SNAP | Support Needs Approach for Patients

Training Unit 2: Implementation

v18/05/2022 (online)

theSNAP.org.uk

Outline

1) Planning: getting ready for SNAP implementation

2) Piloting: getting started with SNAP implementation

3) Cascading SNAP training

4) Sustaining SNAP implementation

1

Planning:
Getting ready for SNAP implementation

Planning and preparing for implementation

- Implementation of SNAP involves a change in practice

- Change is challenging – planning & preparation help

- Aim = a clear & agreed plan for your team, site or organisation

Implementation Team

- SNAP Champions:
  - clinicians advocating for SNAP to be introduced
  - may have used SNAP

- Administrative support:
  - support meetings
  - bring the views of the administrative team
  - expertise of IT team

ACTIVITY 1 - Consider…

- How has your team, site, or organisation previously introduced and embedded new initiatives?

  - *How were new initiatives introduced previously?*

  - *What preparation was done in advance?*

  - *How were individual clinicians helped to prepare?*

  - *How successful was it?*

  - *What helped?*

  - *What hindered it?*

…and reflect

- What should be done differently when implementing SNAP as a new way of working?

Useful resources

- NICE: Practical steps to improving the quality of care and services using NICE guidance

https://intopractice.nice.org.uk/practical-steps-improving-quality-of-care-services-using-nice-guidance/index.html

- NHS: First steps to quality improvement: a simple guide to improving services

https://www.england.nhs.uk/improvement-hub/publication/first-steps-towards-quality-improvement-a-simple-guide-to-improving-services/

Engage senior management

- Engage the senior management team early

- Support for time and resources

Planning Meetings

- Purpose:
  - Developing an implementation plan as a team
  - Reviewing progress
  - Troubleshooting

- Who should be there? Implementation Team!
  - SNAP Champion(s)
  - Admin support and IT team

Proactive Planning

- Proactive planning approach ⟶ sustainability

- Plan:
  - describes the goals
  - sets out the preparation work
  - helps determine resources needed and when
  - establishes key milestones
  - helps monitor progress
  - helps achieve goals

Revisiting current policies

- Any established policies on identifying and addressing patients' needs, or person-centred care?

- Are we entirely delivering on that policy?

- Legitimises implementing SNAP

- Document and communicate to:
  - colleagues
  - senior management team

Identifying current practice

- How do we become aware of, and address, patient support needs?

- Creates a baseline

- Hold a discussion session
- Use a short survey

- Document and communicate to:
  - colleagues
  - senior management team

Tip

- Record any information gathered to reflect back on when evaluating how SNAP has changed practice

Formatting the *"How Are You?"* Booklet

- Can tailor the booklet to your organisation, but must maintain the SNAP Tool's integrity – the copyrighted content

- Front page – you could add…
  - Organisation name/logo
  - Space for patient name and date
  - Statement of purpose – or use a cover letter (template in "Resources" on SNAP website)

How
are
you?

Name: _____
Date: _____

Formatting the *"How Are You?"* Booklet

- <u>Centre pages</u> – core copyrighted © components of the SNAP Tool (can not be changed):
  - 15 questions
  - 'anything else' section
  - response categories
  - Directions for completion
  - Prioritisation statement
  - Copyright details

Formatting the *"How Are You?"* Booklet

- Back page – could add a summary of shared response:
    - support need(s) discussed
    - actions identified together
    - conversation date
    - or use the SNAP Support Plan

Formatting the *"How Are You?"* Booklet

- <u>REMEMBER</u>!

  - The 'core' components of the SNAP Tool must <u>not</u> be amended as they are protected by copyright

  - However, the back and front covers and any cover letter can be tailored to suit your individual service
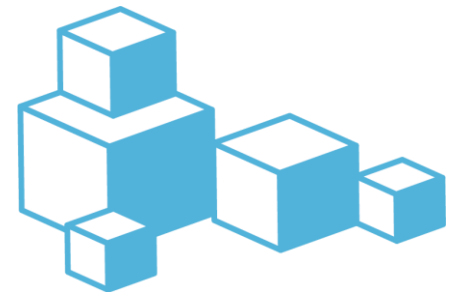
Tips

- Consider support with the design aspect of your documentation e.g. admin, IT

- Consider where to store blank SNAP Tools so that they are easily accessible to clinicians

Records

- Think about your current record system:
    - *paper or electronic?*
    - *what information is currently recorded?*
    - *does it need amending to record and retrieve SNAP info?*

