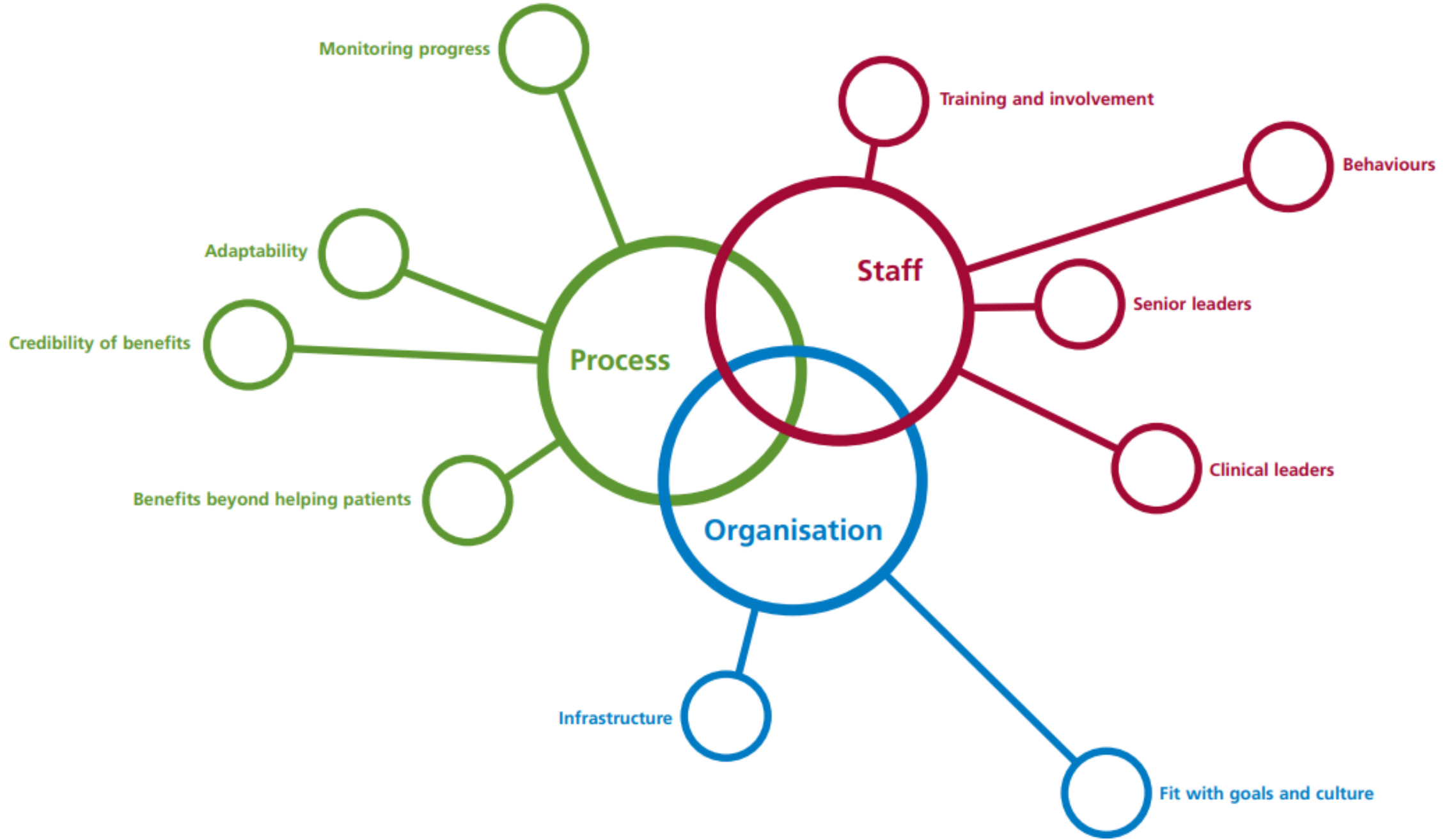


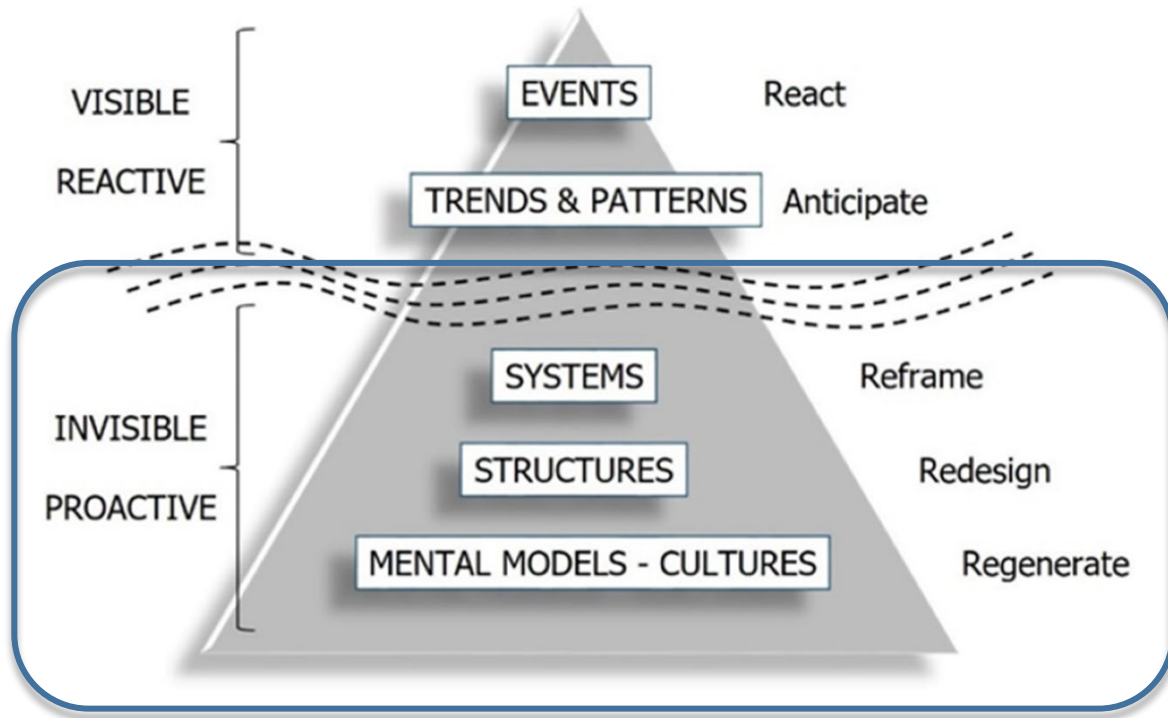
“Sustainability means holding the gains and evolving as required - definitely not going back.” –

