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ELEVATING DIGITAL SUSTAINABILITY THROUGH COLLABORATIVE PARTNERSHIPS

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What does sustainability actually mean?

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"To keep something going over time or continuously."

1. **Individual level** - the project to continues to deliver its intended health benefits over a long period of time
2. **Organisational level** - maintaining the programme and/or its activities, within the organisation even if modified
3. **Community level** - the community has local access to the knowledge, skills and resources needed to continue to programme

Scheirer (2005)

Why is understanding sustainability important?

Many programmes implemented in healthcare systems discuss sustainability but fail to adequately define or measure programme sustainability. (Braithwaite et al., 2020).

1 in 3 healthcare improvement initiatives fails to achieve the objectives they set out to.

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What is sustainable digital transformation?

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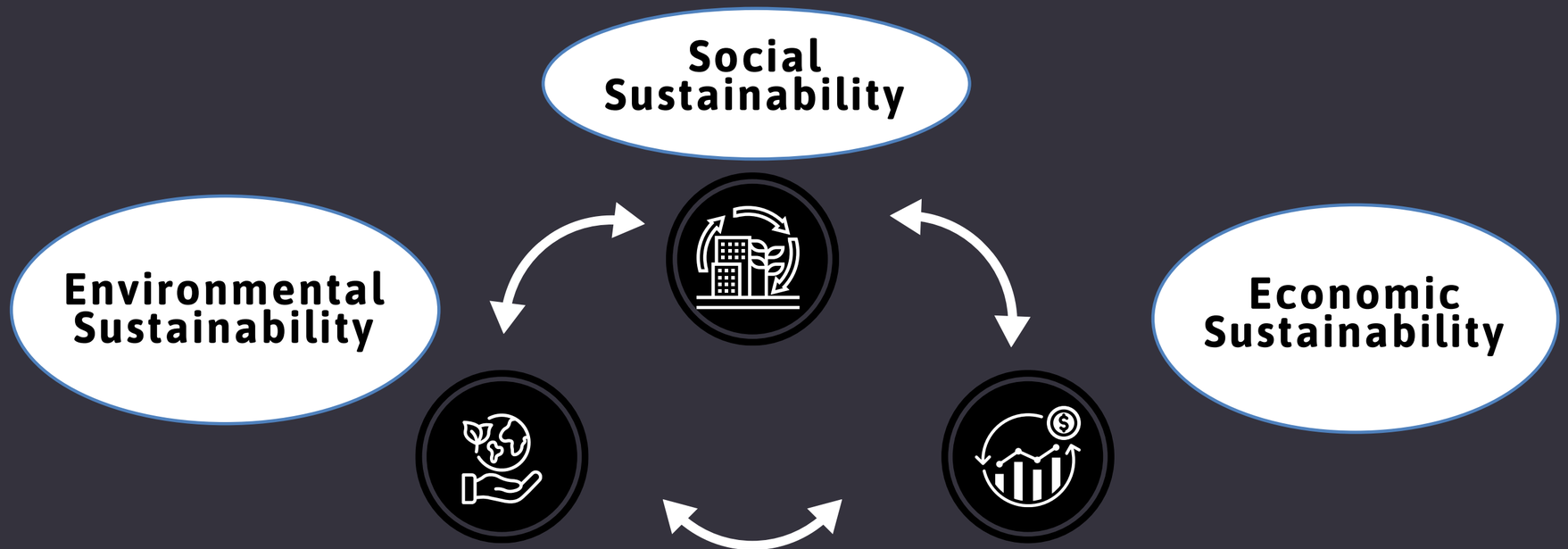
Solutions/services that continuously support improved patient care over a long period of time.

Embedded/delivered in the right way, at the right time, for the right people.



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Sustainable digital transformation

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- [x] Break down the “supplier” “buyer” stigma
- [x] Partners with a common goal

TRUST = symbiotic relationship

- **Innovation**
- **Better commercial agreements**
- **Ongoing commitment**

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How can collaborative partnerships ensure sustainable digital transformation?

