



Co-Lead

ABOUT THIS MODULE



SUSTAINING IMPROVEMENTS



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What is the goal of this module?

This module aims to provide space for reflection on what the Co-Lead intervention has meant for each person individually, for the team and for the organisation. Through this, the team will reach a shared agreement on how to plan for, and ensure, sustainability, and if an existing framework will be adopted to inform strategies to sustain changes that have arisen due to Co-Lead.

What is the collective leadership focus of this module?

- **Shared mental models and shared understanding**
- **Cooperation and coordination between members**
- **Engagement of all team members**

What areas of team behaviour does this module focus on?

- **Enhanced collaboration**
- **Coordination and effective team working**
- **Motivation towards goals**

Who is this module for?

All team members.

What is the patient safety impact of this module?

The adoption of new practices and tools from the Co-Lead toolkit will help reinforce teams' patient safety behaviours and help them to deliver the safest possible care. However, planning and structures are needed to ensure that positive changes are maintained in the long term.





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SESSION OUTLINE



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SESSION OVERVIEW

- Purpose:** The team needs to take time to reflect on what the Co-Lead intervention has meant for each person individually, for the team and for the organisation. This reflection process needs to be supported by the sessions and interventions already selected and completed by the team, as well as the team's priorities and progress to date on team goals.
- Timing:** 60 min.
- Setup:** Presentation > Group discussion > Session evaluation
- Outcomes:** The team will agree on how to plan for, and ensure, sustainability and if an existing framework will be adopted to inform strategies to sustain Co-Lead changes.
- Facilitators:** 1-2 team members to facilitate; 1 facilitator or team member as scribe to record ideas, discussion points, and outputs.

ADVANCE PREPARATION

- Equipment:** Each team member should access the meeting via computer with internet connection, webcam, and microphone, or via a smartphone.
- Materials:** Facilitator presentation, handouts.
- Meeting:** Set up a meeting via Zoom and invite attendees.
- For presentation, facilitators should share their screen with the attendees.
 - To take notes or share ideas, share screen with a document in Microsoft Word, Google Docs, or other writing software.
- Facilitator:** Read through this module guidance and run through the presentation to become familiar with the session outline.
- Attendees:** Share the presentation and handouts in advance via email.





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START OF SESSION

1) Introduction (10 min.)

Facilitators will guide participants through the presentation on sustainability.

2) Group discussion (45 min.)

Reflect on each of the Co-Lead intervention components completed by the team to date:

- Team Values, Vision and Mission
- Team Goal setting
- Role Clarity
- Collective Leadership for Safety Skills
- Risk and Safety Management at Team Level
- Monitoring and Communicating Safety Performance at Team Level
- Targeted intervention selected by Team

Facilitators should ask the group to reflect during this session on what has the Co-Lead intervention meant in terms of:

- **Introducing the principles of Collective Leadership:** Does each person's voice count on the team? Does each person have a say? Are each person's skills and talents being recognised and nurtured? Are we sharing leadership roles and responsibilities where appropriate?
- **Improving team performance:** Are we working better as a team? Why? Have relationship among team members improved? Do we understand and communicate better with each other?
- **Improving safety culture:** Are we more aware of safety in the moment, do we realise the harm that has happened in the past and understand how to make our team prepared for any risks or safety threats that might arise, do we have greater shared situational awareness?



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Questions for the team to work through

(Adapted from Lennox, Maher & Reed (2018). Navigating the sustainability landscape: a systematic review of sustainability approaches in healthcare. *Implementation Science*, 13:27.)

1. What is it that you wish to sustain?

For example: the principles of Collective Leadership, continuing improvement in team performance, continuing improvement in safety culture, the regular team meetings, doing interventions together, the LIT meetings, continually improving as a team, sharing and monitoring of performance data, and/or individual Co-Lead intervention components (e.g. removing blockers, using CUSS words, using S.A.F.E. Huddles, ISBAR, monitoring safety/KPIs, etc.).

2. How do you wish to view sustainability – as a process or an outcome?

For example: continuing with some or all elements of the Co-Lead programme (as a process) achieving an increase in collective leadership, team performance or safety culture (as an end goal). Can we monitor and measure this over time to ensure sustainability? How?

3. What would sustainability mean to the team?

What would it look like to say that Co-Lead had been sustained? Would this mean continuation of the programme, continuation of the benefits to staff, continuation of the benefits to patients and patient safety, having educated staff and built capacity in terms of collective leader/team performance/safety culture, would it mean further development of aspects of the programme, would it mean cost savings?

4. If you adapt an approach/framework to sustainability where would you use this approach/framework and who would use it?

For example, at the level of the team where the Co-Lead programme was implemented, the ward or across the organisation? Who will use the approach/framework? (researcher, practitioner, managers etc.)

5. Does an existing approach meet your needs? If not, what needs to change or be adapted and why?

Please see the HANDOUT for examples of approaches to sustainability below. The team needs to decide on what you want to sustain and then take an approach and amend as necessary to your local needs and implement this approach. Ideally sustainability needs to be thought about from the beginning of the intervention.



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3) Facilitator wrap-up (5 min.)

Facilitators will give a summary of what the team have agreed, about what they would like to sustain. Also highlight the shared sense of how sustaining these aspects would benefit the team, patients, staff and / or the organisation.

Participants should have reached agreement on how to plan for, and ensure, sustainability and if an existing framework will be adopted to inform strategies to sustain Co-Lead changes.

Give brief feedback on the session.

