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*Applying Science to Strengthen  
and Improve Systems*

# Sustaining improvement

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USAID ASSIST Project

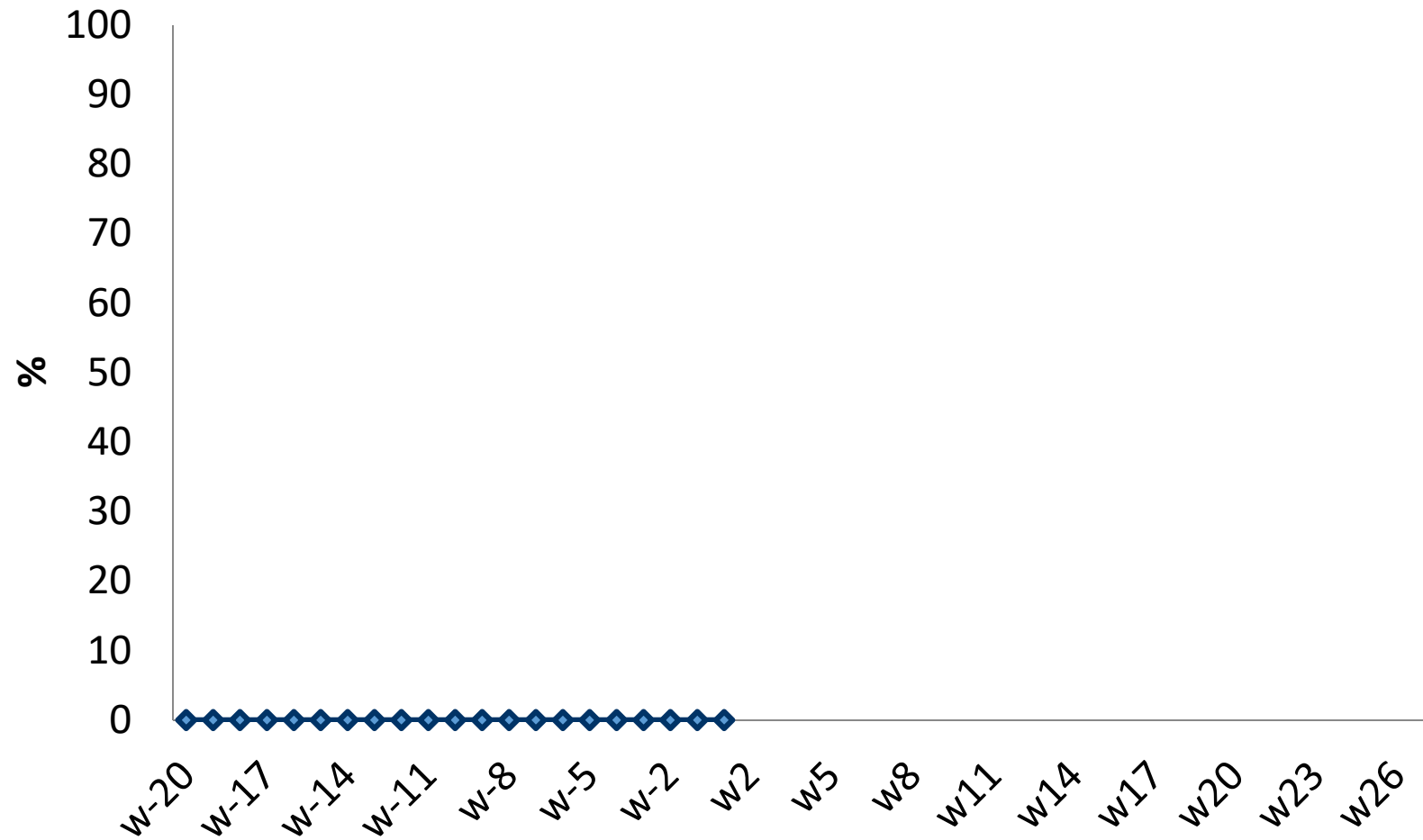
University Research Co., LLC (URC)

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Twitter: @NigelLivesley

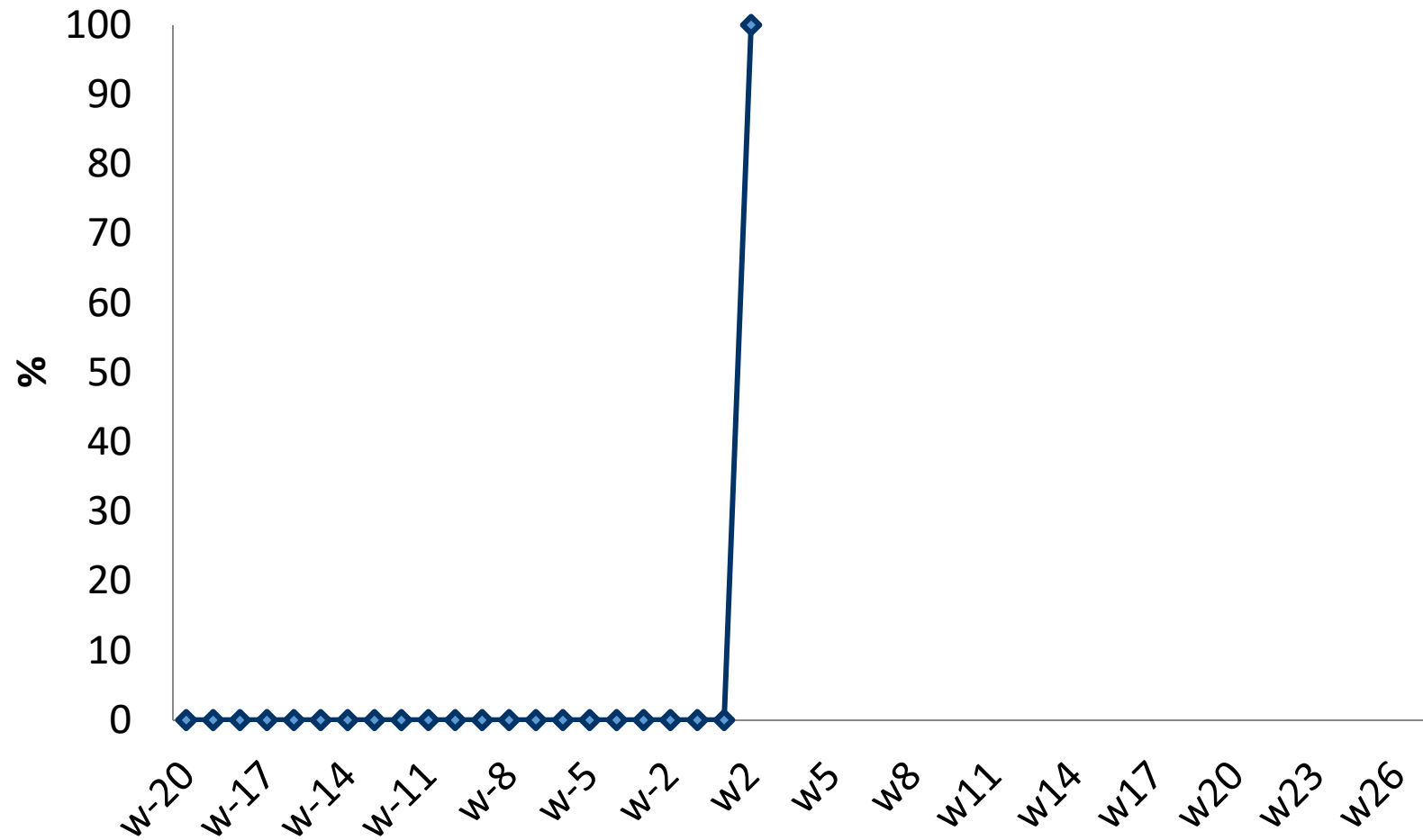


## % of clients whose nutritional status is assessed



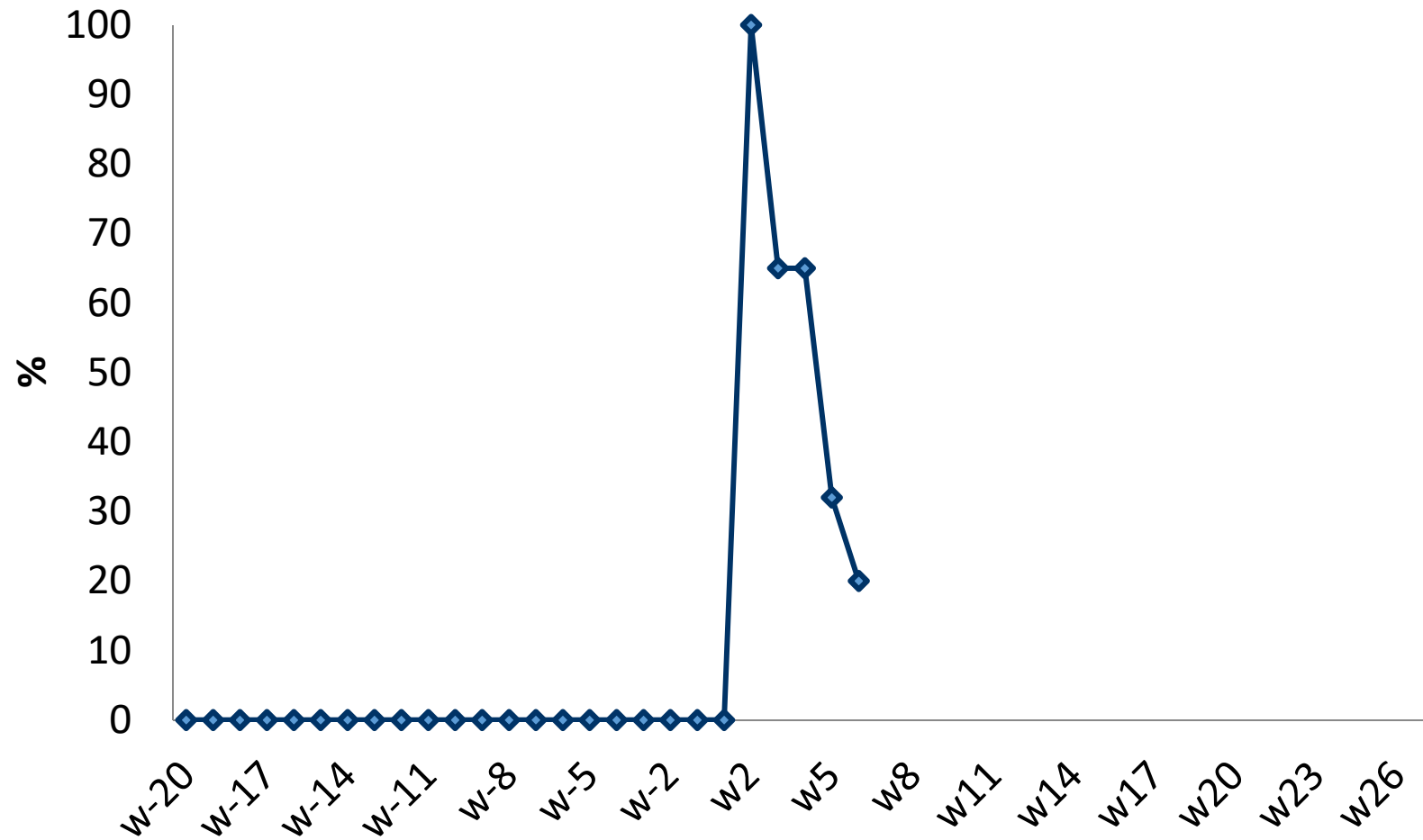


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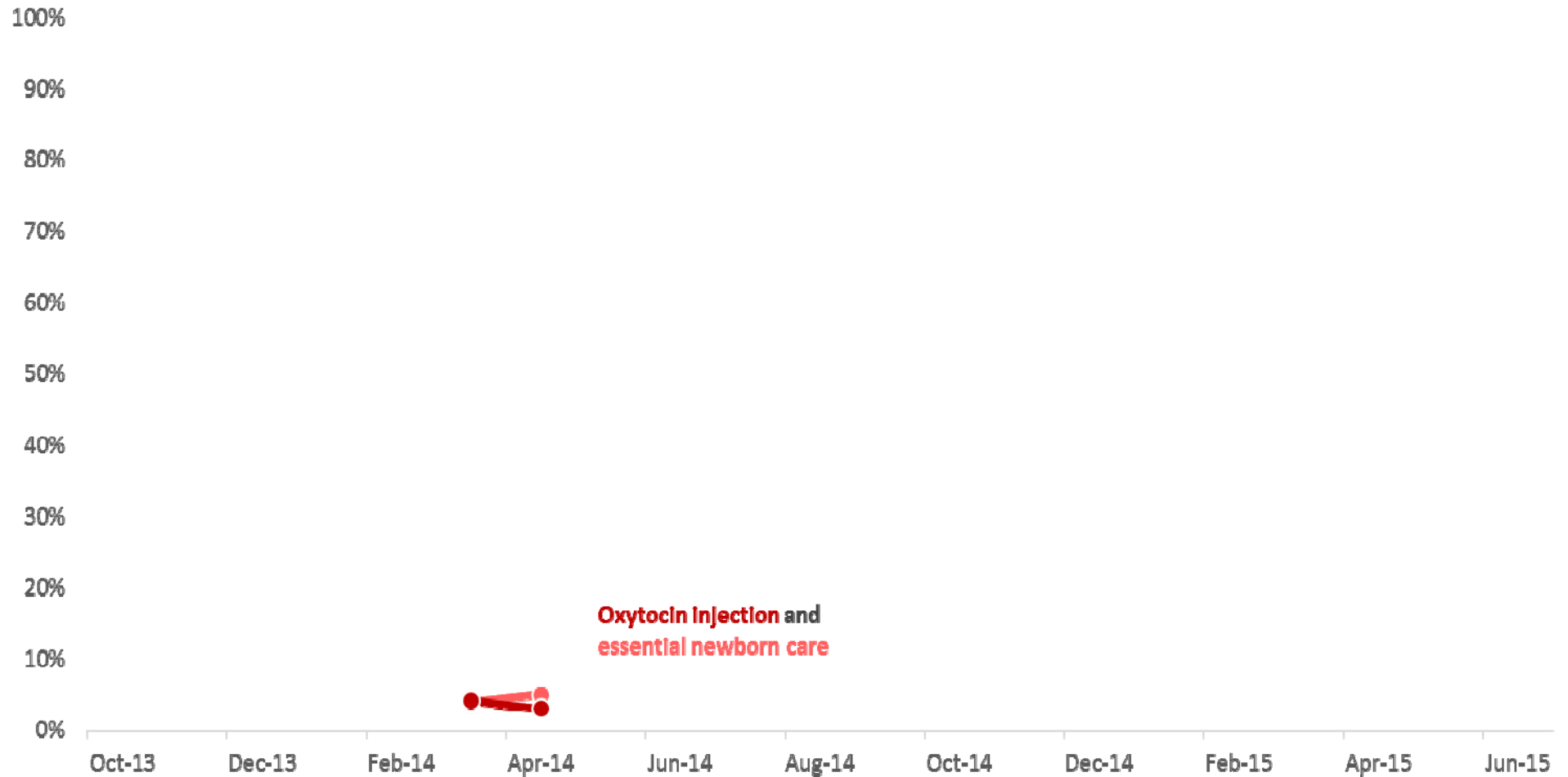