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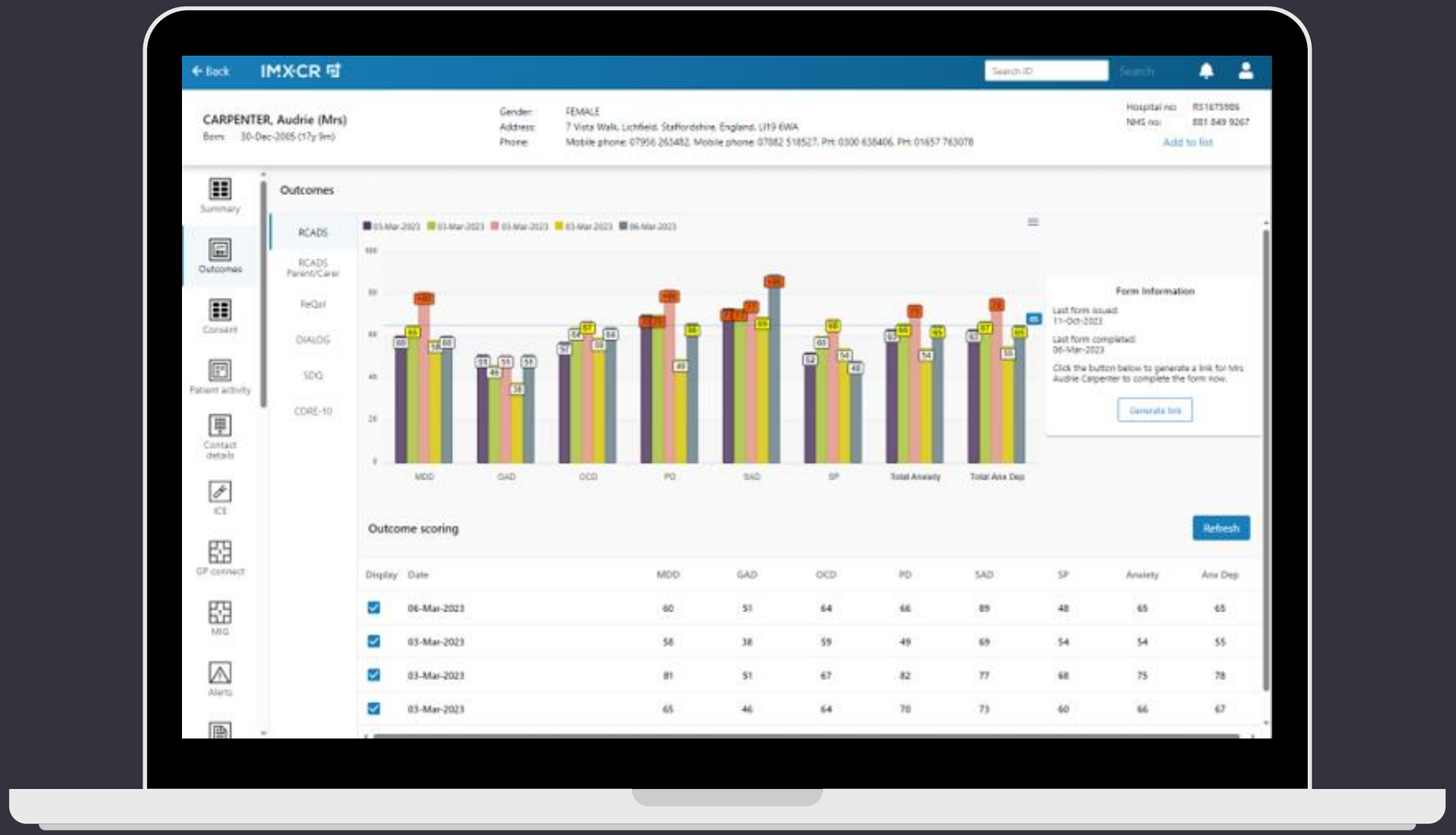