Lynne Maher, Professor David Gustafson, Alyson Evans



# What can we do??

## Understand Organizational Identity and Culture



**System Alignment leading to  
Organizational Learning**

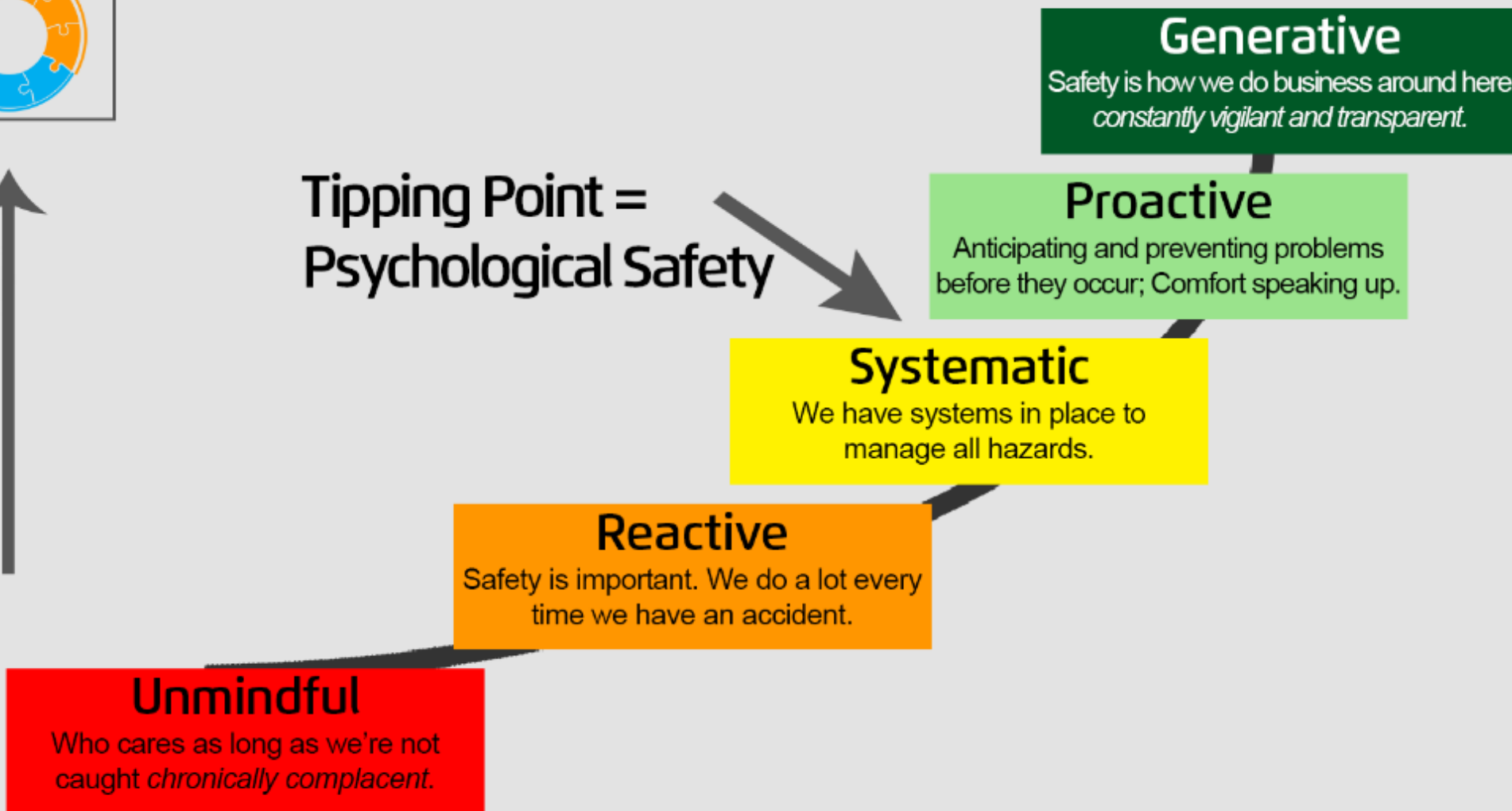


# Safe & Reliable Culture Maturity Model



Value ↑

Tipping Point =  
Psychological Safety



# Organizational Learning: Asking Questions

## Staff

### **Staff involvement and training to sustain the process:**

- *Is there a training and development infrastructure to identify gaps in skills and knowledge?*
- *Are staff educated and trained to take the change forward?*

### **Staff behaviors in sustaining change:**

- *Do staff think that the change is a better way of doing things that they want to preserve for the future?*
- *Are staff trained and empowered to run small-scale tests (PDSA) based on their ideas, to see if additional improvements should be recommended?*

### **Senior and clinical leadership engagement:**

- *Are they taking personal responsibility to help break down barriers and are they giving time to help ensure the change is successful?*



# Organizational Learning: Asking Questions

## Process

### **Benefits beyond helping patients and credibility of the benefits:**

- *In addition to helping patients, are there other benefits?*
- *Does the change reduce waste or avoid duplication?*
- *Will it make things run more smoothly?*
- *Will staff notice a difference in their daily working lives?*

### **Adaptability of the improved process:**

- *Can the new process overcome internal pressures, or will this disrupt the change?*

### **Effectiveness of the system to monitor progress**

- *Is there a feedback system to reinforce benefits and progress and initiate new or further action?*
- *Are mechanisms in place to continue to monitor progress beyond the formal life of the project?*



# Organizational Learning: **Asking Questions**

## Organization

### **Culture and Infrastructure:**

- *Fit with organizational strategic aims*
- *Are the policies and procedures supporting the new ways of working*
- *Are the results of the change communicated to patients, staff, the organization and the wider healthcare community?*