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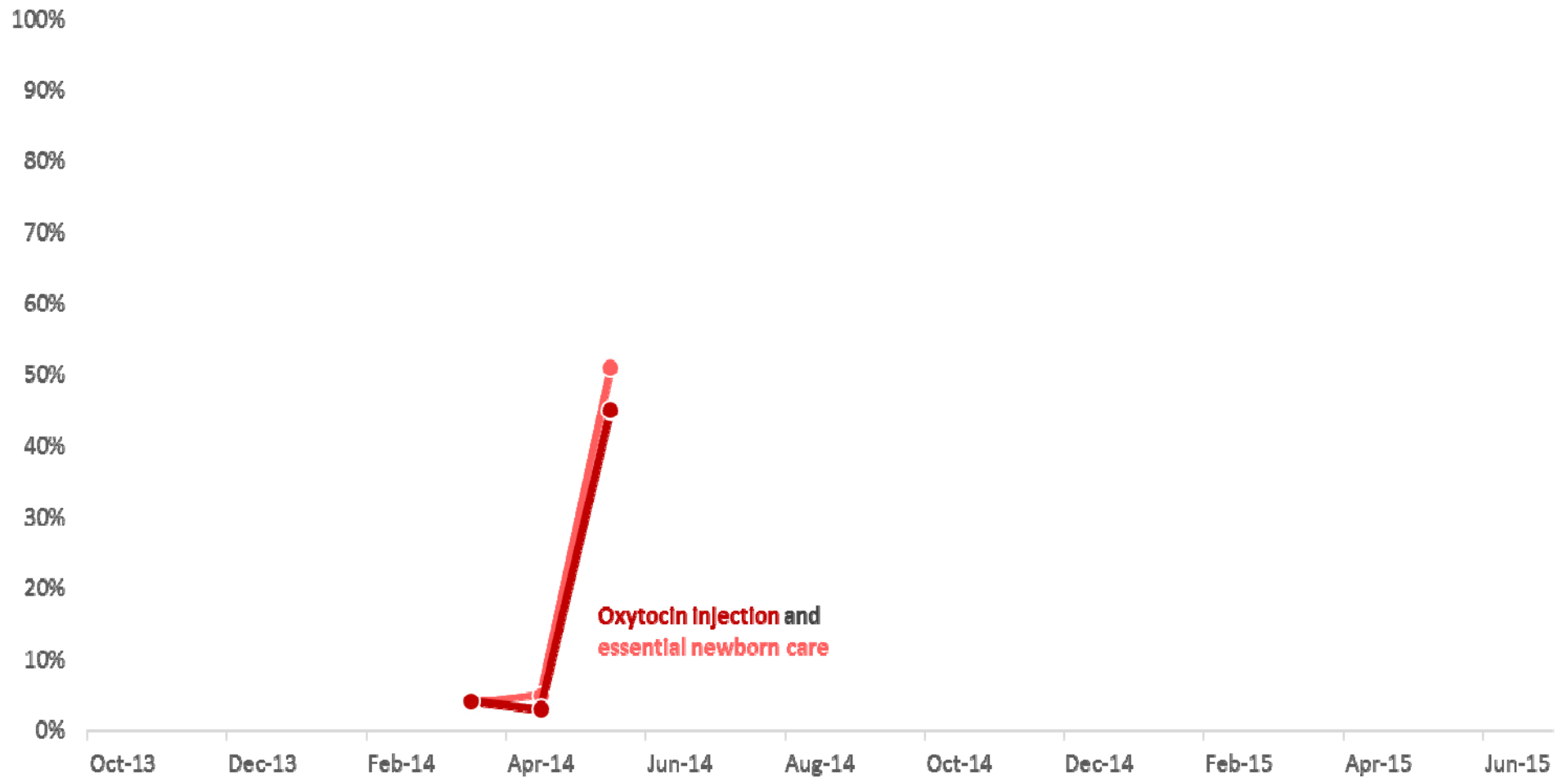
# % deliveries with oxytocin given immediately and ENC provided





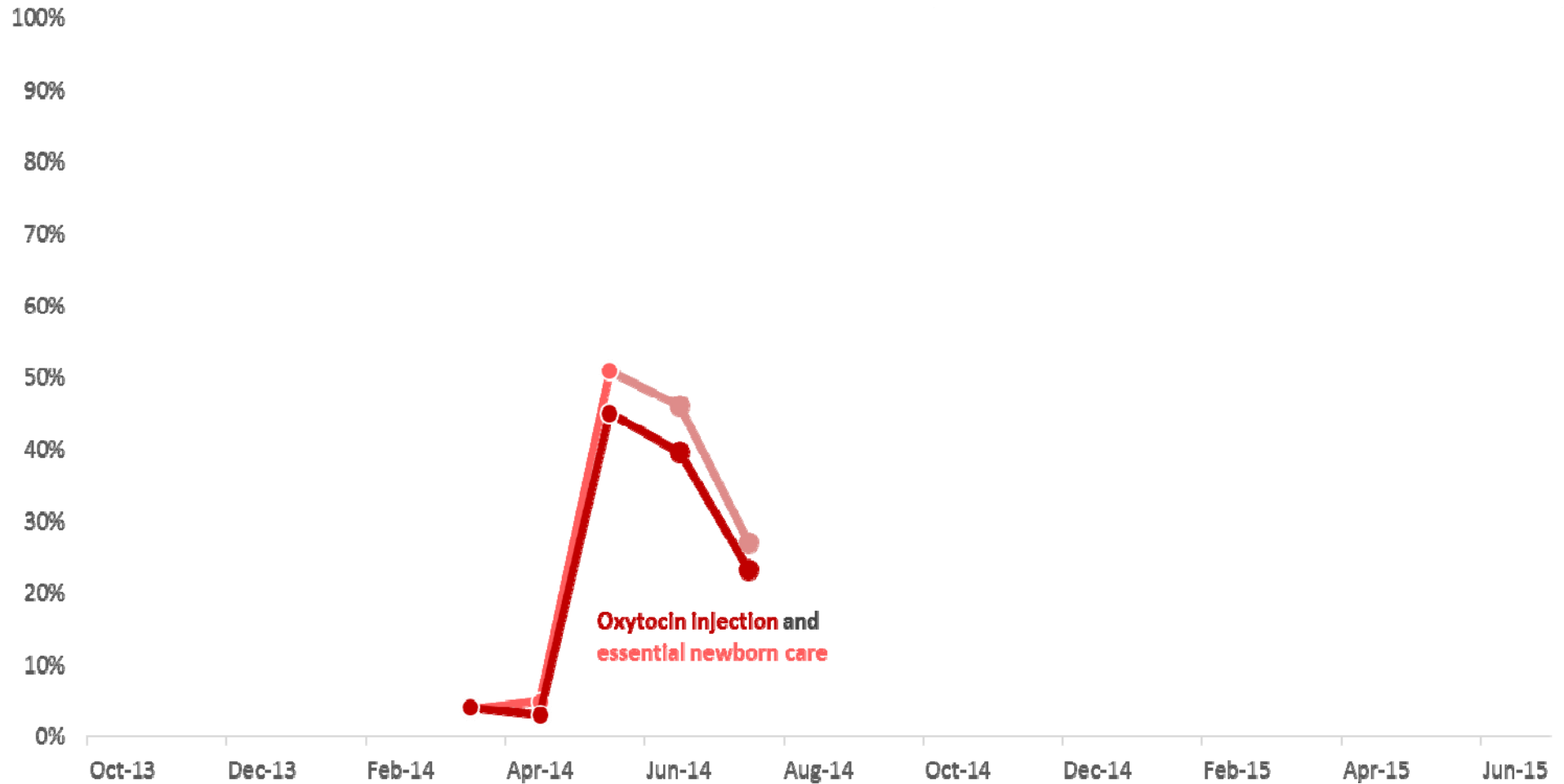
Quality, Equity, Dignity  
A Network for Improving Quality of Care  
for Maternal, Newborn and Child Health

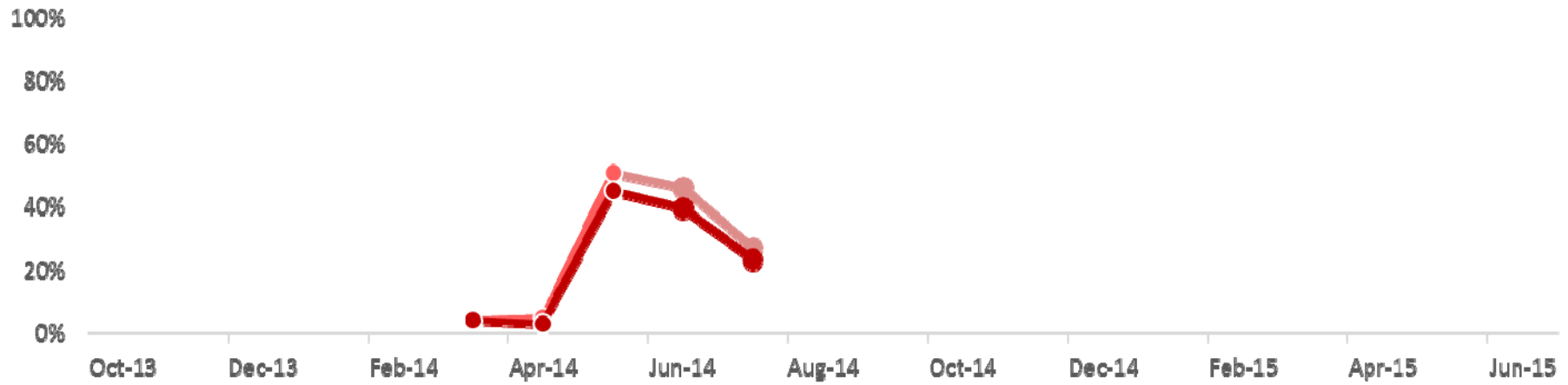
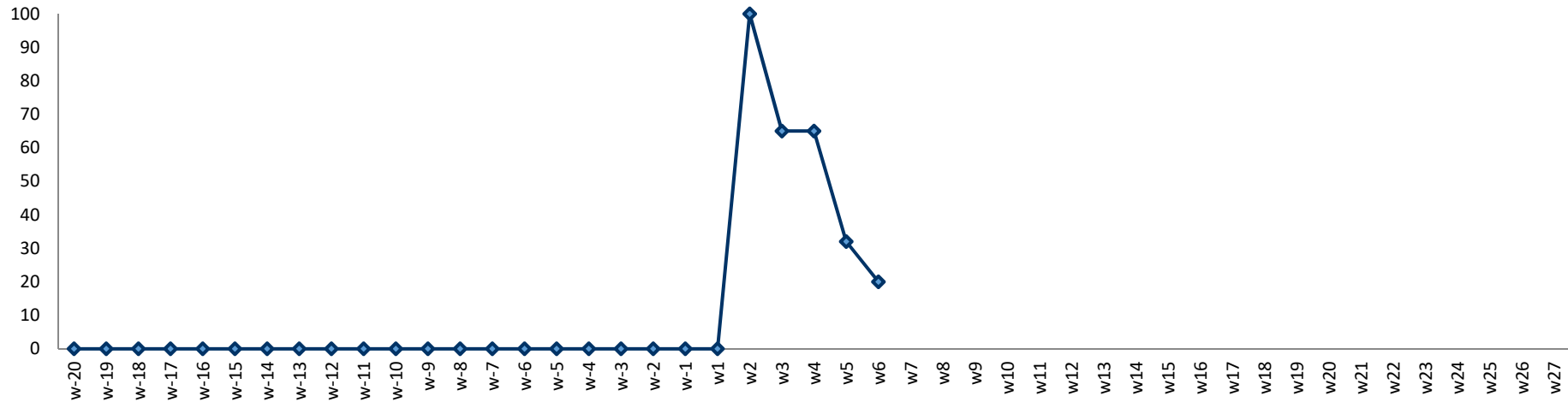
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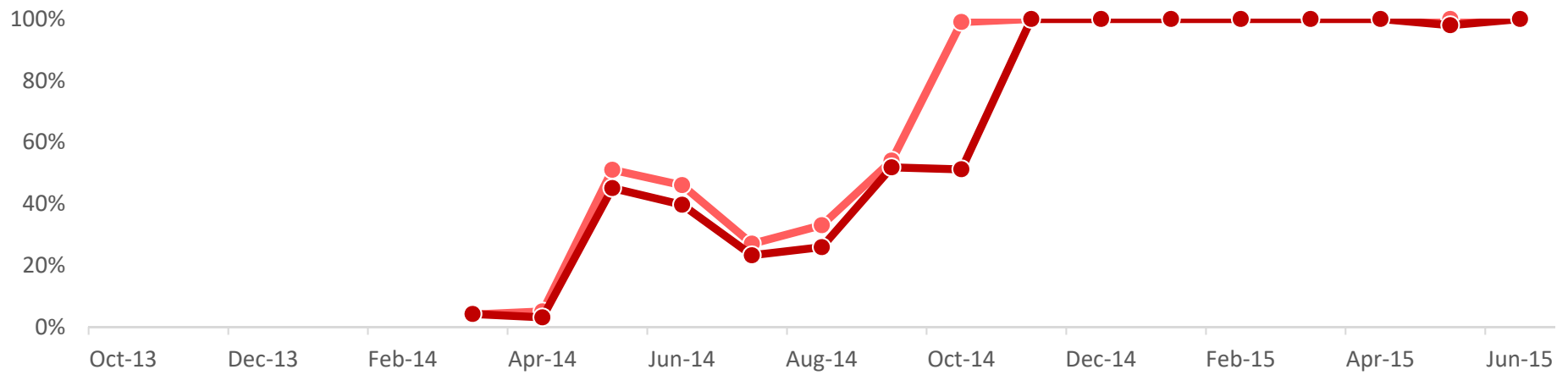
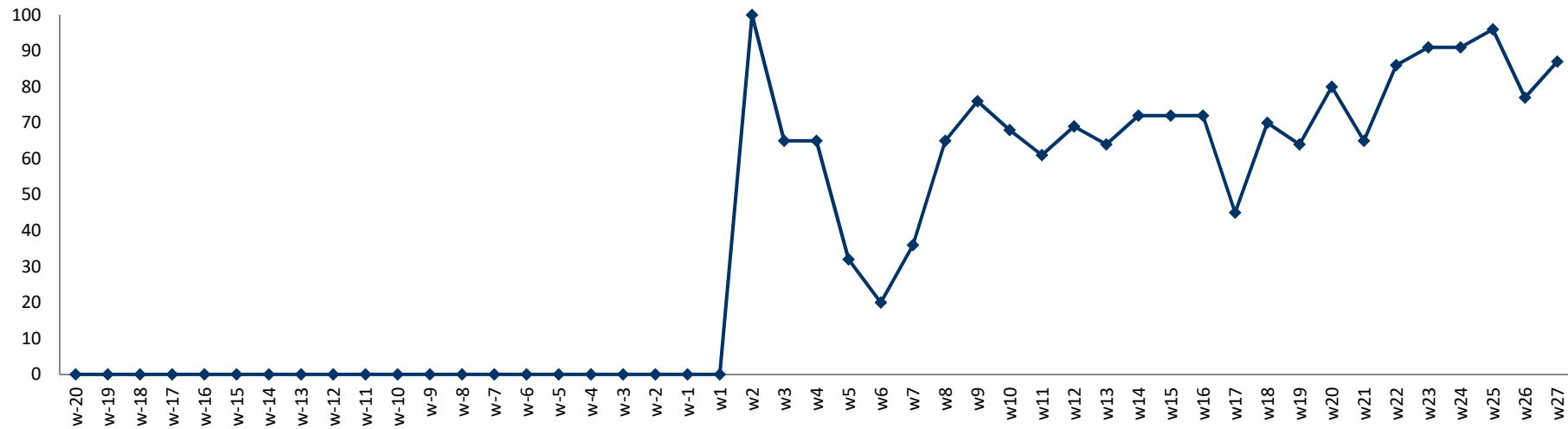


