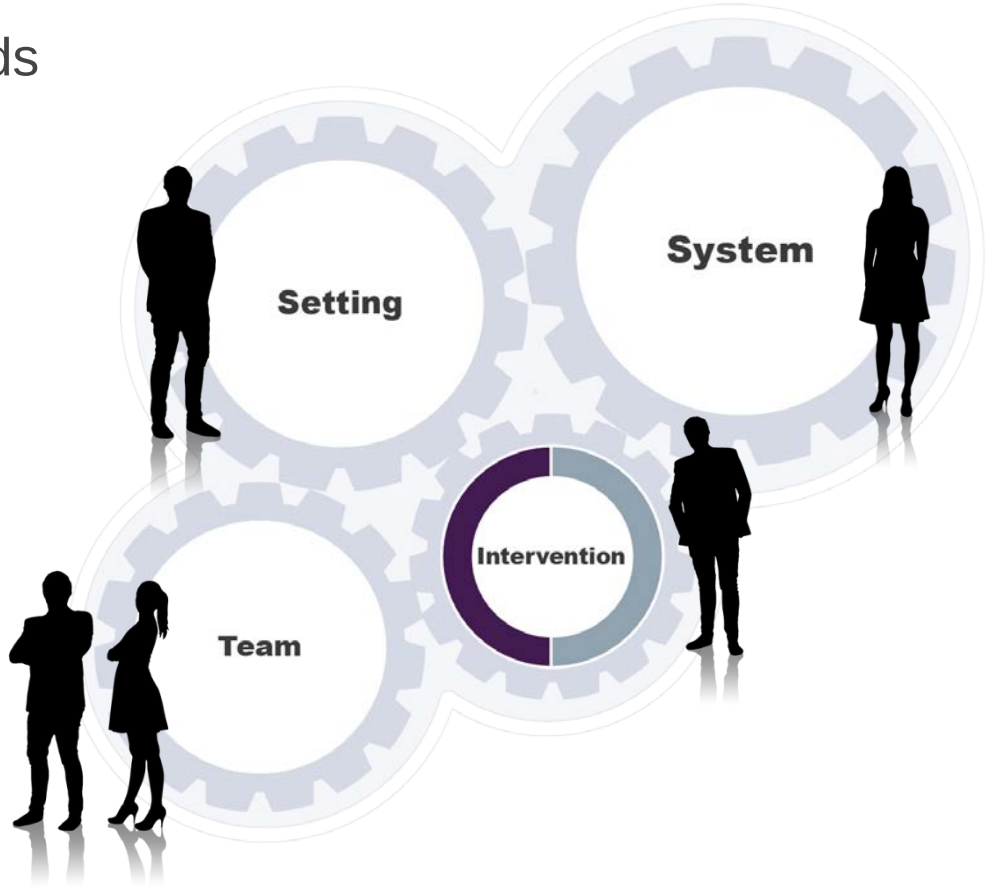
# 2) Identify your sustainability stakeholders

- Under each domain, who needs to be engaged in order to successfully sustain the intervention?
- Who can help you plan for sustainability?