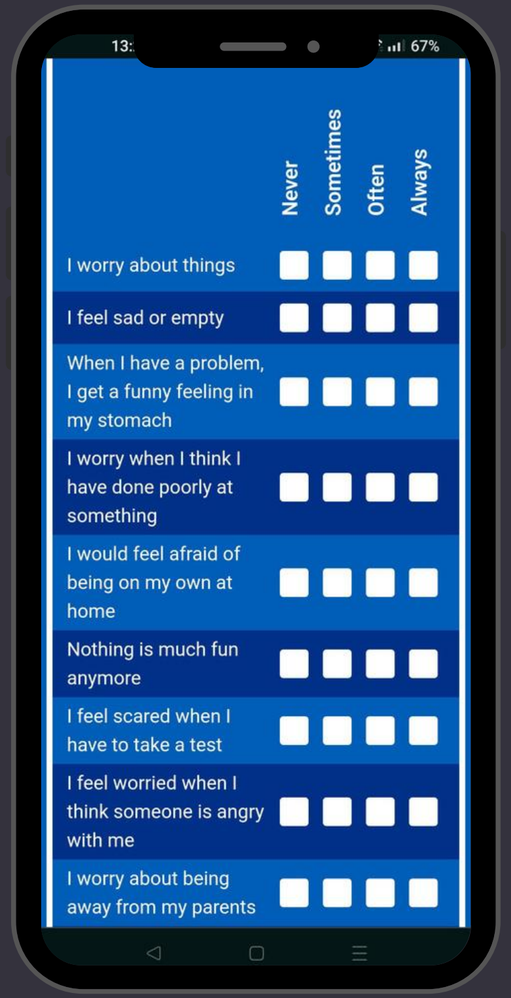

Only fictitious data is displayed.

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How can collaborative partnerships ensure sustainable digital transformation?

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Example: The development of IMX Digital Outcomes

Clear vision and requirements

- Improve the care we provide
- Evidence the impact of our interventions
- Support the move towards personalised care and support planning
- Reduce paper capturing and reinputting
- Be clinically meaningful

Flexibility around design

- Technology should support digital transformation not dictate it
- Moving away from the concept of “off the shelf”

Honest dialogue

- Between partners
- Internally within organisations

Realistic roadmap

- Big bang vs staggered roll out
- Training and deployment plan

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Other influences on sustainability

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Measuring Sustainability

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Many programmes implemented in healthcare systems discuss sustainability but fail to adequately define or measure programme sustainability (Braithwaite et al., 2020)

Measuring against the objective?

- Measuring against the sustainability strategy ?
- Measuring against a sustainability model ✓

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Measuring sustainability

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Creating responsive and inclusive services, leading to improving care and improving health:

- Measures of patient outcomes and experience
- Proportionate uptake of services by communities (including those in disadvantaged areas and from minority ethnic backgrounds)
- Reduced admissions and inappropriate medicines use
- Increase in social prescribing

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Measuring against a sustainability model

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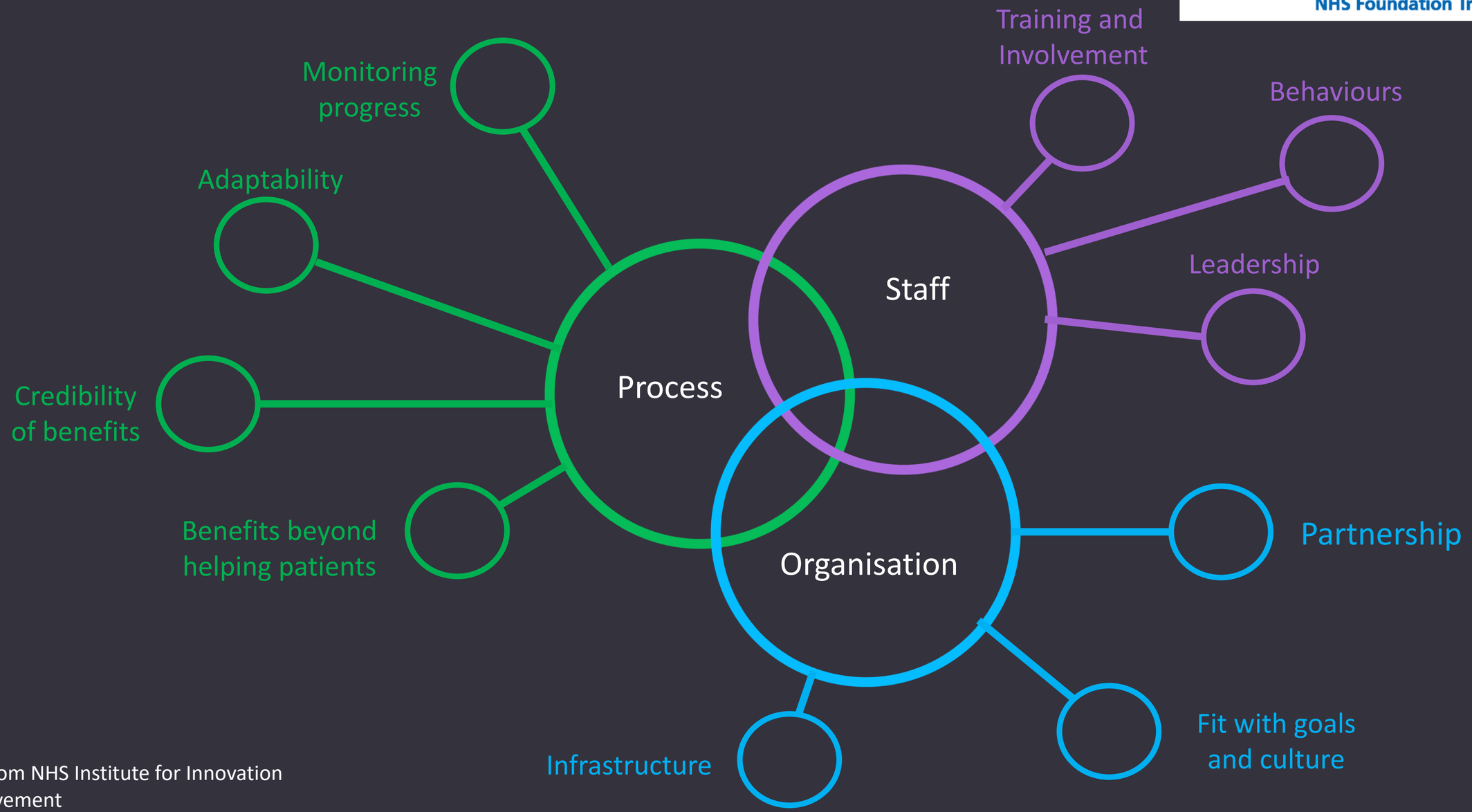