- Tip:
    - start using paper records to work out what information you need, before you create an electronic record (if applicable)

Identifying your goals

- Identify your goals and reflect on what successful implementation of SNAP will look like

- SMART system:
  - S pecific
  - M easurable
  - A ttainable
  - R ealistic
  - T imely

SMART: Specific

- Identify :
  - the area that needs improvement
  - what action you will take
  - what you hope to achieve
  - who will be involved in making the change

- Likelihood of addressing a specific goal is higher than a general goal

- Series of mini targets toward overall goal

SMART: Measurable

- Track progress

- Identify:
  - what to measure
  - how to measure
  - who will measure

- For example:
  - n=? SNAP Tools & SNAP needs-led conversations completed
  - shared responses – planned and actioned
  - unmet needs that can't currently be addressed

SMART: Attainable

- Acceptable to team

- Work within the resources available

- Develop with the team

- Likelihood of achieving a goal will be higher if agreed together

SMART: Realistic

- Goals should be something you can actually achieve and relevant to your work

- For example:
  - *Is the organisation willing to introduce SNAP?*
  - *Do clinicians have the resources to deliver SNAP?*
  - *Is the patient group able to engage with SNAP?*

SMART: Timely

- Setting a timeframe will help you keep on track

- Interim time targets toward overall goal

- For example :
    - *when should the pilot have been completed?*
    - *when should all clinicians have received training by?*

ACTIVITY 2 - SMART

- Pause the presentation

- Complete the activity in the workbook which encourages you to start thinking about your goals for implementing SNAP using the SMART system

SNAP Implementation Charter

- Purpose: to document goals

- Share with colleagues – including admin staff and senior management team – invite comments

- Useful for communicating:
  - the plan
  - the rationale for implementing SNAP
  - possible constraints to implementation and plans to overcome them

Collecting meaningful information

- Keep this simple!

- Helps you:
  - demonstrate if your goals have been met
  - demonstrate how successful the implementation has been within each team or site
  - evidence the work you are doing

- Establish what to collect and where/how to store it (retrievable)

- Don't need a final plan yet – just a starter plan

How to collect information on SNAP

- Examples of good practice from clinicians:
    - motivate others
    - useful for training new staff

- Patient feedback:
    - present SNAP at existing patient groups
    - collect stories from patients
    - use a short survey

- Numerical information, e.g.:
    - *how many patients have completed a SNAP Tool and have a Support Plan completed?*

Creating awareness about SNAP

- Within the team
- Across teams/sites/organisation

- Clinical and admin teams:
  - staff noticeboards
  - staff meetings
  - ...response to policy review (legitimises)

- Patients:
  - patient groups
  - patient noticeboards
  - patient newsletters
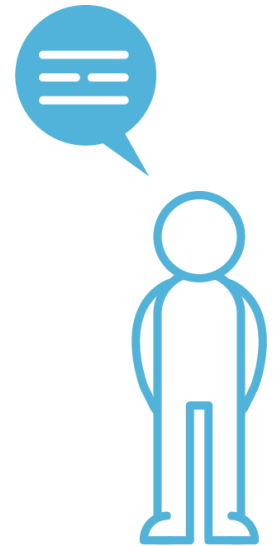
ACTIVITY 3 –
DRAFT IMPLEMENTATION PLAN

- Pause the presentation

- Start formulating your draft Implementation Plan

- Use the template for this in your workbook

2

Piloting:
Getting started with SNAP implementation

Incorporating SNAP into practice

- Explore with your team, or within each site, the practicalities of how SNAP can best be incorporated into their routine practice