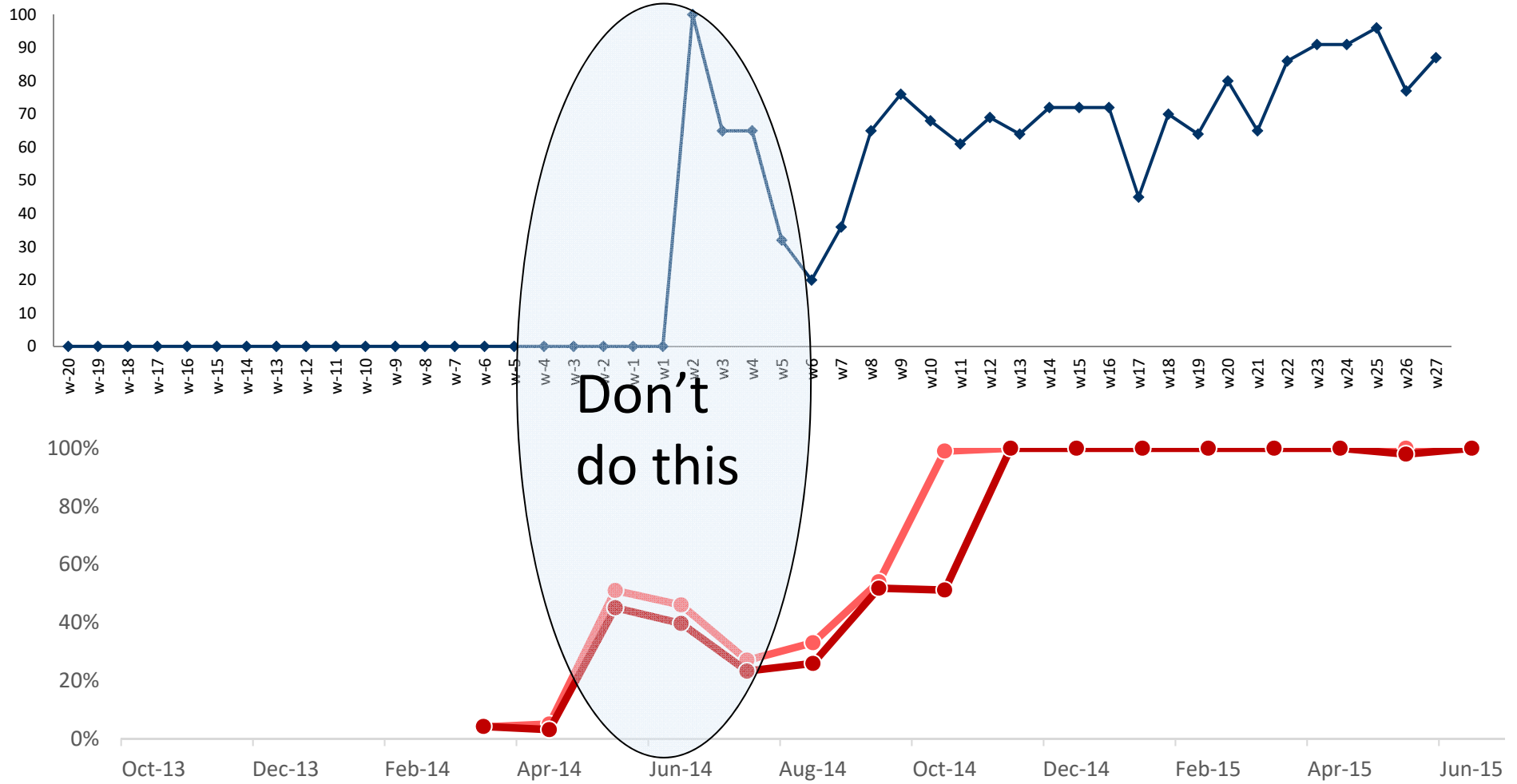
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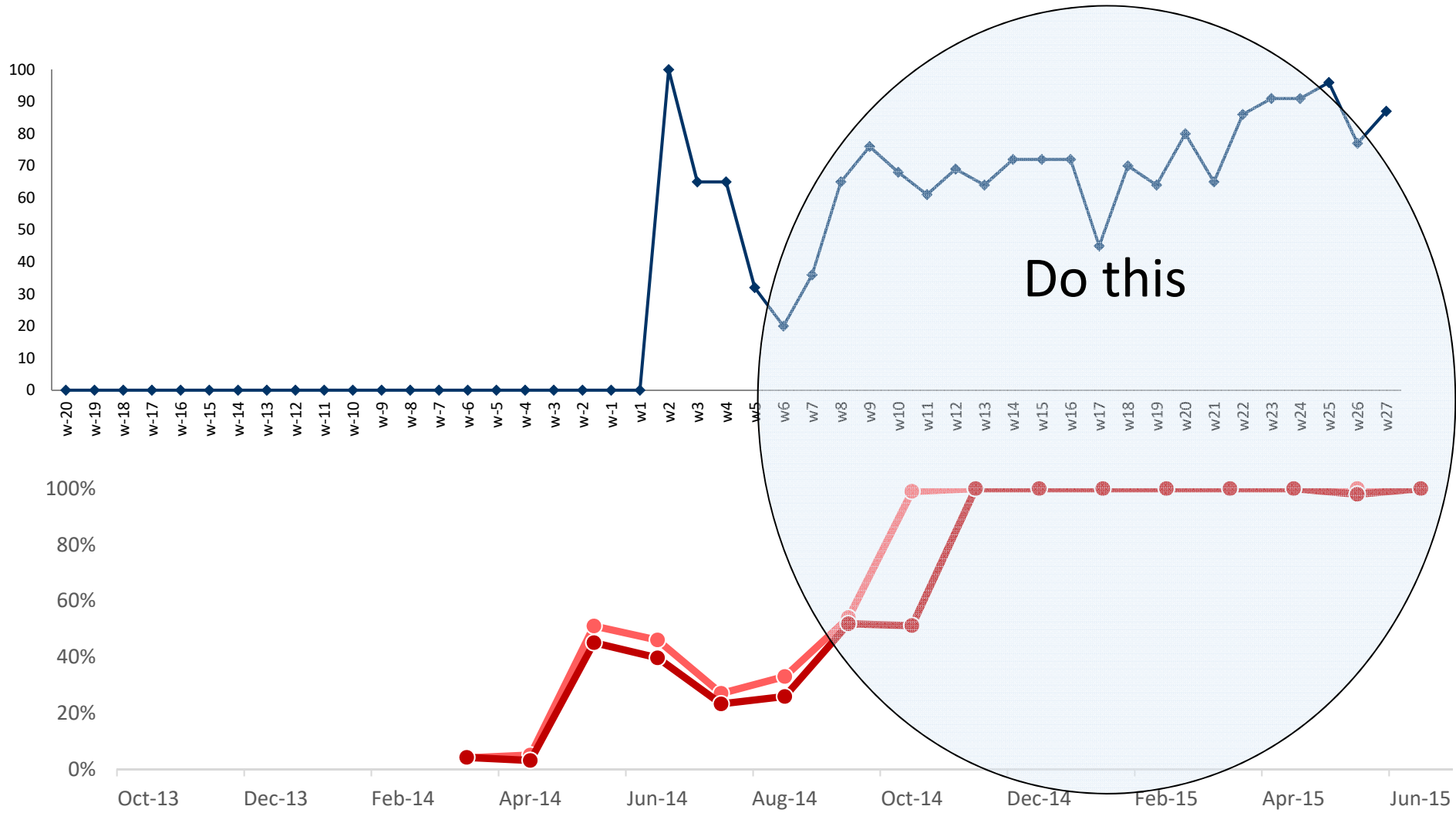


