



# Sustainability Strategies

***“The challenge is not starting improvement work but rather continuing the work after the initial enthusiasm has dissipated”***

*Silver et al. (2003) How to sustain change and support continuous quality improvement*

Once you have identified sustainability barriers and facilitators consider using the following sustainability strategies. You may need to use one or more of these strategies as you face a variety of challenges or changes in your setting over time.

## **1. Maintain leadership attention**

- Are there any opportunities to give presentations, attend meetings, or share progress with leaders in your organization?
- How can you keep reminding leaders and staff about the benefits and legacy of the MOVE program?
- How can you modify your “elevator pitch” on MOVE so that it aligns with the current priorities of your organization?

## **2. Track and celebrate successes**

- What are some easy process and outcome measures that you can collect and share with leaders and staff on an ongoing basis?

## **3. Build administrative structures and linkages**

- How can the intervention be embedded with other ongoing initiatives or activities on the unit?

## **4. Identify Champions.**

- Who would make an effective leader to promote mobility and motivate staff on the unit? Remember champions do not have to be in management positions but can be identified among your peers.

## **5. Explore resources.**

- What are alternative funding opportunities you can explore?

**6. Develop policies and procedures.**

- How can the intervention components be integrated into routine processes? Would a unit or organizational level policy statement help to ensure the intervention is continued?

**7. Enlist expertise.**

- Who is knowledgeable in the area of mobility and could act as a resource for staff? For example, the physiotherapist, occupational therapist or clinical educator could make great content experts.

**8. Work with voluntary and temporary staff** [students, residents, volunteers].

- Take advantage of the skillful capacity that comes to the unit in the form of students, residents, and volunteers.
- Help to train these individuals on manageable tasks that would help to support intervention activities [e.g., chart audits and brief feedback reports].

**9. Promote fidelity-maintenance.**

- How could activities such as training and supervision, audit and feedback, checklists, or reminders help the intervention to continue?

## Recommendations from the Frontline

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Recommendations to increase sustainability beyond the point of the intervention phase were elicited from staff members from hospitals that participated in the MOVE iT and MOVE ON pilot projects. These strategies can also be effectively applied to MOVE.

- Establish a clear presence of leaders on the unit who are supportive of the intervention and can help to monitor and/or reinforce intervention activities.
- Identify champions on the unit who will continue to promote mobility and motivate staff to continue with the intervention activities.
- Create a reminder system to incorporate the intervention components into staff members' daily work routine. For example, one participant proposed making lanyards for health care providers containing tips on how to increase mobility throughout the day.
- Staff also suggested establishing standardized processes to capture and document mobility in conjunction with regular audits (e.g., visual audits and chart audits) as well as through outcome updates in order to review and ensure objectives were being sustained.
- Participants also recognized 'integration' as a way to increase sustainability efforts and recommended embedding the intervention with other related initiatives and hospital unit processes. In linking several related initiatives,

already limited resources may be better utilized, and ultimately better able to support the intervention over a longer period of time (i.e., beyond the funding period of the study).

## Peer Reviewed Journal Articles

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If you are interested in learning more about sustainability we suggest reading 1-2 of the following articles:

Chambers D a, Glasgow RE, Stange KC. (2013) The dynamic sustainability framework: addressing the paradox of sustainment amid ongoing change. *Implementation Sci.* 8:117.

Gruen RL, Elliott JH, Nolan ML, Lawton PD, Parkhill A, McLaren CJ. (2008) Sustainability science: an integrated approach for health-programme planning. *Lancet.* 372:1579–89.

Lennox, L., Maher, L., Reed, J., (2018) Navigating the sustainability landscape: a systematic review of sustainability approaches in healthcare. *Implementation Science* 13, 27

Moore, J.E., Mascarenhas, A., Bain, J., Straus, SE. (2017) Developing a comprehensive definition of sustainability. *Implementation Science.* 12, 110

Montelpare, W., Biden, E., Lee, P., Sheps, S., Dubois, C.A., &Brault, I. (2008). The future of the regional training centres: Planning for sustainability. *Healthcare Policy*, 3, 131- 140.

Scheirer, M.A. (2005). Is sustainability possible? A review and commentary on empirical studies of program sustainability. *American Journal of Evaluation*, 26, 320- 347.

Sridharan, S., Go, S., Zinzow, H., Gray, A., & Gutierrez, B. (2007). Analysis of strategic plans to assess planning for sustainability of comprehensive community initiatives. *Evaluation and program planning*, 30, 105- 113.

Tibbits, M.K., Bumbarger, B.K., Kyler, S.J., & Perkins, D.F. (2010). Sustaining evidence-based interventions under real-world conditions: Results from a large-scale diffusion project. *Prevention Science*, 11(3), 252- 262.