Sustainability Measurement Tool Edelphi Questionnaire

In this section, we ask you questions related to the concept of sustainability. Please consider each of the following statements carefully and the constructs or concepts you consider as indicators of sustainability.

Program definition: A program encompasses a specific set of activities that are adopted and implemented by healthcare organizations to improve targeted health-related (e.g., hypertension or obesity) or administrative outcomes (e.g., patient satisfaction, hospital readmission, staff education). (Adapted from Scheirer, 2013)

In each section below, please consider the statements you believe to best indicate the sustainability of a program. Rank each statement from most important (=1) to least important (=10) as an indicator of sustainability. You will have the opportunity to add comments at the end of the list of statements.

OUTCOMES:
A program is sustained when:
Please choose ONE rank for each indicator.

		Most Important 1	2	3	4	5	6	7	8	Least Important 9	10
1	Program implementation achieve the intended health benefits.	○	○	○	○	○	○	○	○	○	○
2	Program implementation achieve continued benefits for the intended clients.	○	○	○	○	○	○	○	○	○	○
3	The program delivers the intended health benefits over an extended time period.	○	○	○	○	○	○	○	○	○	○
4	The program is delivered at a sufficient level or fidelity or intensity to yield the desired health outcomes.	○	○	○	○	○	○	○	○	○	○
5	Lasting improvement in positive outcomes occurred.	○	○	○	○	○	○	○	○	○	○
6	There is a continued perception of program accomplishments.	○	○	○	○	○	○	○	○	○	○
7	Long-term solutions to the goals of the program is continued.	○	○	○	○	○	○	○	○	○	○

8

	Program activities perform at the same level than at the time of the initial implementation.	○	○	○	○	○	○	○	○	○	○
9	Program activities perform at a higher level than at the time of the initial implementation.	○	○	○	○	○	○	○	○	○	○
10	Program services are delivered at a higher percentage in follow-up audits when compared to baseline.	○	○	○	○	○	○	○	○	○	○

Comments:
(Please include here specific feedback to a statement or add any statements that should be considered.)

ROUTINIZATION/INSTITUTIONALIZATION/MAINTENANCE:

A program is sustained when:

Please choose ONE rank for each indicator.

		Most Important 1	2	3	4	5	6	7	8	Least Important 9
11	The program has become institutionalized, that is, the organization's context has adapted, including its structures and processes, to the new program.	○	○	○	○	○	○	○	○	○
12	The program has become routinized, that is, it has become part of the habitual practices of organizational members.	○	○	○	○	○	○	○	○	○
13	The program has become both institutionalized and routinized evident by contextual adaptations and routine use of the program by organizational members.	○	○	○	○	○	○	○	○	○
14	The program has become so institutionalized and/or routinized that it has reached obsolescence in the organization.	○	○	○	○	○	○	○	○	○
15										

	○	○	○	○	○	○	○	○	○
The program is being maintained, that is, the program is adapted as needed after implementation to improve its performance, remove obsolete aspects no longer in use, or to add functionalities to continue to achieve intended program outcomes.									
16 The program is fully integrated into existing organizational structures or processes. That is, the program is no longer a stand-alone entity and it cannot be differentiated from other programs.	○	○	○	○	○	○	○	○	○
17 The program is integrated to some degree into organizational structures or processes and can be differentiated from other programs.	○	○	○	○	○	○	○	○	○
18 Attention to the issues that are addressed by the program implemented is maintained.	○	○	○	○	○	○	○	○	○
19 The program has achieved permanence in the implementation setting.	○	○	○	○	○	○	○	○	○

Comments:

WHAT IS TO BE CONTINUED:

A program is sustained when:

Please choose ONE rank for each indicator.

	Most Important1	2	3	Least Important4
20 Core components of the program is maintained/routinized/institutionalized and remain recognizable from other programs.	○	○	○	○

21

		○	○	○	○
	All components of the program are maintained/routinized/institutionalized.				
22	Successful components of the program are continued, and unsuccessful elements are discarded, regardless of whether they were core components of the program.	○	○	○	○
23	New/changed practices, procedures, and policies to support the program are continued/maintained/routinized.	○	○	○	○

Comments:

TIME POINTS:

A program is sustained when:

Please choose ONE rank for each indicator.

		Most Important1	2	3	Least Important4
24	The program is continued after external funding ceased.	○	○	○	○
25	Funding to support the program is secured.	○	○	○	○
26	The program is in place more than 1 year after implementation.	○	○	○	○
27	The program is in place more than 1 year after research/project-funding period ends.	○	○	○	○

Comments:

DIFFUSION:

A program is sustained when:

Please choose ONE rank for each indicator.

		Most Important 1	2	3	4	Least Important 5
28	The program diffuses to other settings/units/organizations.	○	○	○	○	○
29	Collaborative efforts to support the program spread to other settings/units/organizations.	○	○	○	○	○
30	The program has achieved a level of organizational ownership with less support from outside organizations.	○	○	○	○	○
31	The capacity of a collaborative structure, such as a coalition, is maintained.	○	○	○	○	○
32	The organization uses the intervention effectively, that is, use it as intended and when indicated.	○	○	○	○	○

Comments:

Section B

Consider the sustainability of healthcare interventions in settings where multiple disciplines provide care or where quality improvement occurs when answering the following questions.

1. How would you define the term sustainability?

2. How would you measure the sustainability of a program, project, and intervention? That is, what specific aspects/processes/outcomes would you assess to determine if the sustainability of a project/program/intervention was achieved?