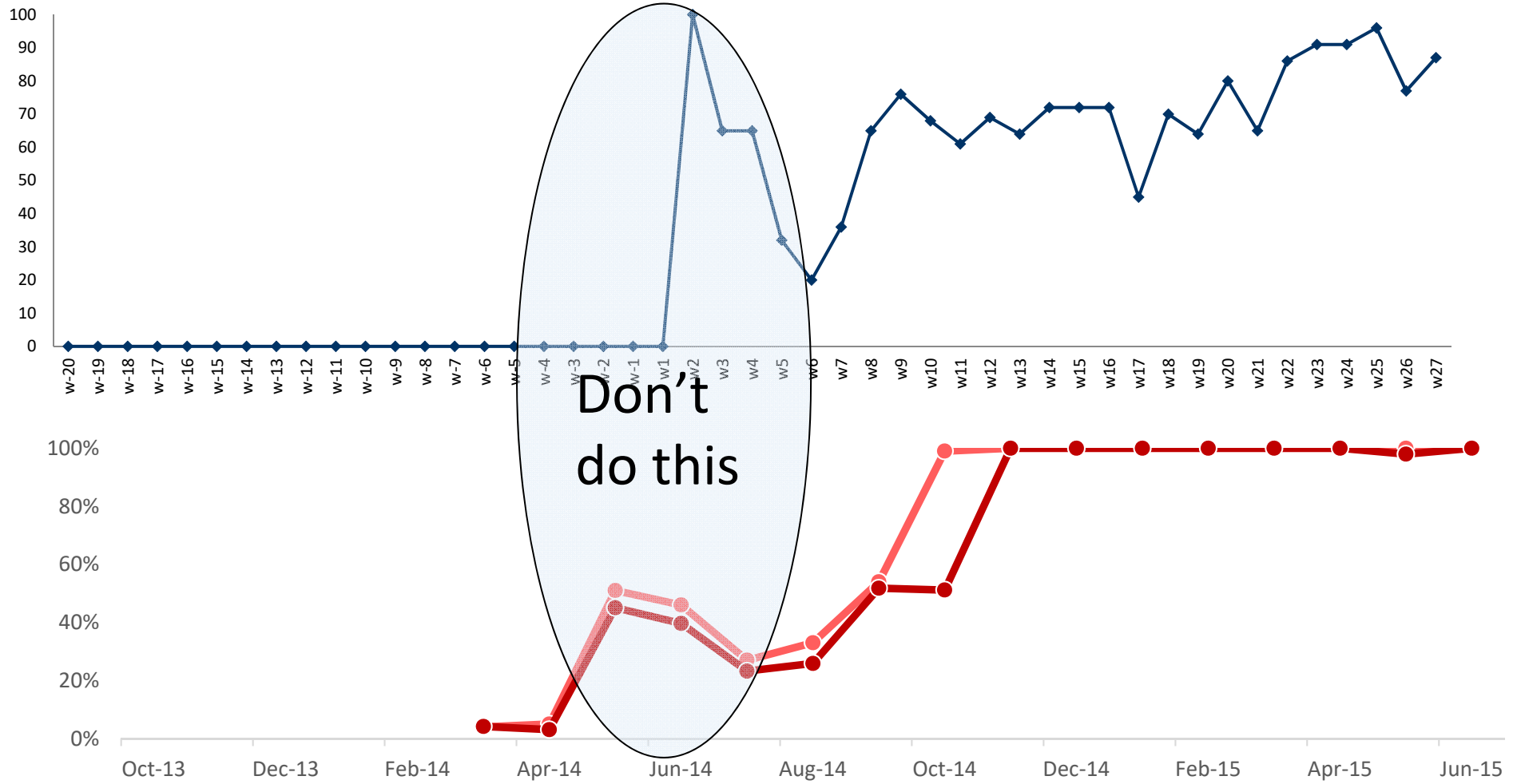






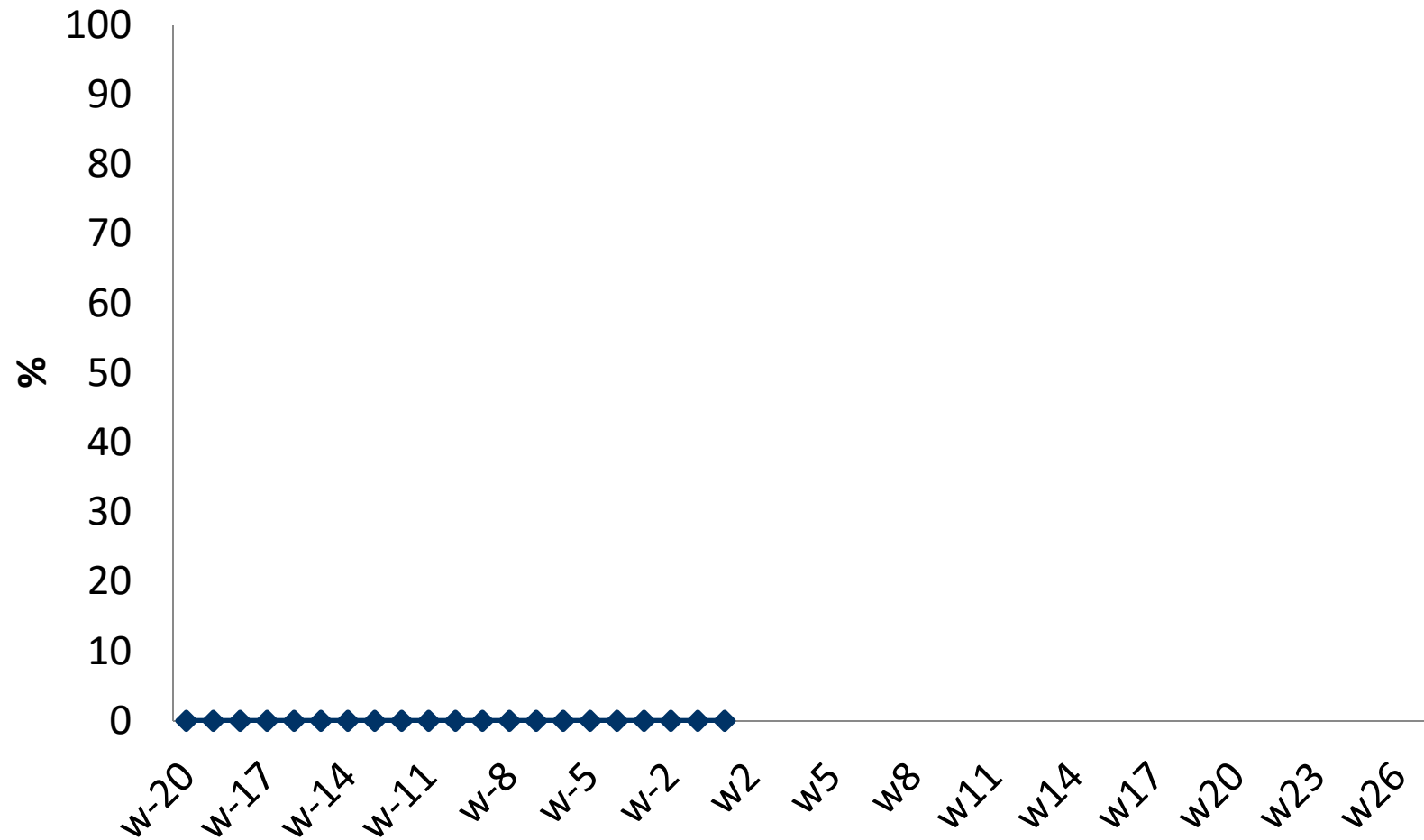






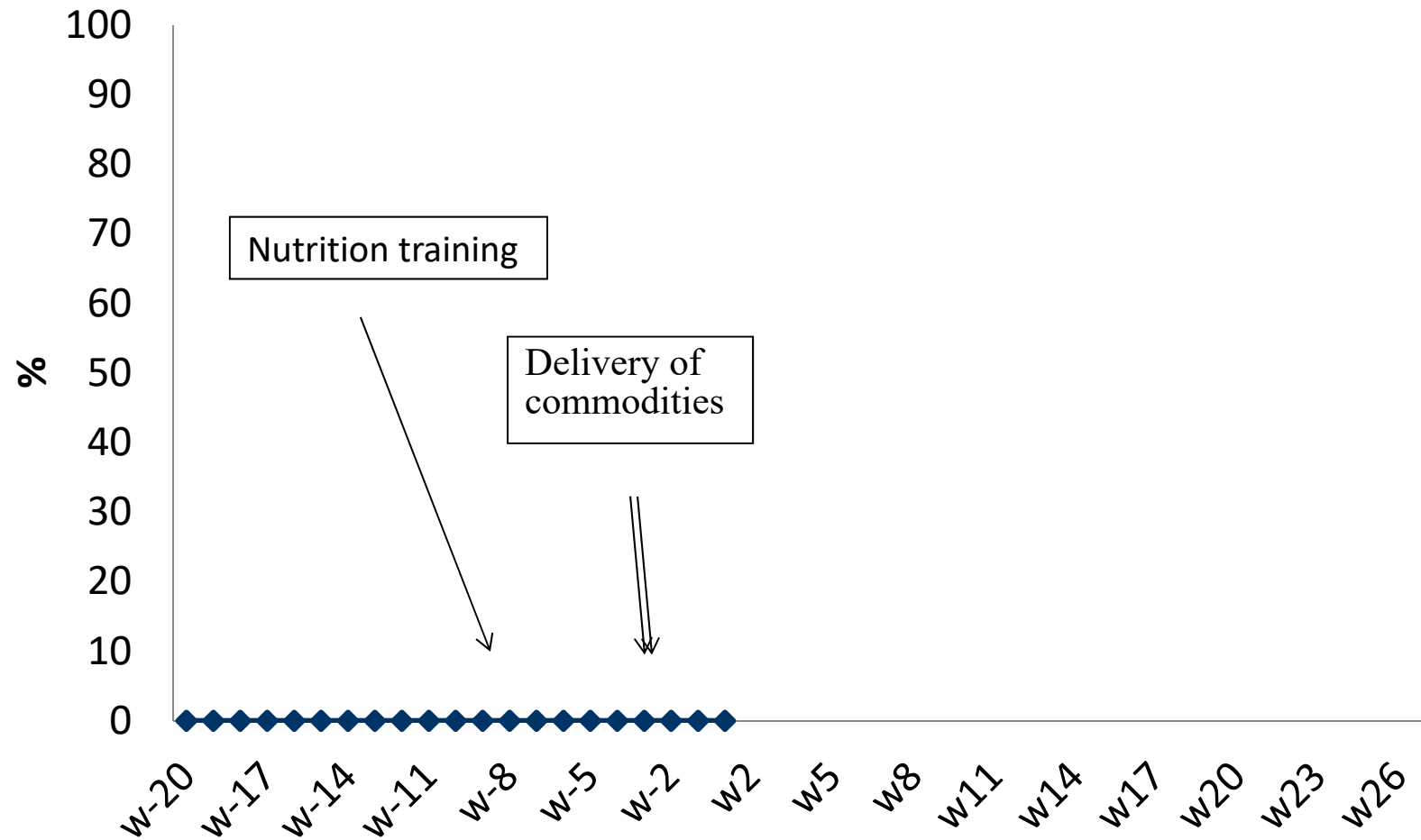


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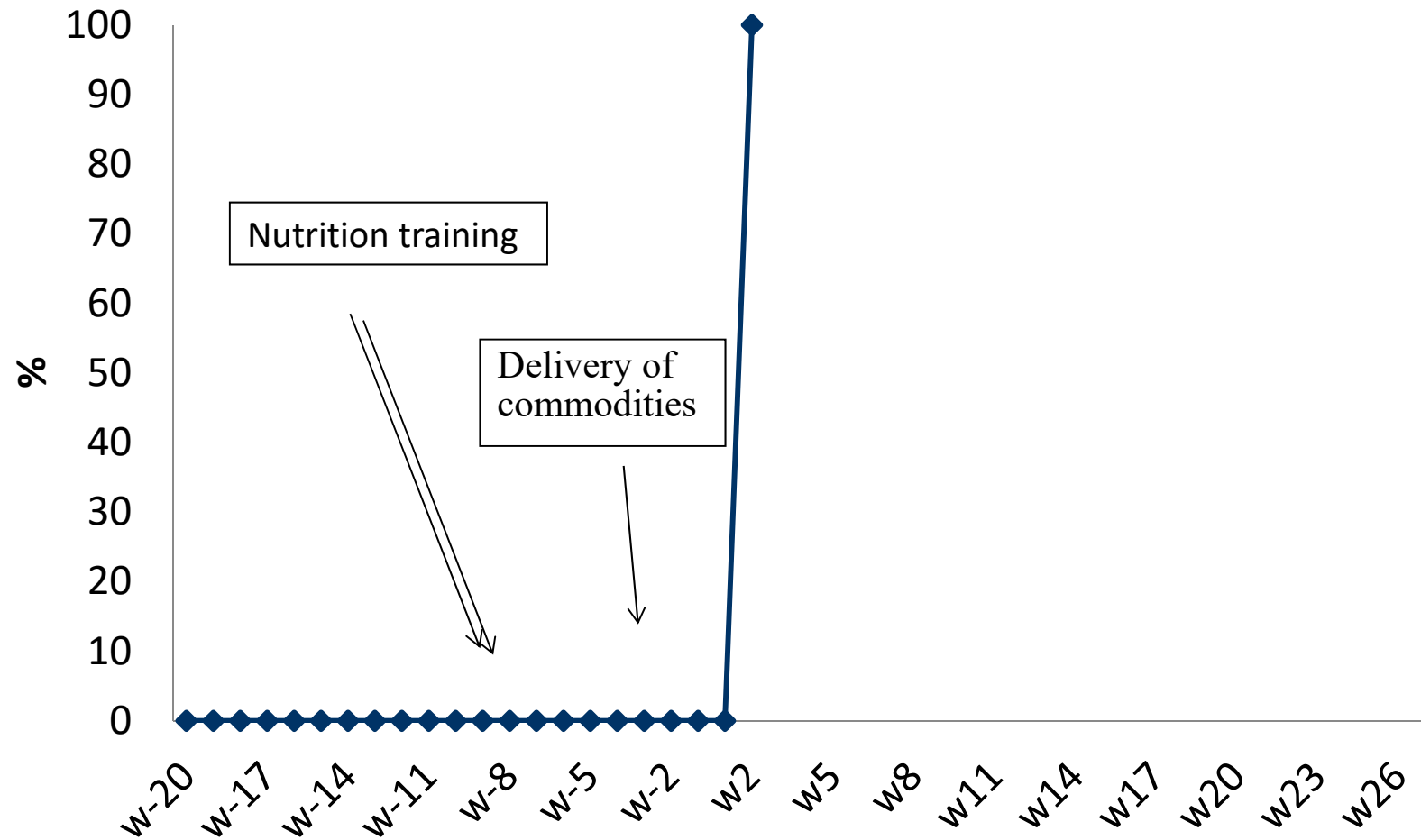


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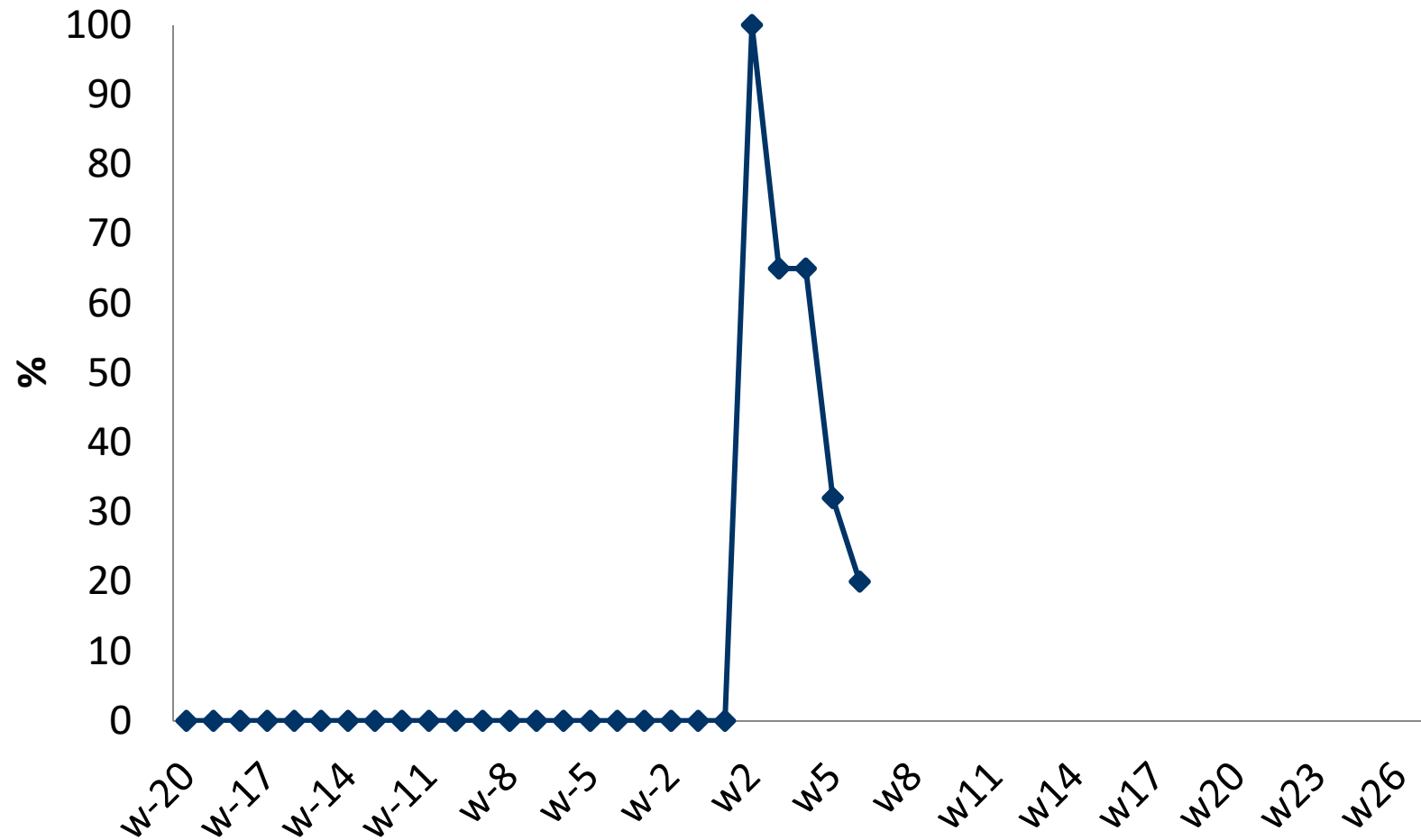