Adapted from NHS Institute for Innovation and Improvement

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Process

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Benefits beyond helping patients	Credibility of the benefits	Adaptability of improved process	Effectiveness of the system to monitor progress
• **In addition to helping our service users, are there other benefits?** • **Will staff notice a difference in their daily working lives?** • For example, does the change reduce waste or avoid duplication? • Will it make things run more smoothly?	• **Are benefits to service users, staff and the organisation visible?** • **Do staff believe in the benefits?** • Can all staff clearly describe a full range of benefits?	• **Does the change continue to meet ongoing needs effectively?** • **Does the change rely on a specific individual or group of people to keep it going?** • Can it keep going when these are removed?	• **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?** • Are the results of the change communicated to service users, staff, the organisation and the wider healthcare community?

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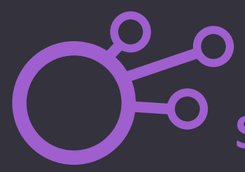

Staff

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Staff involvement and training to sustain the process (collaborative partnership)	Staff behaviours toward sustaining the change	Senior leadership engagement and support
• **Do staff play a part in innovation, design and implementation of the change?** • **Have they used their ideas to inform the change process from the beginning?** • **Is there a training and development infrastructure and are staff educated and trained to take the change forward?**	• **Are staff encouraged and able to express their ideas regularly throughout the change process and is their input taken on board?** • **Do staff think that the change is a better way of doing things that they want to preserve for the future?** • **Are staff empowered to run small scale tests based on their improvement ideas, to see if additional improvements should be recommended?**	• **Are the senior leaders trusted, influential, respected and believable?** • **Are they involved in the initiative, do they understand it and do they promote it?** • Are they respected by their peers, and can they influence others to get on board? • Are they taking personal responsibility to help break down barriers and are they giving time to help ensure the change is successful?

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Organisation

Fit with the organisation's strategic aims and culture	Infrastructure	Collaborative Partnership
• **Is the transformation clearly contributing to the overall organisational strategic aims?** • Are the goals of the change clear and shared? • Is improvement important to the organisation and its leadership?	• **Are there policies and procedures supporting the new way of working?** • **Is there a communication system in place?** • Are the staff fully trained and competent in the new way of working? • Are there enough facilities and equipment to support the new process?	• **Is the developed solution intuitive?** • **Does the solution help deliver the required outcomes?** • **What is the plan for ongoing commitment post Go Live? Future amendments?** • **Is there a clear point of contact going forward and regular check ins?**

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