Sustaining improvement

Nigel Livesley MD, MPH
Regional Director, South Asia
USAID ASSIST Project
University Research Co., LLC (URC)

Email: nlivesley@urc-chs.com
Twitter: @NigelLivesley
% of clients whose nutritional status is assessed
% of clients whose nutritional status is assessed
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% deliveries with oxytocin given immediately and ENC provided
% deliveries with oxytocin given immediately and ENC provided
% deliveries with oxytocin given immediately and ENC provided
Don’t do this
Don’t do this
% of clients whose nutritional status is assessed
% of clients whose nutritional status is assessed

Nutrition training

Delivery of commodities
% of clients whose nutritional status is assessed

Nutrition training

Delivery of commodities
% of clients whose nutritional status is assessed
Poll 1:

Why did performance suddenly go from 0 to 100% and then rapidly decrease?

A. The trained staff were transferred out of the clinic
B. Supplies ran out
C. Staff lost motivation
D. An external inspector was present the week of the 100% performance
% of clients whose nutritional status is assessed

Regional supervisor visited for one day
Poll 2:

What did the staff do to increase assessment to 100% when the supervisor was there?

A. Identify the barriers to assessing nutrition status and develop solutions to overcome them

B. Find out from patients how they wanted care to be delivered

C. Work extra hard
% of clients whose nutritional status is assessed

External support
- Standards
- Resources
- Training
- Inspection

What HW did
- Worked harder
- Measured performance
% of clients whose nutritional status is assessed
% of clients whose nutritional status is assessed
% of clients whose nutritional status is assessed

Add nutrition assessment

Add nutrition assessment

Add nutrition assessment

%
% of clients whose nutritional status is assessed
Poll 3:

Why did this new system assess only 60-70% of clients?

A. The nurse at the assessment station was not motivated
B. The nurse at the assessment station had too much work to do
C. Patients didn’t want to spend time in the clinic and so skipped the nutrition assessment
% of clients whose nutritional status is assessed

Registration → Nutrition → Medical officer → Nursing officer → Pharmacist → Discharge

Busy people
Poll 4:

What should the team do to increase the % of clients being assessed?

A. Educate patients on the importance of nutrition assessment and care
B. Not dispense treatment for patients without a documented nutrition status
C. Change the system so that it is easier for patients to get a nutrition assessment
% of clients whose nutritional status is assessed

Registration and nutrition assessment → Triage → Nursing officer → Pharmacist → Discharge

Expert client does assessment

Graph showing trend over time with % on y-axis and weeks (w) on x-axis from w-20 to w-26.
Why was the improvement sustained?

The new way of working was:

• Less work and less time consuming for everyone (clients, expert clients, staff)
• Beneficial (many people were identified with malnutrition)
• Owned by the staff in the clinic
% deliveries with oxytocin given immediately and ENC provided
% deliveries with oxytocin given immediately and ENC provided

Oxytocin injection and essential newborn care in 5 pilot sites

Oxytocin injection and essential newborn care in 38 spread sites
% deliveries with oxytocin given immediately and ENC provided

**External support**
- Standards
- Clinical training
- Monthly monitoring

**Oxytocin injection and essential newborn care** in 5 pilot sites

**Oxytocin injection and essential newborn care** in 38 spread sites
% deliveries with oxytocin given immediately and ENC provided

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Oxytocin injection and essential newborn care in 5 pilot sites

External support
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Oxytocin injection and essential newborn care in 38 spread sites

What HW did
- Worked harder
- Measured performance
“On instructions of our senior doctor, we started giving injection oxytocin to mothers after delivery and also warming and giving injection vitamin K to newborns. There was a lot of improvement but for some reason, we were unable sustain the high levels of results as in the QI facilities”

- Ward Sister, Civil Hospital, Chawadi
External support

Monthly QI coaching

What HW did

- FLW identified inefficiencies in the system
- Changed when tasks (e.g. loading oxytocin syringe) were done
- Re-organized LR to make it easier to provide care
- Adapted these changes until they work well
STEP 1: IDENTIFY THE PROBLEM AND FORM A TEAM

STEP 2: ANALYZE AND MEASURE QUALITY OF CARE

STEP 3: DEVELOP AND TEST CHANGES

STEP 4: SUSTAIN CHANGES

http://www.searo.who.int/entity/child_adolescent/topics/coaching-manual/en/

http://www.searo.who.int/entity/child_adolescent/topics/learner-manual/en/
Sustainability starts with step 1

STEP 1: IDENTIFY THE PROBLEM AND FORM A TEAM

STEP 2: ANALYZE AND MEASURE QUALITY OF CARE

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Sustaining improvement

The new way of working

Front line workers

Unit and facility leadership

Organization

NHS Sustainability Model
## Sustaining improvement

| The new way of working | Is easier  
Can obviously better  
Can be adapted as needed  
Is easy to monitor |
|------------------------|--------------------------|
| Front line workers     | Were involved in developing the new way of working  
Have skills to monitor and adapt the new way of working  
Are allowed to adapt the new way of working |
| Unit and facility leadership | Are involved in the developing and sustaining the new way of working |
| Organization           | Has structures and systems to support monitoring and adaptation  
Have structures and systems to support the new way of working |
### Examples: improving oxytocin administration

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#### Front line workers

- Organization
- Unit and clinical leadership
- Nurse-in-charge
- District staff provide on-site support to facility staff in improving processes
- District staff support peer-to-peer sharing between facilities
- Nurse-in-charge monitors data on % women receiving oxytocin and scolds nurses if % is low

#### More sustainable

-新模式 of working
- Front line workers
- Unit and clinical leadership
- Organization
### Examples: improving oxytocin administration

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<td>Organization</td>
<td>District staff provide on-site support to facility staff in improving processes</td>
<td>District focuses solely on providing resources and clinical training and monitoring</td>
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50% reduction in maternal and newborn death and improved patient experience
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Provider-patient interaction
50% reduction in maternal and newborn death and improved patient experience

Provider-patient interaction

Improved resources

Improved skilled and motivated healthcare workers

Improved processes to deliver care
It is relatively easy to get short term improvement in many problems simply by working hard (not addressing process problems)

50% reduction in maternal and newborn death and improved patient experience

Provider-patient interaction

Improved resources

Improved skilled and motivated healthcare workers

48
It is incredibly difficult to get sustained improvement without addressing process problems

50% reduction in maternal and newborn death and improved patient experience

Provider-patient interaction

Improved resources

Improved skilled and motivated healthcare workers

Improved processes to deliver care
Conclusions

• Sustainability starts from day 1 and is influenced by:
  • How you engage front line health workers
  • How easy are the new ways of working
  • How front line workers, clients, managers see the benefits of the new way
  • The ability of front line workers adapt and improve the new way of working

• Organizations with systems to support front line workers to continuously adapt how they work to make it better and easier do better with sustaining results