3. Should we measure sustainability differently based on the context of the care setting?

Contexts of care include:
Acute care
Post-acute care [SNFF, Rehab, Long-term Acute care (LTAC) (i.e., LTACs are facilities that specialize in the treatment of patients with serious medical conditions that require care on an ongoing basis, but no longer require intensive care or extensive diagnostic procedures)]
Outpatient settings (clinics, procedure/surgery centers, and primary care).

◯ Yes   ◯ No

Please explain your answer:

4. How does the complexity of a program affect measurement of its sustainability? (A simple intervention has only one component or usually requires only one professional group to implement, such as a nursing education program that focuses on hand hygiene of multiple professions. A complex intervention has multiple components, may involve more than one discipline, and is often implemented across multiple organizational levels, like a de-prescribing program.)

5. How does the interprofessional nature of a program affect measurement of its sustainability?

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Section C

The following set of questions focus on the different concepts we identified in the literature as indicating sustainability. We observed differences in the conceptualization of sustainability and need your help to bring clarity to these differences. Consider which of the following demonstrates the sustainability of a program and choose one best option.

A program can be considered sustained when which of the following is true?   (Select only one option)

1. The program components continued are: (select one)

○ All components
○ Core components
○ Other
○ Not applicable to sustainability

Please specify:

_____

2. The aspects of the program continued are: (select one)

○ Original program
○ Adapted program
○ Other
○ Not applicable to sustainability

Please specify:

_____

3. Continuation of the program occurs at the following timepoint: (select one)

○ Once program funding ended
○ One year after program funding ended
○ Other
○ Not applicable to sustainability

Please specify:

_____

4. Continuation of the program occurs at the following level: (select one)

○ Higher levels or percentages from baseline
○ At least at the same level or percentage as at baseline
○ Does not apply
○ Other
○ Not applicable to sustainability

Please specify:

_____

5. Continuation of: (select one)

◯ Structures and processes that support the program and its continuation (may include collaborative structures)
◯ No need to maintain support structures and processes for the program as the program must run "by itself".
◯ Other
◯ Not applicable to sustainability

Please specify:

_____

6. To be considered sustained, the following components of a program must continue: (select one)

◯ Only successful program components
◯ All components regardless of success
◯ Other
◯ Not applicable to sustainability

Please specify:

_____

7. A program can be considered sustained when the benefits from program implementation: (select one)

◯ Endure beyond program implementation
◯ Are achieved during/at end of program implementation
◯ Other
◯ Not applicable to sustainability

Please specify:

_____

Follow-up to Q7:
8. How long should benefits endure? (select one)

◯ 6 months   ◯ 1 year   ◯ 2 years   ◯ 3 years   ◯ 4 years   ◯ 5 years   ◯ > 5 years

9. Sustainability is achieved when: (select one)

◯ Organizational ownership is achieved
◯ Ongoing support from outside organizations remains necessary to support the program
◯ Other
◯ Not applicable to sustainability

Please specify:

_____

10. Diffusion of a program indicates sustainability when: (select one)

◯ Diffusion occurs to all relevant other departments, units, or organizations within a health system
◯ Diffusion occurs to a few/some relevant departments, units, or organizations within a health system when applicable
◯ Other
◯ Not applicable to sustainability

Please specify:

_____

11. A program is only sustained when: (select one)

◯ It is always used as intended or when indicated
◯ It is sometimes used as intended or when indicated
◯ It is occasionally used as intended or when indicated
◯ Not applicable to sustainability

12. A program can be considered sustained when which of the following occurred? (select one)

◯ Full integration of the program into organizational systems
◯ Partial integration of the program into organizational systems
◯ Other
◯ Not applicable to sustainability

Please specify:

_____

Demographics (Section D)

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1. GENDER (Select one):

○ Male   ○ Female   ○ Do not wish to provide

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2. RACE (Select all that apply):

☐ American Indian or Alaska Native
☐ Asian
☐ Black or African-American
☐ Native Hawaiian or Other Pacific Islander
☐ White
☐ More than one race
☐ Unknown or not reported

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3. ETHNICITY (Select one option with which you MOST CLOSELY identify):

○ Hispanic or Latino   ○ Not Hispanic or Latino   ○ Unknown or not reported

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4. PROFESSIONAL ROLE (Select one):

○ Physician   ○ Pharmacist   ○ Registered Nurse   ○ Quality Improvement Specialist
○ Other

Please specify:

_____

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5. YOUR PRIMARY AREA OF EXPERTISE:

○ Medication Reconciliation   ○ Program Sustainability   ○ Other area

Please specify:

_____

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6. AGE (in years):

_____

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7. YEARS SERVED: Years in role of expertise of [expertise]:

○ < 5 years   ○ 5 < 10 years   ○ 10 < 15 years   ○ 15 < 20 years   ○ > 20 years

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8. EXPERTISE: Self-report of expertise level about [expertise]:

○ Moderate   ○ High   ○ Very high

9. CONTACT INFORMATION
We will use this information to contact you for the next e-Delphi round or if we have questions.

Your Name:

_____

Phone number:

_____

Email:

_____

May we contact you should we have any questions?   ◯ Yes   ◯ No

Our goal is to use your responses from today's e-Delphi and at least one more e-Delphi round to develop a measurement instrument of sustainability. We want you to help us make instrument items clearer to others and to identify potential problems with questions. Will you be interested in helping us by participating in a one-time future cognitive interview ? It will entail walking through the instrument questions and thinking out loud while you answer the questions. If you think you may be interested, please indicate so next. We will contact you in future to see if you are still interested and if so will schedule an interview date and time to occur at your convenience.

May we contact you for potential participation in a cognitive interview?   ◯ Yes   ◯ No   ◯ Maybe

Best phone number or email to reach you at (if not already provided)?

_____

May we contact you for potential participation in future research?   ◯ Yes   ◯ No