Long Term Success Tool

Healthcare Excellence Canada

Imperial College London

NIHR | Applied Research Collaboration Northwest London

The Long Term Success Tool (LTST) is a way to identify risks and strengths of 12 factors that are known to impact the long term success of an improvement initiative[1]. With your team, discuss, rate and identify comments and actions for the 12 LTST factors. Each rating should represent your team's overall impression of how the improvement is currently doing.

1 **Commitment to the improvement**: My team understands what the improvement initiative is trying to achieve and believe this work will lead to improved processes and outcomes.

> Additional reflection questions to inform your responses:
>
> - Do you feel committed to the initiative? Do you understand what the initiative is trying to achieve?
> - Do you believe the initiative will improve processes and outcomes?
> - Do you think there is commitment across the team as a whole?
> - Has a shared aim been established for your initiative?

very good   good   fair   very poor   no opinion   don't know

Comments and actions:

2a **Involvement**: I have the opportunity to input into the improvement initiative and I feel a sense of ownership towards the work. I am able to express my ideas freely which are openly considered by the team.

> Additional reflection questions to inform your responses:
>
> - Do you personally feel involved in the initiative?
> - Are you given the opportunity to express your ideas and recommend changes to the initiative when necessary?

very good   good   fair   very poor   no opinion   don't know

Comments and actions:

1 Lennox, L., et al. (2017). What makes a sustainability tool valuable, practical & useful in real-world healthcare practice? A mixed methods study on the development of the Long Term Success Tool in Northwest London BMJ Open, 7, 1-13.

2b **Involvement**: There is wide breadth of involvement from people including patients and members of the public who regularly feed into the improvement initiative.

Additional reflection questions to inform your responses:

- Do you think the initiative has involved the right people? If not, how can this improve?
- Does your initiative involve patients affected by the improvement? Is there involvement from staff who will be delivering the improvement as part of their day-to day practice?
- Does the team have a good spread of views, skills and expertise?
- Are there groups of people you still need to involve?

very good   good   fair   very poor   no opinion   don't know

Comments and actions:

3 **Skills and capabilities:** Staff have the necessary skills to deliver the improvement. Training and development opportunities are available to all staff, volunteers and other people involved.

Additional reflection questions to inform your responses:

- Do you feel able to fulfil your role within the initiative?
- Do you or staff involved require further training or education to deliver the improvement effectively? What should be done to address these needs?
- Are new staff informed about the initiative and their role in it?

very good   good   fair   very poor   no opinion   don't know

Comments and actions:

4 **Leadership**: My improvement initiative has supportive and respected leaders and/or champions who advocate for the improvement, communicate the vision, and effectively manage the process.

Additional reflection questions to inform your responses:

- Are leaders actively involved in the initiative and able to garner support and enthusiasm for the work?
- Are leaders available to help solve problems?
- How do you think leadership could be strengthened?

very good   good   fair   very poor   no opinion   don't know

Comments and actions:

5 **Team functioning**: My team is working well together. There are clear responsibilities for individuals and the work is shared across the team and does not rely on particular individuals.

Additional reflection questions to inform your responses:

- How well do you feel your team is working together?
- Does the team meet and communicate on a regular basis?
- Have clear roles and responsibilities for team members been established?
- In your opinion, are team members fulfilling these roles and responsibilities?
- Are skills and expertise of team members considered and used?
- What do you think can be done to improve team functioning?

very good   good   fair   very poor   no opinion   don't know

Comments and actions:

6 **Resources in place**: The improvement initiative has financial support to achieve long term success. We have the necessary staff, material and equipment. I am given enough time to dedicate to the improvement.