- Teams/sites may each need their own Delivery Plan

- Workbook includes:
  - Guidance for developing a SNAP Delivery Plan
  - Blank template for a SNAP Delivery Plan
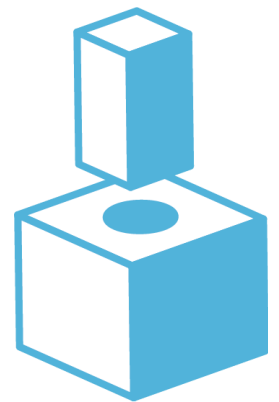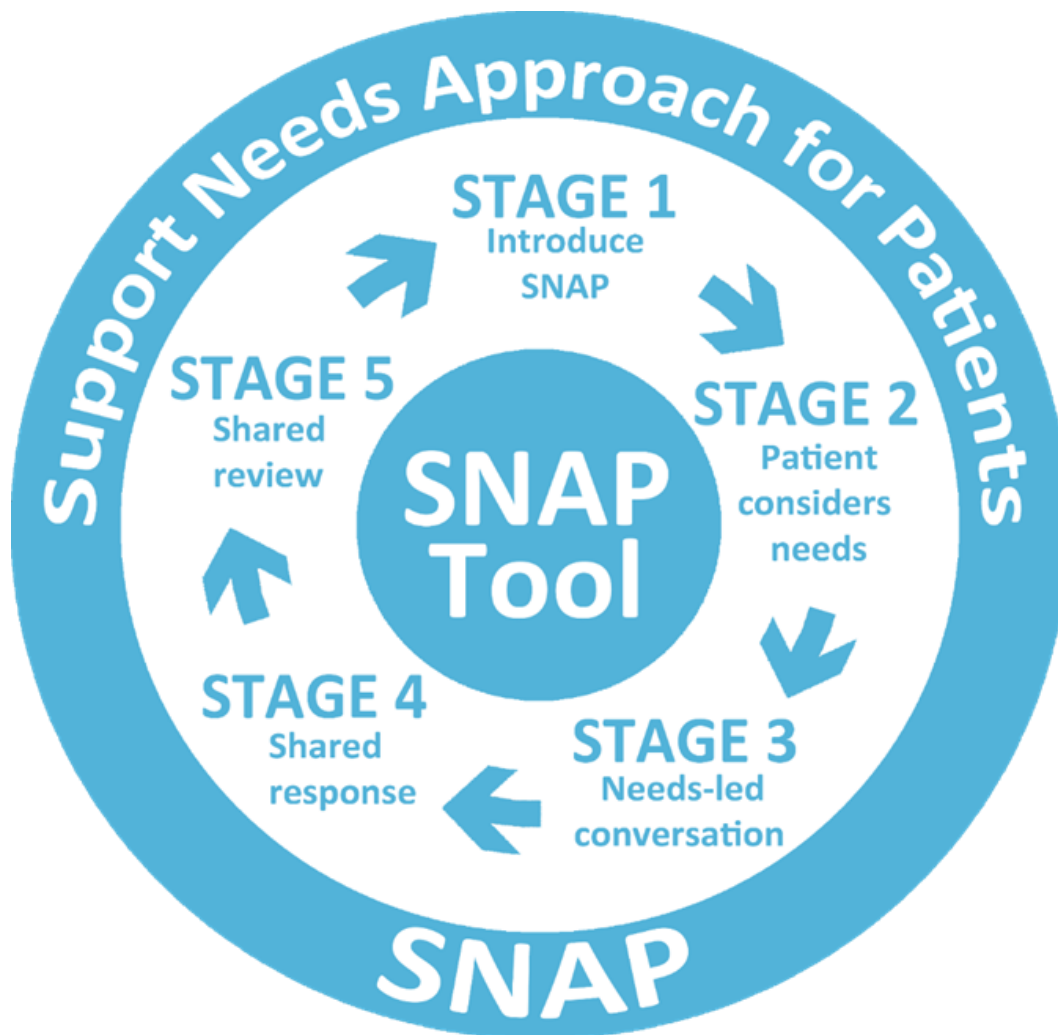
STAGE 1
Introducing SNAP
to the patient

Stage 1: Introduce SNAP

- How are you going to introduce SNAP?

- Who will introduce it?

- When will SNAP be introduced?

- Where will SNAP be introduced?

STAGE 2

Patient consideration of needs

Stage 2: Patient considers needs

- When will patients have time to reflect on their needs?

- Where will the patient complete the SNAP Tool?

- What will the patient do with their completed SNAP Tool?

STAGE 3

Needs-led conversation

Stage 3: Needs-led conversation

- How will you ask about priorities and explore their individual needs?

- Who will complete the conversation with the patient?

- When will it happen?

- Where will it happen?

STAGE 4
Shared response

Stage 4: Shared response

- Who will facilitate the shared response?

- When will it happen?

- Where will it happen?

STAGE 5

Shared review

Stage 5: Shared review

- Who will facilitate the shared review?

- When and where will it happen?

- How will the review be recorded?

- How will you decide whether or when SNAP is needed again (Stages 1-5)?

ACTIVITY 4 – DRAFT DELIVERY PLAN

- Pause the presentation

- Start formulating your draft Delivery Plan

- Use the guidance and template for this in your workbook

Admin things...