## % of clients whose nutritional status is assessed





## % of clients whose nutritional status is assessed







## Poll 1:

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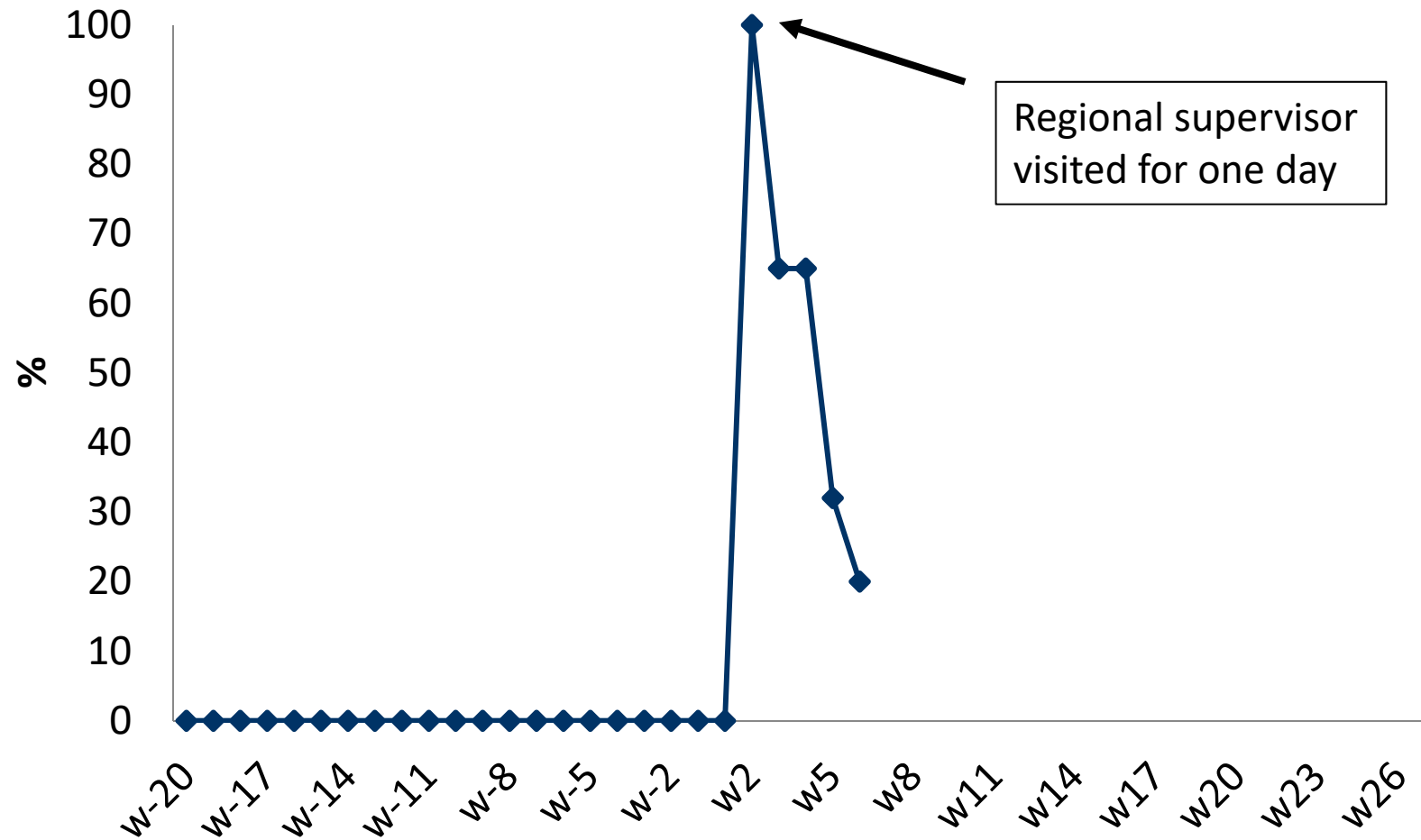
Why did performance suddenly go from 0 to 100% and then rapidly decrease?

- 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





## Poll 2:

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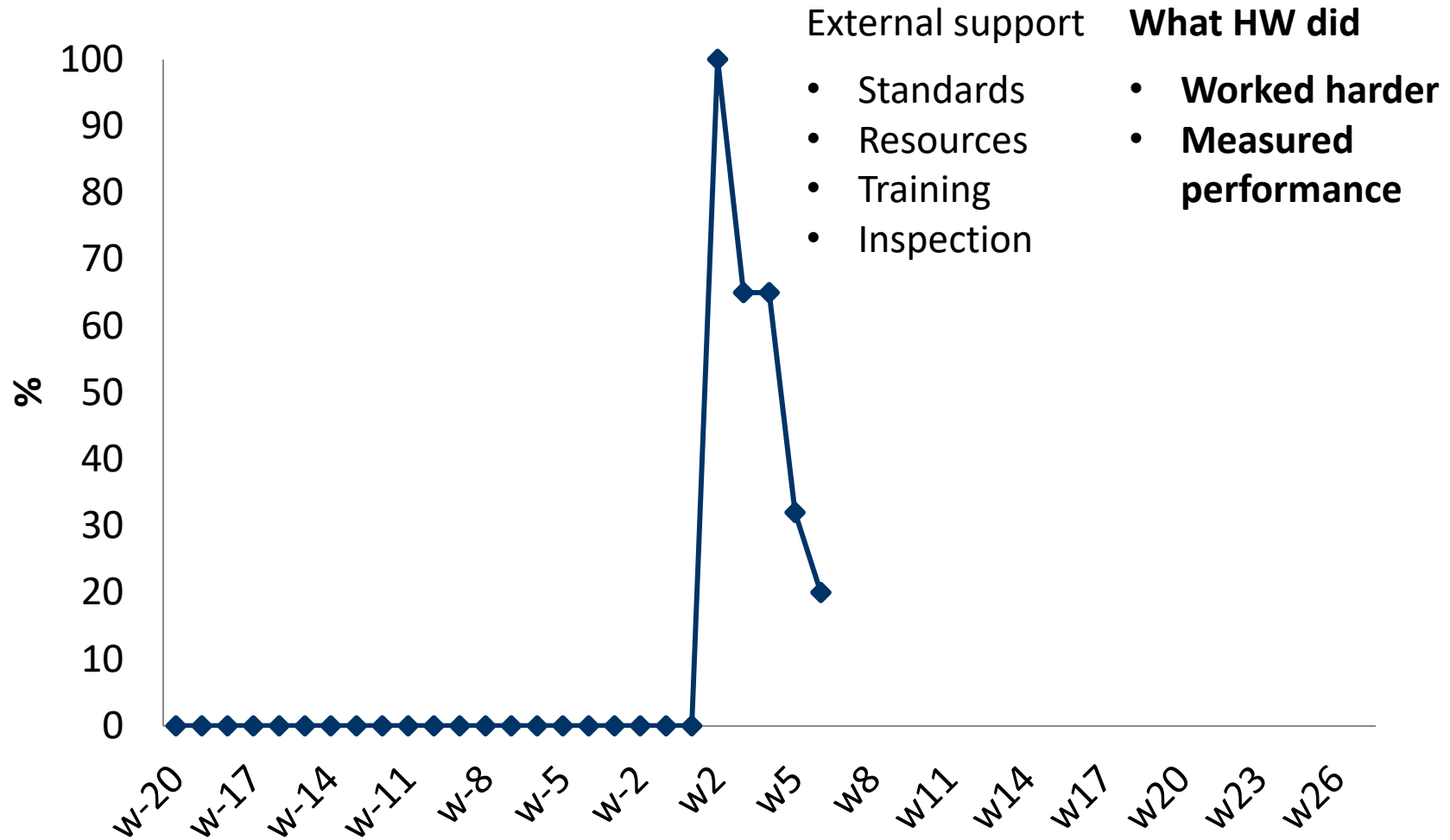
What did the staff do to increase assessment to 100% when the supervisor was there?

- 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



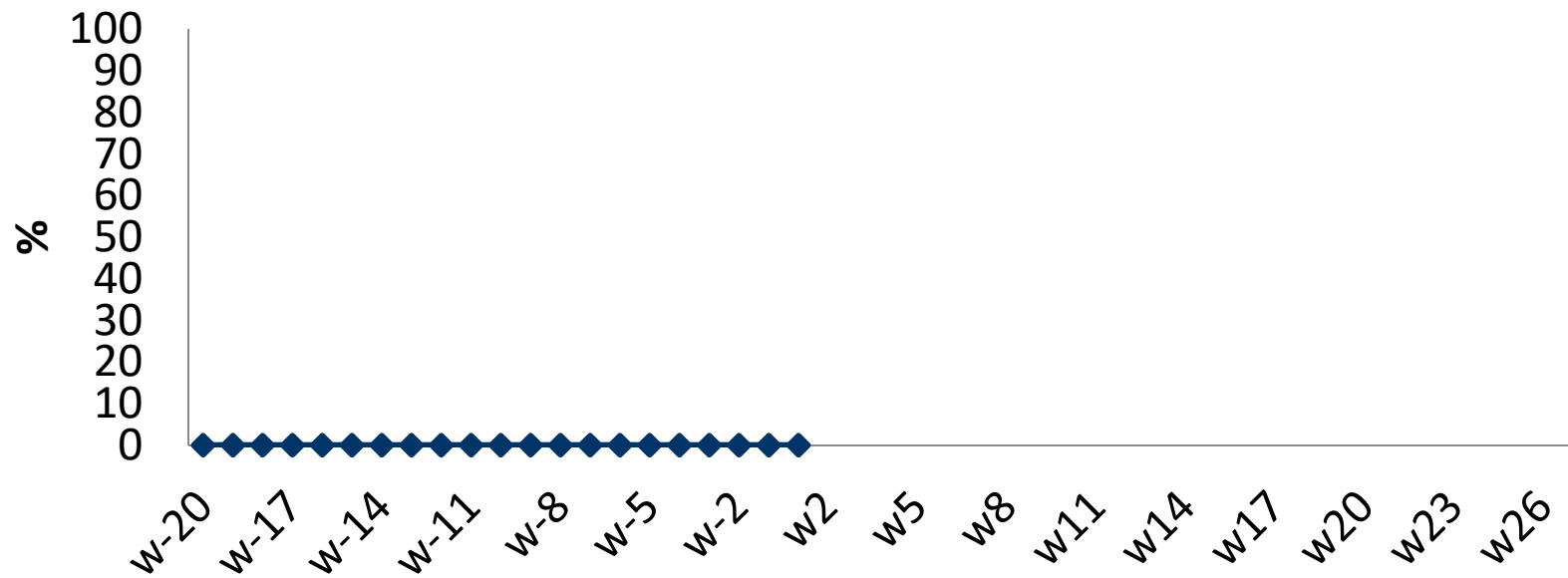


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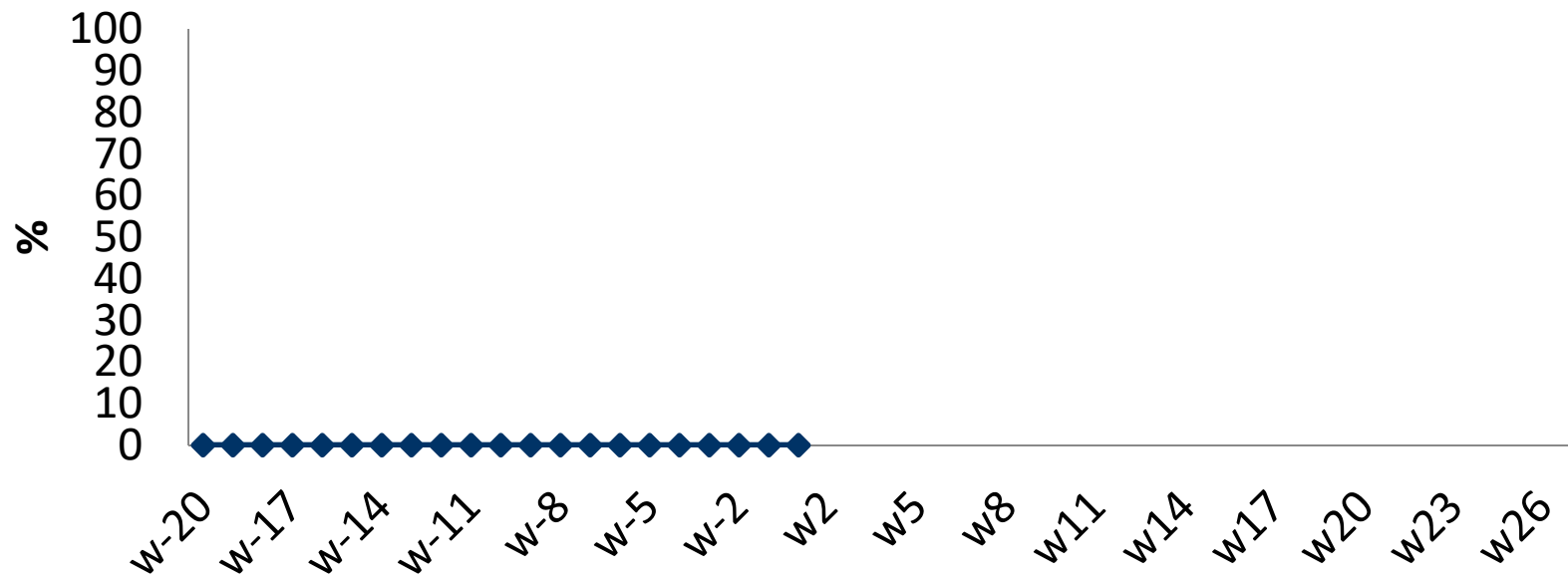
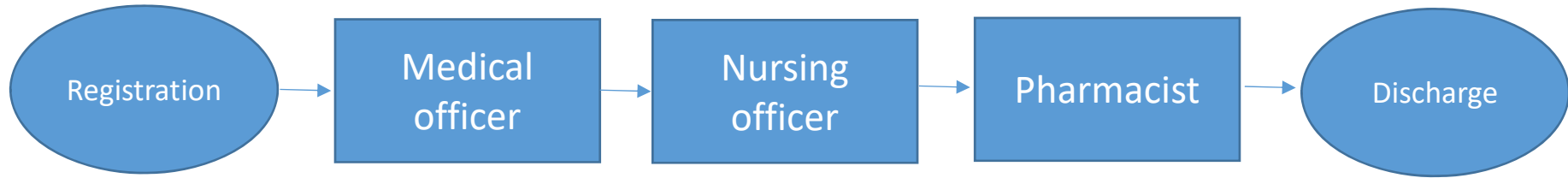