Additional reflection questions to inform your responses:

- Have enough resources (e.g. staff and tools) been dedicated to support the initiative? What's lacking?
- Do you believe the financial support provided will allow the initiative goals to become part of normal working practice in the long term?
- Do staff have enough time to spend on the improvement?
- Are resources needed discussed by the team on a regular basis?

very good   good   fair   very poor   no opinion   don't know

Comments and actions:

7 **Progress monitored for feedback and learning**: There is a monitoring system in place that allows the team to collect, manage and regularly review data. Feedback from the improvement initiative is shared with me.

Additional reflection questions to inform your responses:

- Have measures to enable continuous monitoring for the initiative been defined by the team?
- Do you think the established measures are able to assess the impact of the improvement?
- Are these measures regularly assessed?
- If the measures show lack of progress are the causes for this investigated to inform adjustment?
- Are team members and staff regularly informed about what is working well and what could be better?

very good   good   fair   very poor   no opinion   don't know

Comments and actions:

8 **Evidence of benefits:** There is evidence of benefits emerging from the improvement initiative and this evidence is regularly communicated and visible to staff and patients.

Additional reflection questions to inform your responses:

- Does the evidence for your initiative include both the impact on physical and mental well-being of patients?
- Is there evidence that the initiative is producing the desired impact on patients?
- Is evidence of the initiative's impact regularly shared with staff, patients and others?
- If evidence shows lack of progress, does the team explore reasons?

| very good | good | fair | very poor | no opinion | don't know |

Comments and actions:

9 Robust and adaptable processes: There is the opportunity to adapt the improvement initiative to reflect local needs, setting and emerging evidence. Adaptations are documented and the successes and failures of changes are reported.

Additional reflection questions to inform your responses:

- Is there regular review of how the initiative is working?
- How well does the initiative fit within current practices?
- Do staff and team members need to adapt how they implement the improvement in response to challenges or changing care needs?

| very good | good | fair | very poor | no opinion | don't know |

Comments and actions:

10 **Alignment with organisational culture and priorities:** The improvement my initiative is trying to achieve is aligned with the strategic aims and priorities of the organisation(s) we work within and our work contributes to these aims. Our work is supported by the policies and procedures within the organisation.

Additional reflection questions to inform your responses:

- Are your improvement goals aligned with organisational priorities? If not, what could improve alignment?
- How well is the work of the initiative being integrated into the everyday operations of the organisation?
- Does the initiative conflict with any other changes taking place within the organisation?

very good   good   fair   very poor   no opinion   don't know

Comments and actions:

11 **Support for improvement:** There are values and beliefs in my organisation(s) that emphasise the need to improve. Staff and management are supportive of improvement initiatives and continuous improvement is a priority for the organisation, staff and patients.

Additional reflection questions to inform your responses:

- Do you feel continuous improvement is a priority within your organisation?
- Are staff and senior management receptive to improvement initiatives?
- Are you supported by your leaders to participate in the improvement initiatives?
- Do senior leaders actively participate in improvement of the initiatives?

very good   good   fair   very poor   no opinion   don't know

Comments and actions:

12 **Alignment with the political and financial environment:** My improvement initiative exists in a supportive economic and political environment. My team is aware of external pressures and incentives that may influence the initiative.

Additional reflection questions to inform your responses:

- Has your team considered the impact of the external environment on the initiative? For example, are there economic pressures or political developments that may impact the initiative?
- Is there political support for the implementation of your initiative?
- Does your initiative help address external political or economic concerns or goals?
- Are there plans to mitigate risks due to the external environment?