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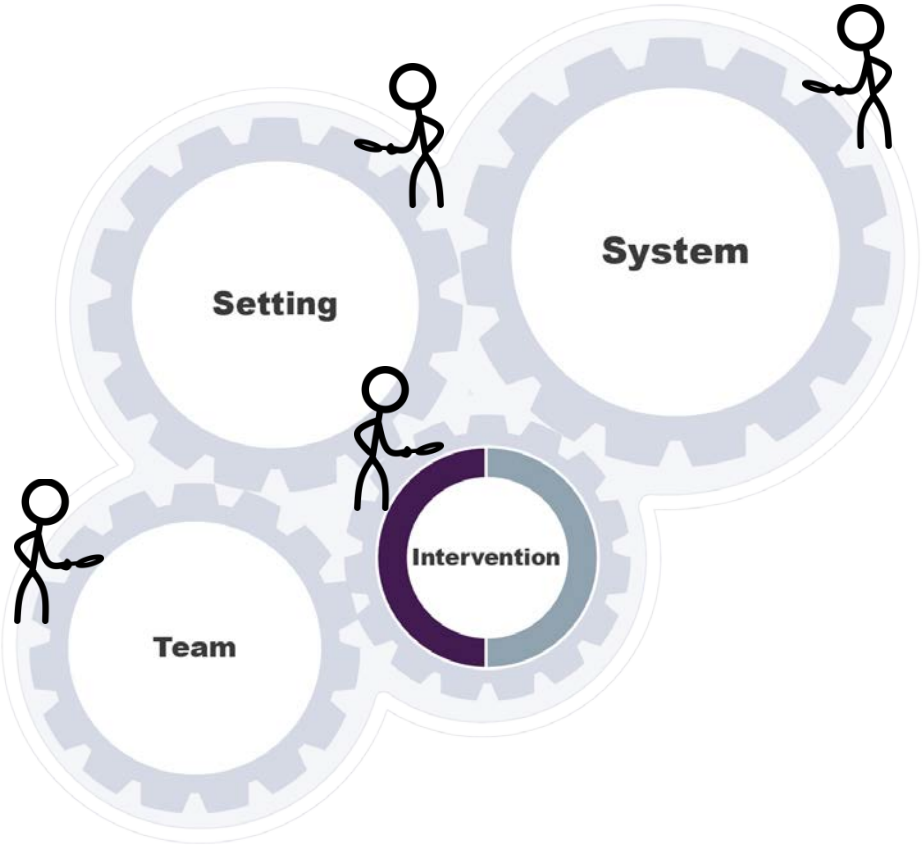
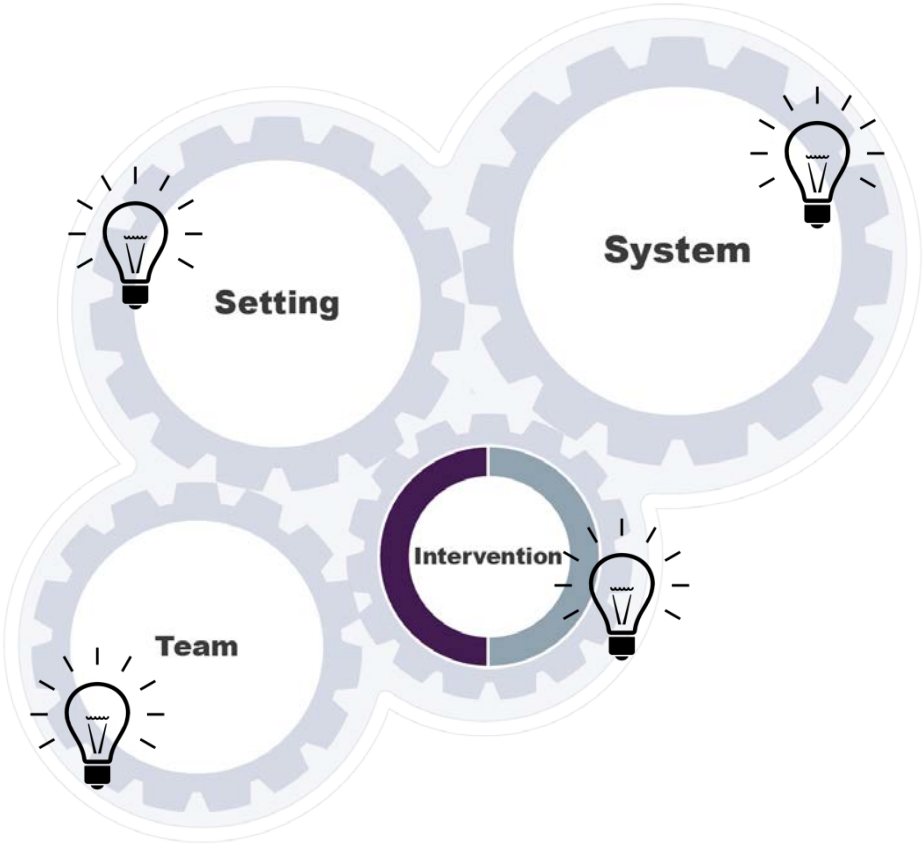
# 3) Assess the context

- Identify barriers and facilitators, challenges and opportunities for sustainability
- Consult key stakeholders during this assessment
- ***Tip:*** *Use the list of factors as a checklist of things to consider*



# 4) Develop sustainability strategies

- Develop strategies to address sustainability barriers
- Describe the necessary actions needed for each strategy

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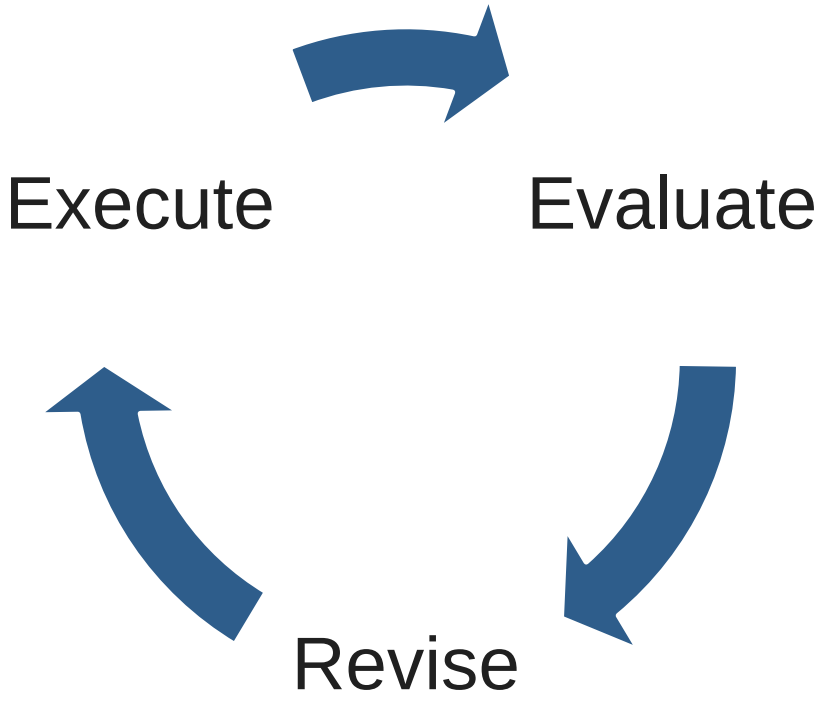
# 5) Execute, evaluate, and revise the sustainability plan