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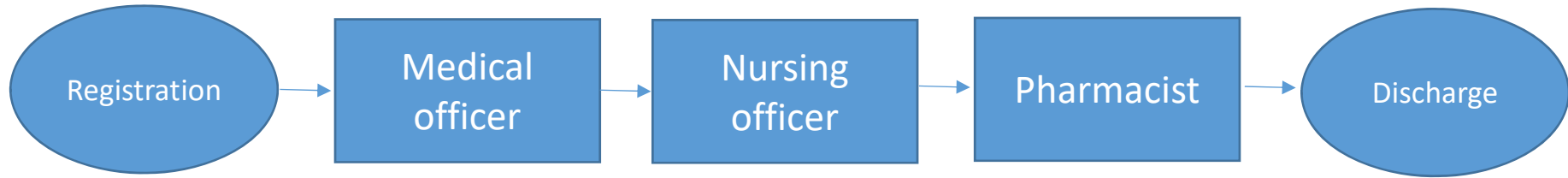


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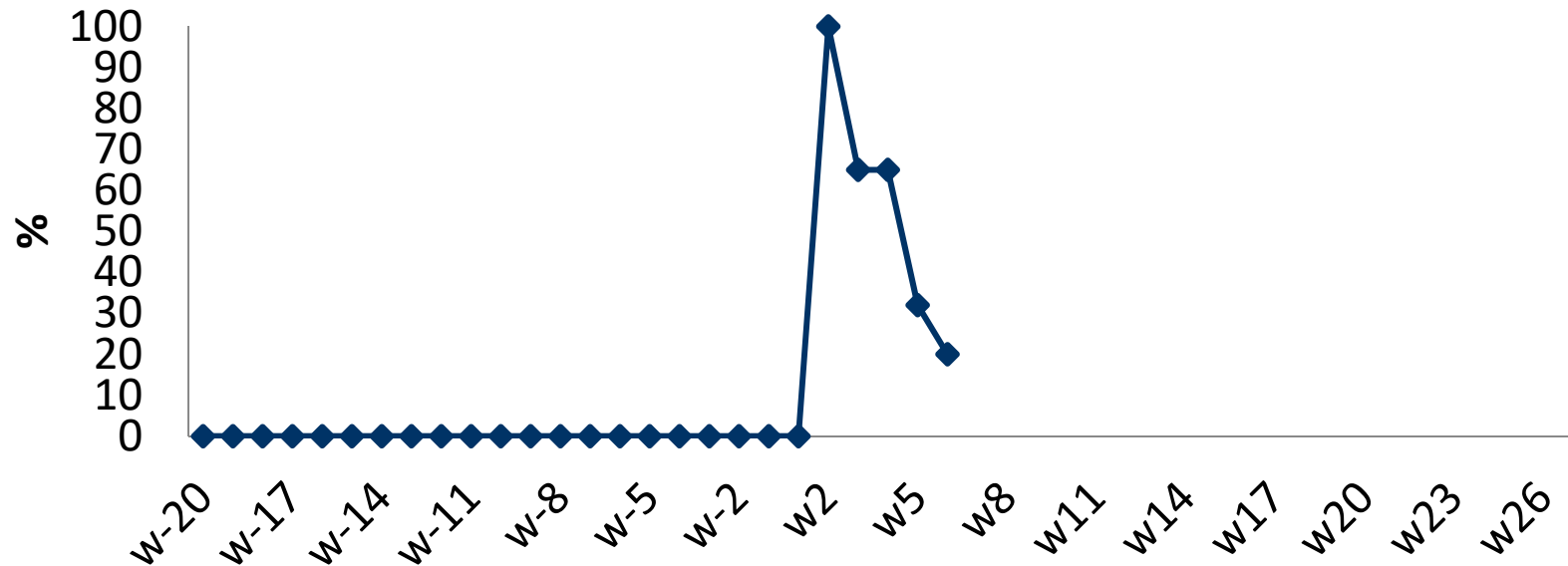
## % of clients whose nutritional status is assessed



Add nutrition assessment

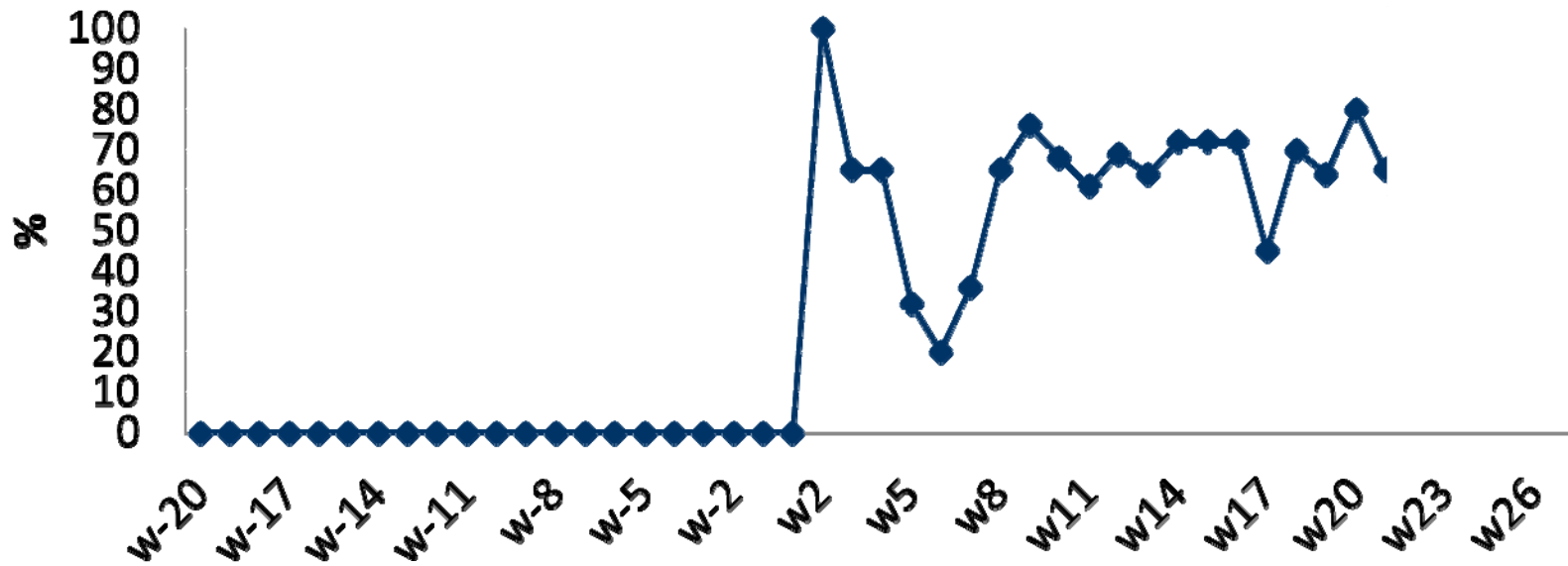
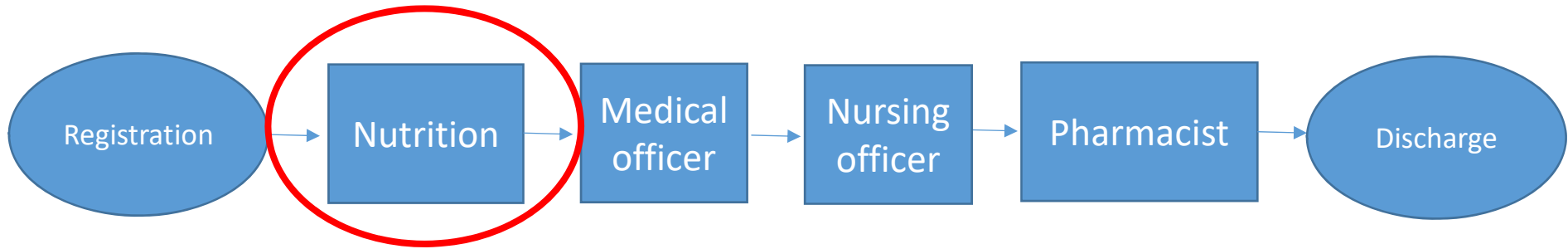
Add nutrition assessment

Add nutrition assessment





## % of clients whose nutritional status is assessed







## Poll 3:

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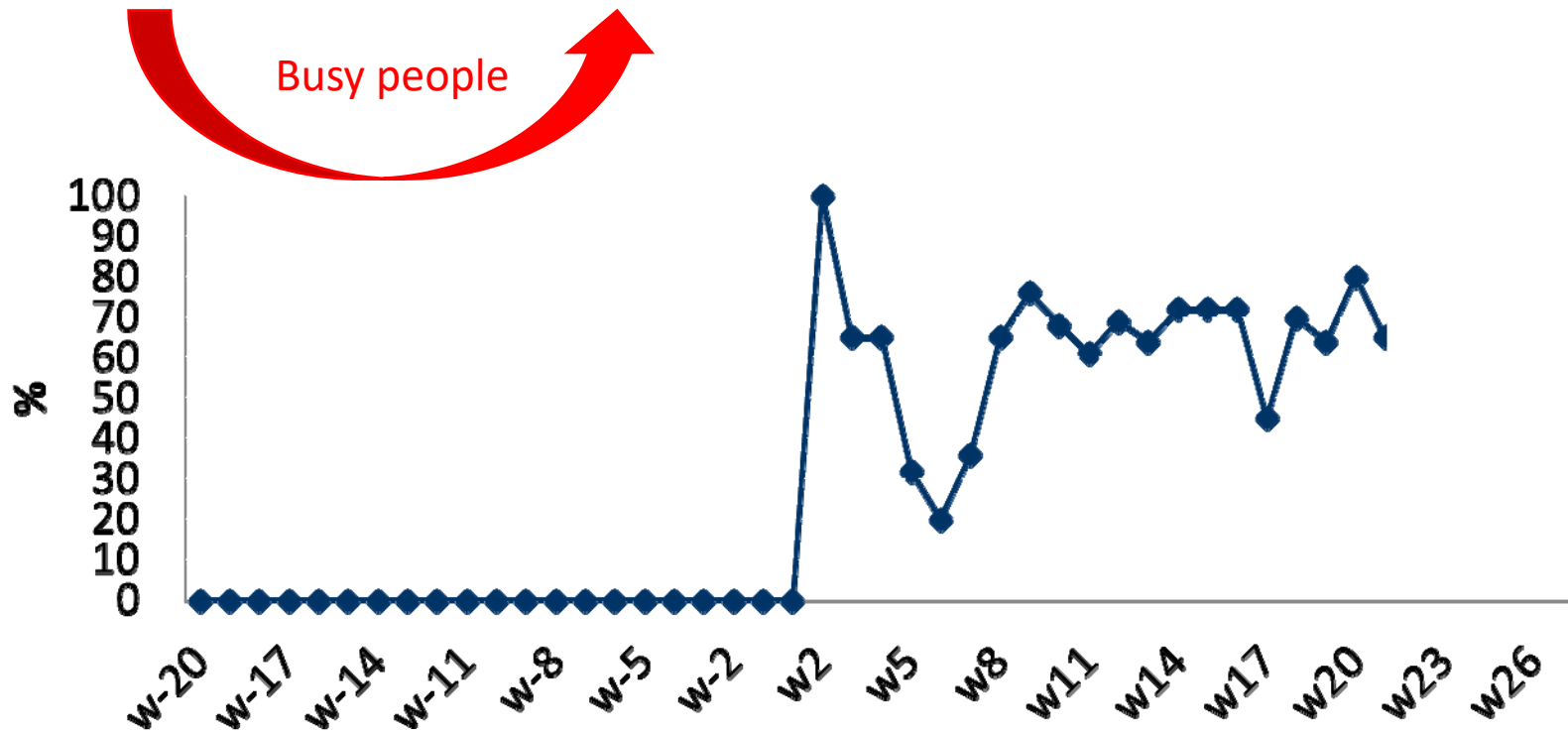
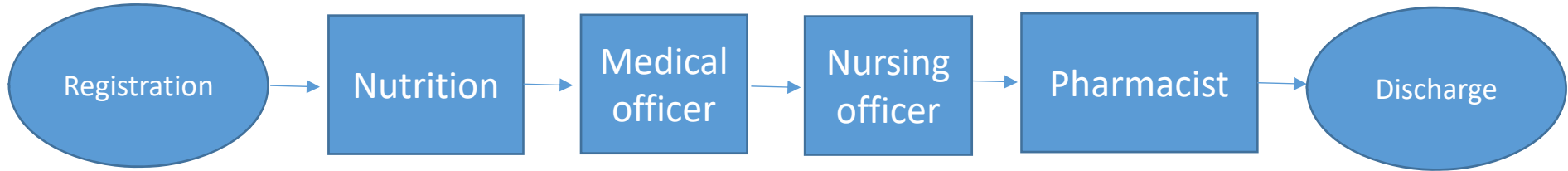
Why did this new system assess only 60-70% of clients?

