Poster – #EIE2021

Achieving spread in a multiple quality improvement process: An empirical case study of Value Based Health Care (VBHC)

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Research aim

To understand how an improvement project can be spread and disseminated throughout multiple departments in one healthcare organisation.

Methods

A case study of value-based healthcare was performed in eight hospitals across the Netherlands, Sweden and the US. An academic hospital provided data based on interviews, observations of meetings, and documents. Additional hospitals contributed further interview data which were cross-referenced with those from the academic hospital. The use of different implementation strategies, and common factors of improvement processes were the focus of data analysis.

Key findings

In commencing the improvement process, organisations must use selection criteria and analyse which departments are suitable. Developing a plan to create public support and involve relevant stakeholders is crucial; communication is a key factor for success which is also of importance to the subsequent wider spread of the project. Taking the necessary time and not forming assumptions too quickly is important for routinisation and, thus, sustaining the project.

Most stakeholders viewed it as important for initiating departments to sustain the project before spreading it throughout an organisation. These initial departments can be utilised as frontrunners and help to facilitate the further spread of improvement projects throughout an organisation.

An adapted overarching model for organisations to use in commencing project implementation was developed, building on an established implementation theory. The model takes into account that routinisation not only relates to implementation and sustainability but is also to the transition between these two phases. Furthermore, the model highlights the importance of organisational learning as a capacity needed in all parts of an organisation.

Discussion

How does routinisation influence implementation, sustainability, and spread? Which organisational learning processes characterise the learning in the VBHC implementation process?