- Collect data to evaluate your selected strategies
- Use results to modify your plan as needed



# Questions?

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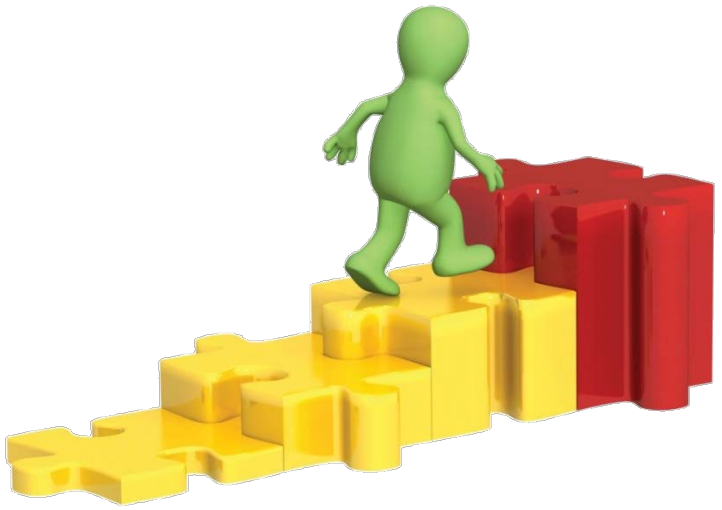
# What will you take away from today's presentation?

- Define sustainability
- Understand what factors influence sustainability
- Plan for sustainability using 5 steps



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# More Information on the Knowledge Translation Program

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# We’re Hiring!

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**We’re regularly hiring Research Assistants and Research Coordinators.**

Please check the St. Michael’s Hospital website regularly at **www.stmichaelshospital.com/careers**

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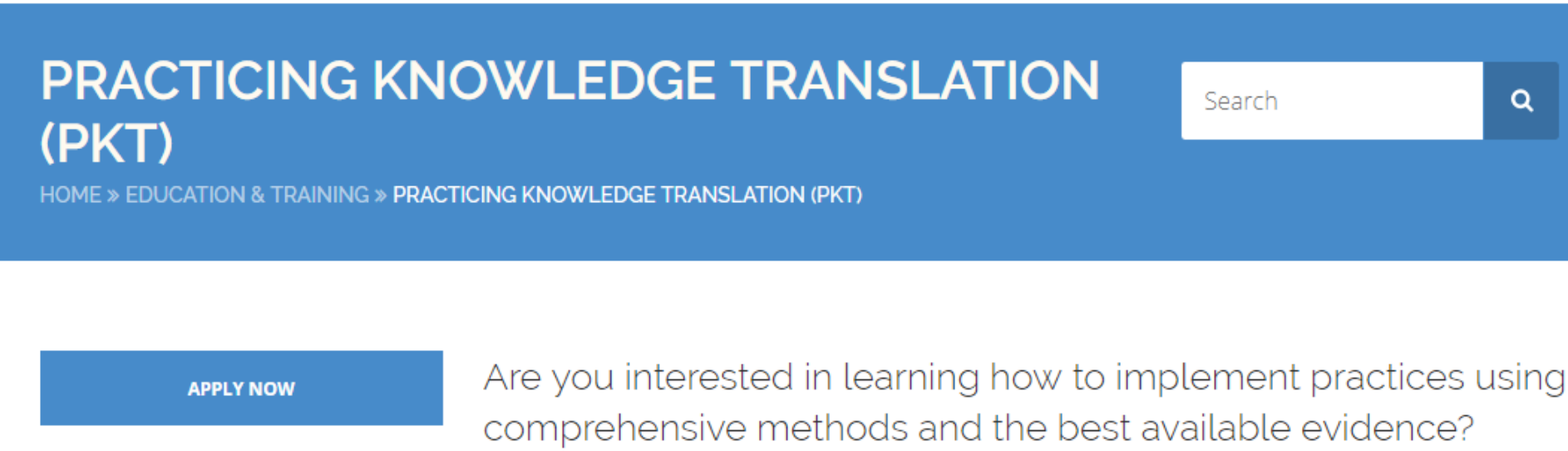
# What does working in KT Program look like?

## *Examples of our projects…*

- Canadian Task Force for Preventive Health Care
- Access to Care for Heart Failure
- Intersectionality & Knowledge Translation
- Triage Tool for Geriatric Oncology
- Cardiovascular Health in Ambulatory Care
- Drug Safety Effectiveness Network

# We offer courses!




**https://knowledgetranslation.net/education-training/pkt/**

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# Thanks for listening…

Please take a moment to complete our feedback form:

https://knowledgetranslation.qualtrics.com/jfe/form/SV_1QWeI8uJvtjwxdH

Stay in touch!

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**mascarenhasa@smh.ca**

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THANK YOU