very good   good   fair   very poor   no opinion   don't know

Comments and actions:
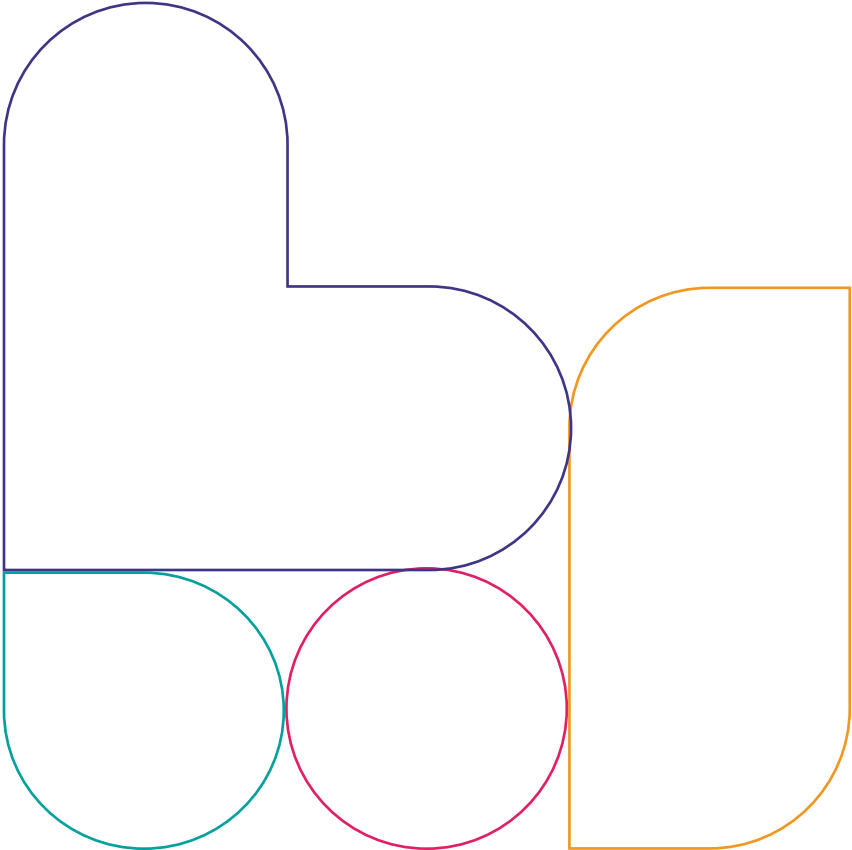
Planning for long term success using the long term success tool

Using your completed Long Term Success Tool (LTST), use this tool with your improvement team to support planning for long term success.

1a What two LTST factors are your greatest strengths, in that you and your team see these factors as most likely to contribute to the long term success of the improvement initiative?

- Success factor 1:

- Success factor 2:

1b For each of the top two success factors identified in question 1 (a): what are your goal(s) to maximize these strengths, over the long term, so these factors continue to support the long term success of the improvement initiative?

- Goal for success factor 1:

- Goal for success factor 2:

1c Create an action plan to achieve the goal(s) identified in 1 (b). We recommend that your action plan identify the elements listed in the table below – use extra paper or your computer to write detailed action plans.

Action	Who is responsible?	Due date	Completed

1d Create a measurement plan to identify how your team will evaluate success of the goal(s) identified in 1 (b). we recommend that your measurement plan identify the elements listed in the table below – use extra paper or yourcomputer to write detailed measurement plans.

What data will be collected?	How? (eg. checklist, chart audit)	Who?	When? (Be specific)	Where?

2a What two LTST factors are your greatest risks, in that you and your team see these factors as most likely to threaten the long term success of the improvement initiative?

- Risk factor 1:

- Risk factor 2:

2b What are your goal(s) to minimize these risks, over the long term, so these factors do not threaten the long term success of the improvement initiative?

- Goal for risk factor 1:

- Goal for risk factor 2:

2c Create an action plan to achieve the goal(s) identified in 2 (b). We recommend that your action plan identify the elements listed in the table below – use extra paper or your computer to write detailed action plans.

Action	Who is responsible?	Due date	Completed

2d Create a measurement plan to identify how your team will evaluate success of the goal(s) identified in 2 (b). We recommend that your measurement plan identify the elements listed in the table below – use extra paper or your computer to write detailed measurement plans.

What data will be collected?	How? (eg. checklist, chart audit)	Who?	When? (Be specific)	Where?