- 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





## Poll 4:

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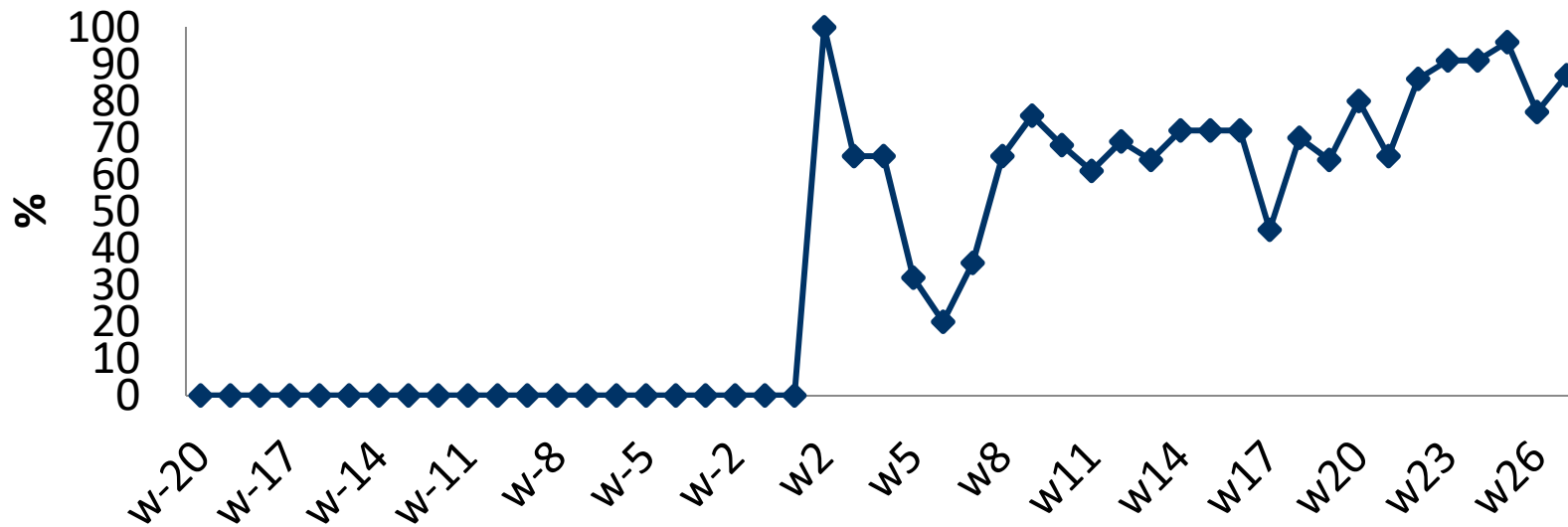
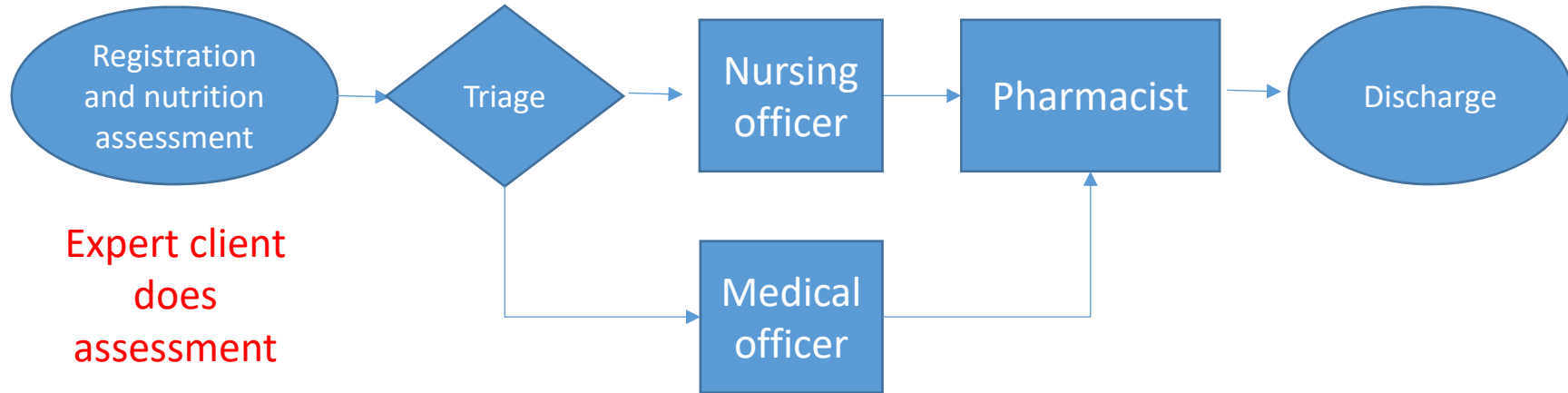
What should the team do to increase the % of clients being assessed?

- 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





# Why was the improvement sustained?

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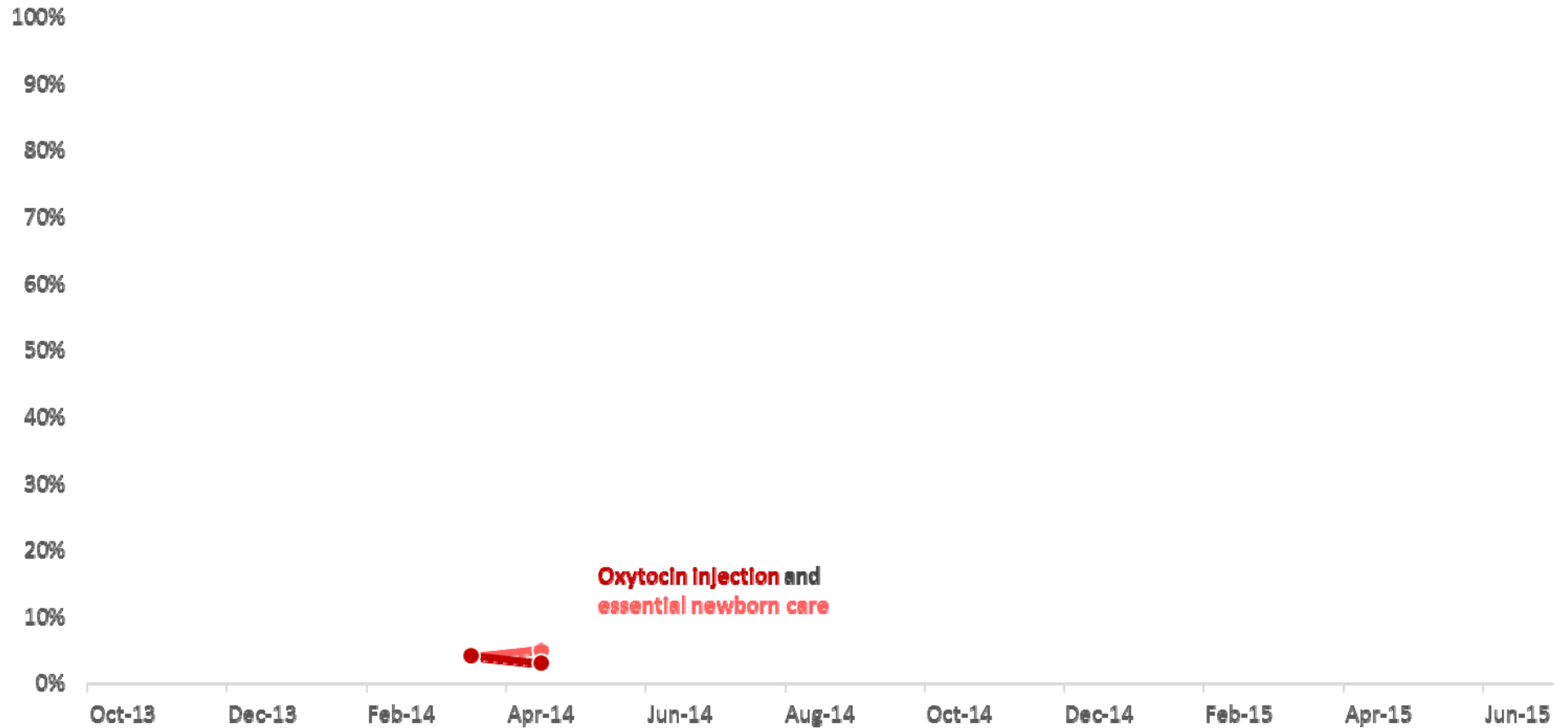
## The new way of working was:

- 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



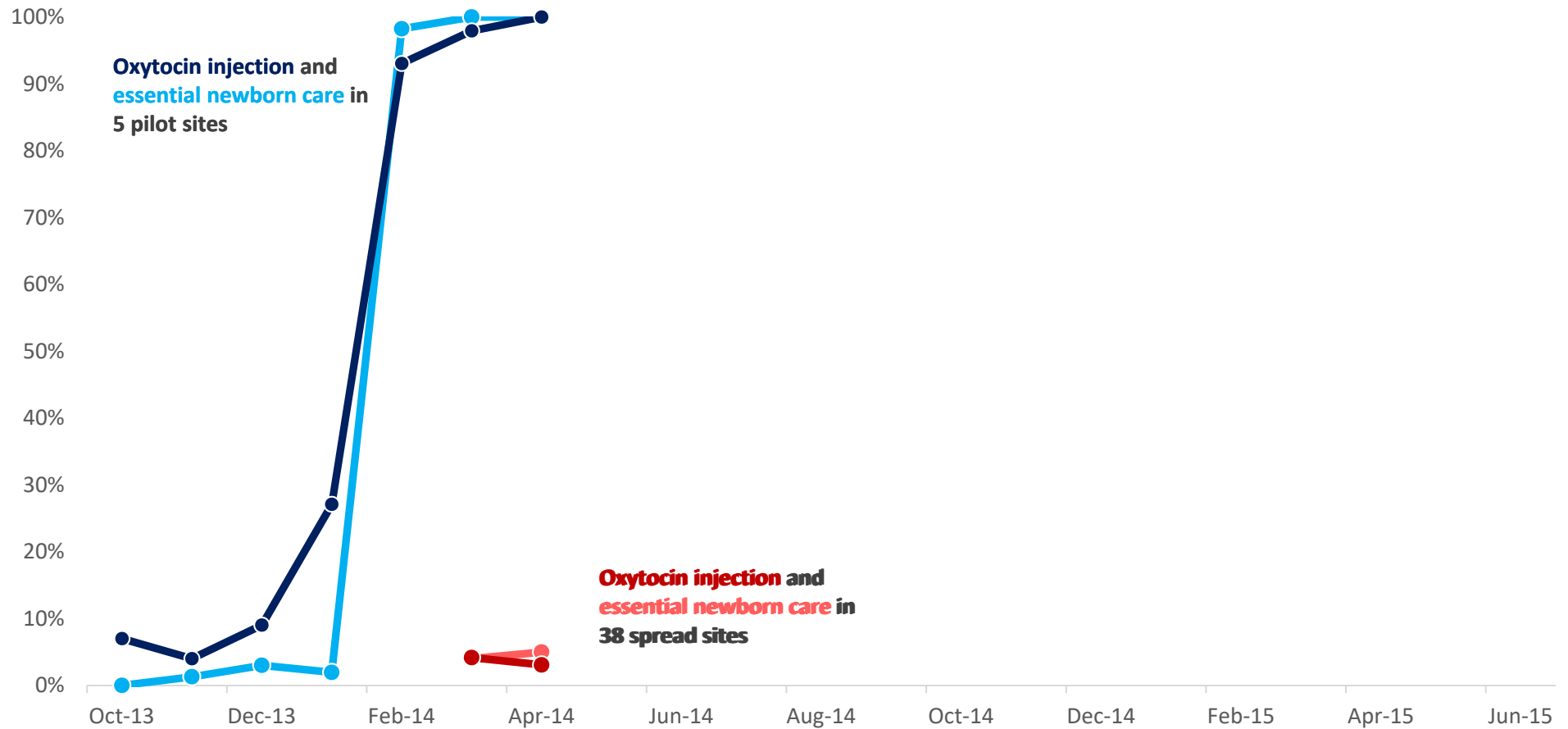


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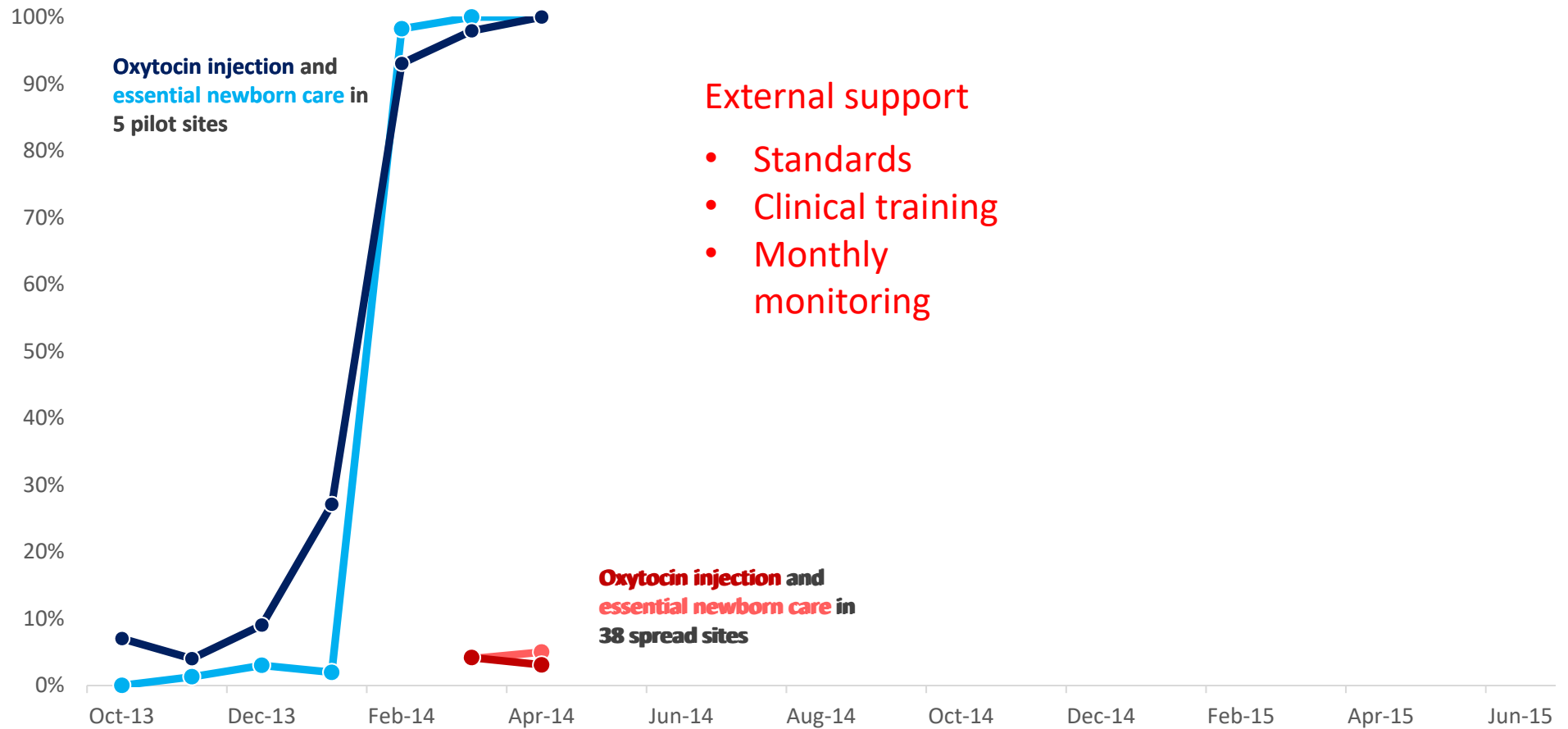


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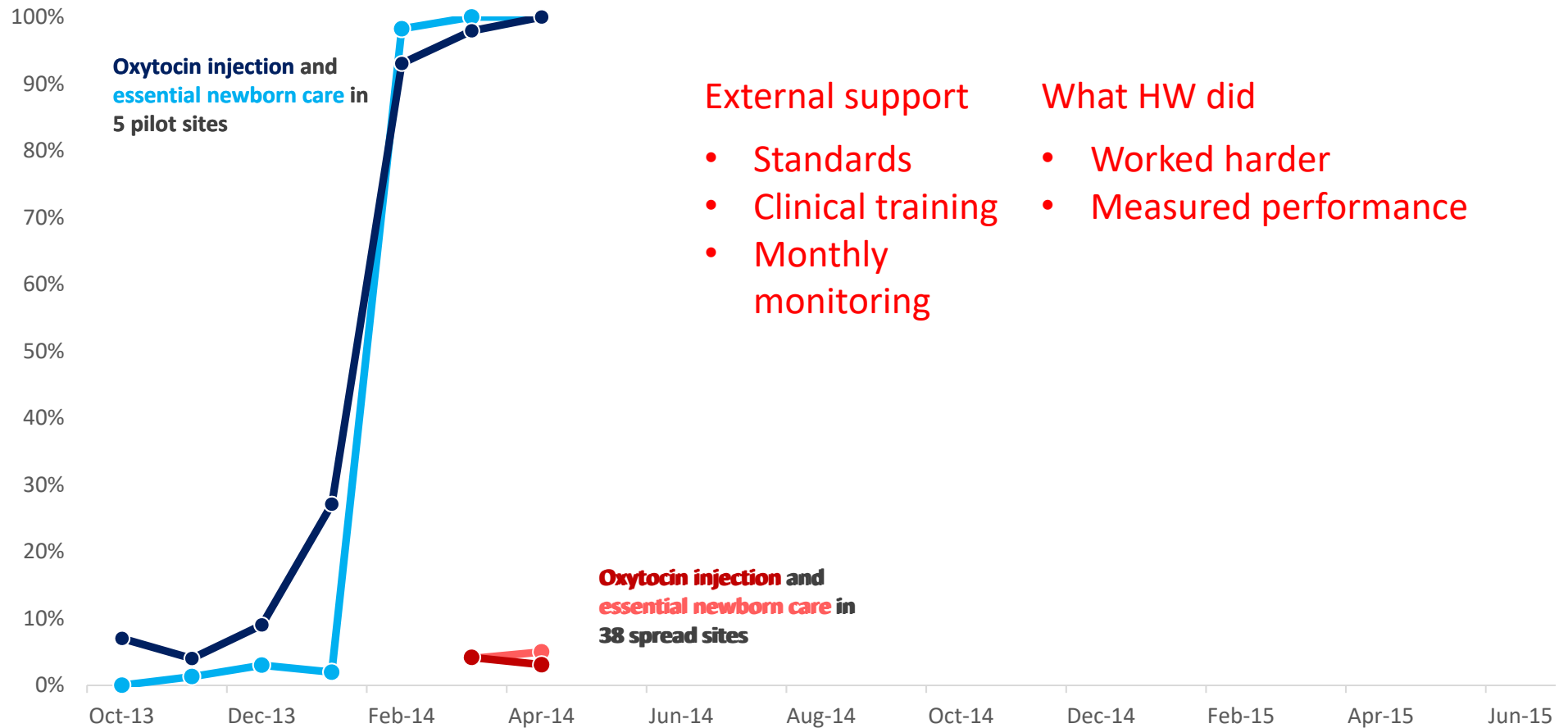
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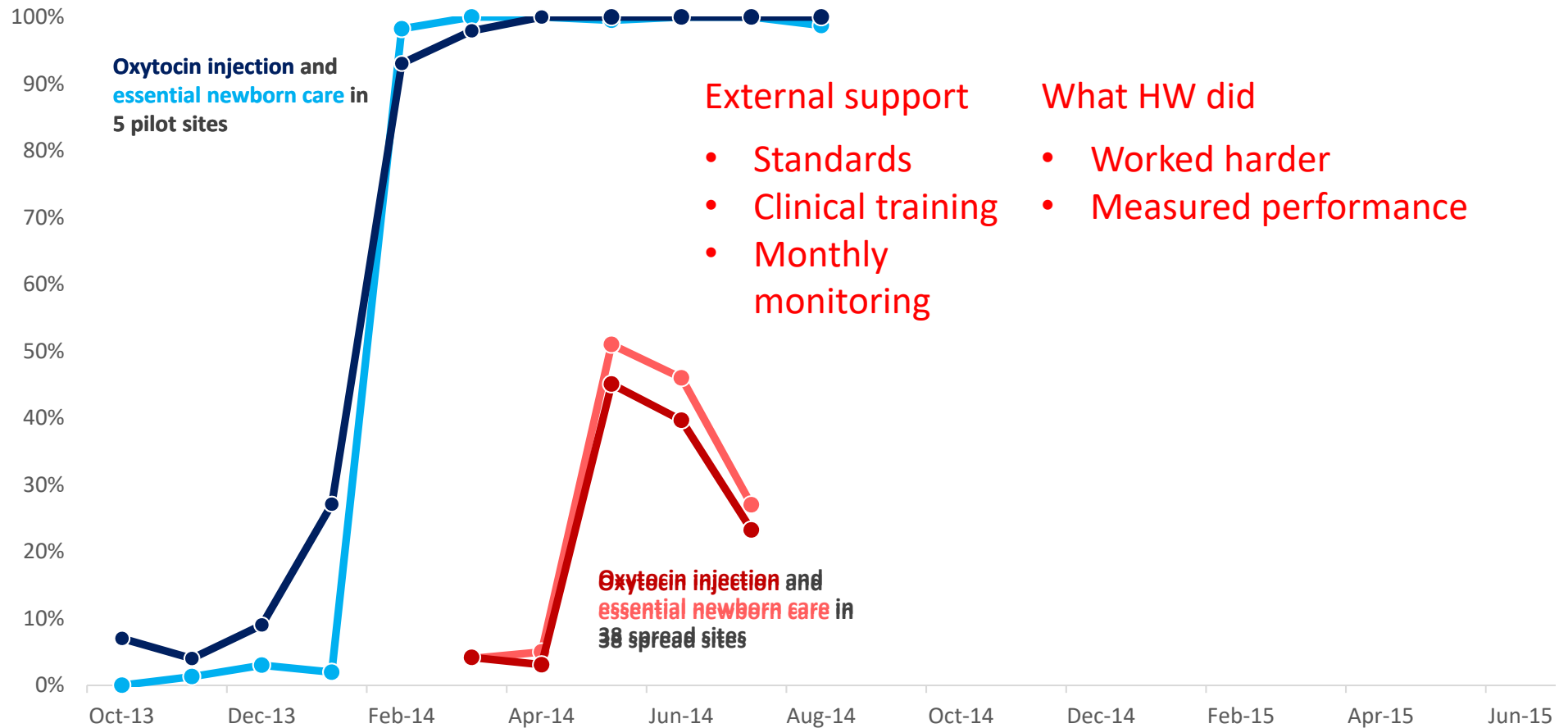


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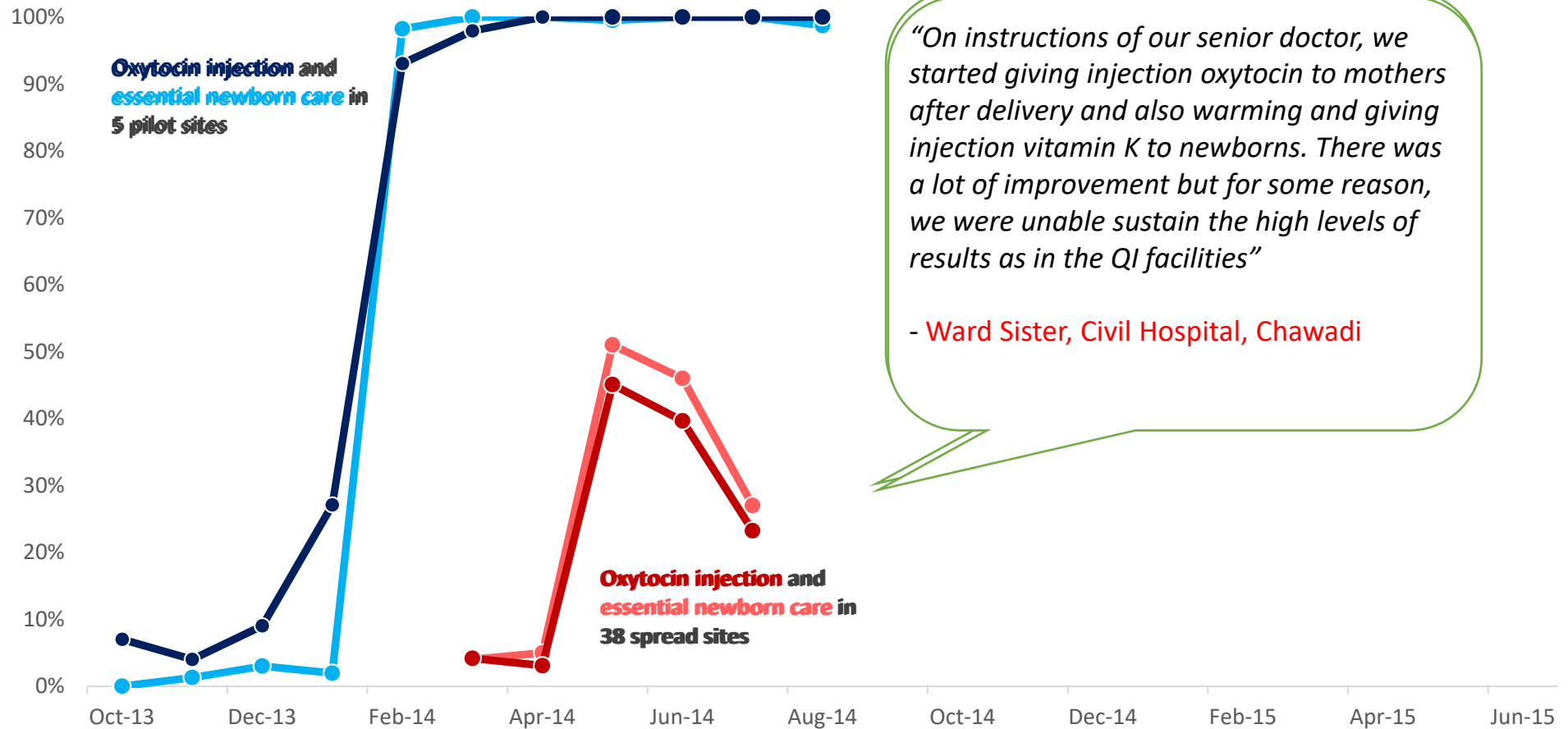


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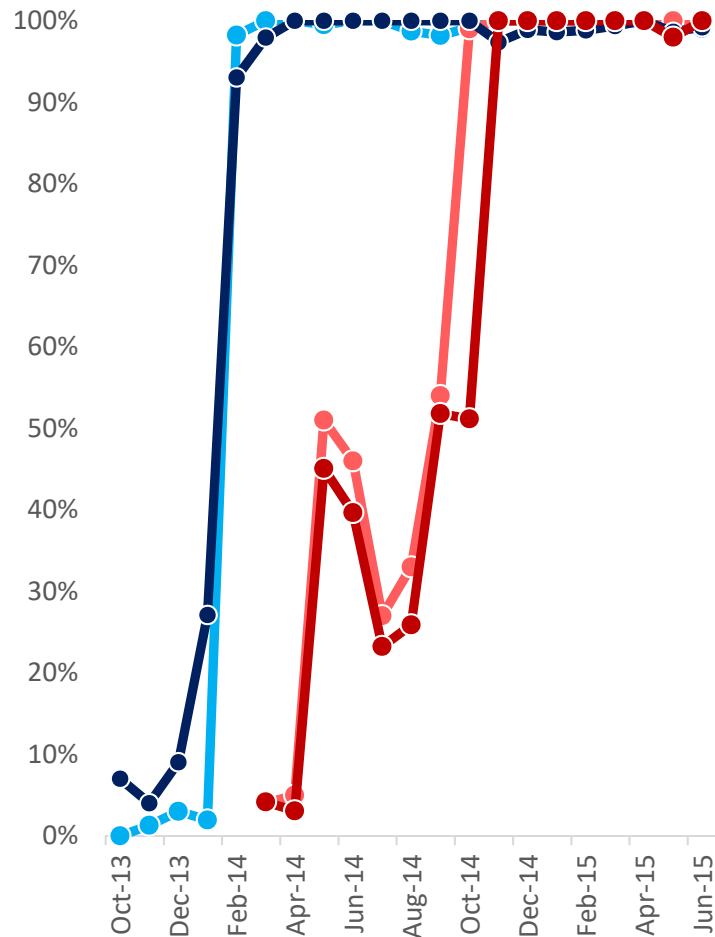
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*“On instructions of our senior doctor, we started giving injection oxytocin to mothers after delivery and also warming and giving injection vitamin K to newborns. There was a lot of improvement but for some reason, we were unable sustain the high 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/coaching-manual/en/)

[http://www.searo.who.int/entity/child\\_adolescent/topics/learner-manual/en/](http://www.searo.who.int/entity/child_adolescent/topics/learner-manual/en/)





# Sustainability starts with step 1

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STEP 1: IDENTIFY THE PROBLEM AND **FORM A**

**TEAM**

STEP 2: ANALYZE AND MEASURE QUALITY OF CARE

STEP 3: DEVELOP AND TEST CHANGES

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# Sustaining improvement

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The new way of working

Front line workers

Unit and facility leadership

Organization

## NHS Sustainability Model

[http://webarchive.nationalarchives.gov.uk/20160805122021/http://www.nhs.uk/media/2757778/nhs\\_sustainability\\_model\\_-\\_february\\_2010\\_1.pdf](http://webarchive.nationalarchives.gov.uk/20160805122021/http://www.nhs.uk/media/2757778/nhs_sustainability_model_-_february_2010_1.pdf)





# Sustaining improvement

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The new way of working

Is easier  
Is 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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More sustainable

Less sustainable

New way of working

**Keep pre-loaded syringes of oxytocin to reduce work after delivery**

**Reminders to give oxytocin immediately after delivery**

Front line workers

Unit and clinical leadership

Organization





# Examples: improving oxytocin administration

---

	More sustainable	Less sustainable
New way of working	Keep pre-loaded syringes of oxytocin to reduce work after delivery	Reminders to give oxytocin immediately after delivery
Front line workers	<b>Adapted the new way of working so it worked for them (they decide who preloads, when, how to store etc.) Continue to adapt as they have new ideas or patient load/staffing changes</b>	<b>Were told what to do by nurse-in-charge</b>
Unit and clinical leadership		
Organization		





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Unit and clinical leadership	<b>Nurse in-charge supports new system and signs off on SOP to train new nurses in this way of working</b>	<b>Nurse-in-charge monitors data on % women receiving oxytocin and scolds nurses if % is low</b>
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Organization	<b>District staff provide on-site support to facility staff in improving processes</b> <b>District staff support peer-to-peer sharing between facilities</b>	<b>District focuses solely on providing resources and clinical training and monitoring</b>





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

pro... to







## 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

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- 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