- Tracking use of SNAP:
  - Where in the record system?
  - Reference copy of SNAP Tool & Support Plan for patient?
  - Clinician log?

- Where to keep 'blank' SNAP Tools & Support Plans:
  - New patient packs
  - Supplies for clinicians' bags/ clinic rooms

Enablers and challenges

- Identify enablers and challenges
- Explore with colleagues how to address likely challenges

- Stakeholder analysis
  - NHS England & NHS Improvement – Online library of Quality, Service Improvement and Redesign tools – Stakeholder Analysis
  - https://www.england.nhs.uk/wp-content/uploads/2022/02/qsir-stakeholder-analysis.pdf

ACTIVITY 5 – ENABLERS & CHALLENGES

- Pause the presentation

- Complete the workbook activity on enablers and challenges

Piloting

- Useful for:
  - Gaining experience in using SNAP
  - Identifying early enablers and challenges
  - Identifying and testing solutions
  - Gathering material for additional training

- Tip: A pilot will help you to reflect on *potential* challenges identified and whether they actually arose in practice

Plan, Do, Study, Act

- Plan – the change to be tested or implemented

- Do – carry out the test or change

- Study – data before and after the change and reflect on what was learned

- Act – plan the next change cycle or full implementation
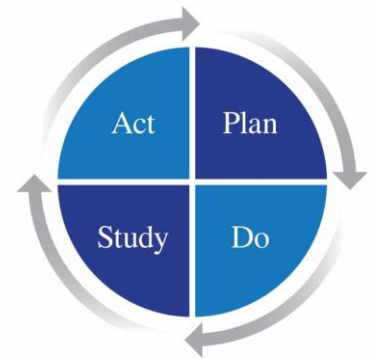
Plan, Do, Study, Act

- Plan:
  - Which clinicians will pilot the use of SNAP?
  - How long will you pilot SNAP for?
  - What are your goals for the pilot?
  - How will you collect information during the pilot?
    - Pilot Monitoring Template
- Do:
  - Run the pilot - start using SNAP in practice!
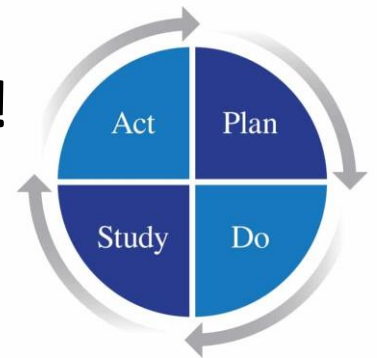
Plan, Do, Study, Act

- Study:
  - Review completed Pilot Monitoring Templates
  - Meetings with piloting clinicians and other stakeholders (e.g. senior managers and admin staff)
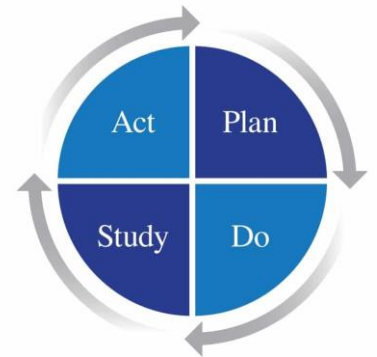 - Consider what information to share (e.g. number of SNAP needs-led conversations, shared planning outcomes)
  - Get feedback and ideas from your colleagues and senior management team

- Act:
  - Wider implementation or make some changes and test with another small pilot

ACTIVITY 6 – PILOT PLANNING

- Pause the presentation

- Complete the workbook activity on planning your pilot

3

Cascading SNAP training

Training others after the pilot

Two main methods:

- 1) Completion of SNAP online training (Unit 1) + team discussion sessions (pre & post)
  - Access to computer/tablet for Unit 1?
  - Professional development time for Unit 1?
  - Time-frame for completing Unit 1?

- 2) Face-to-face training session delivered by Implementation Team *(or SNAP Team bespoke)*

Common questions asked about SNAP

- We have the answers!
  - …in the SNAP Implementation Resources Pack
  - …and short film on the website training page

Other thoughts on training…

- Post-training meeting – once using SNAP in practice

- Training new staff

- Refresher sessions

- Additional training requirements e.g. communication skills, change management

4

Sustaining
SNAP implementation

Sustaining a new way of working

- Aim for SNAP to become the 'norm'

- The work already done will help (communicating clearly, agreeing processes, training everyone)

- Senior management support
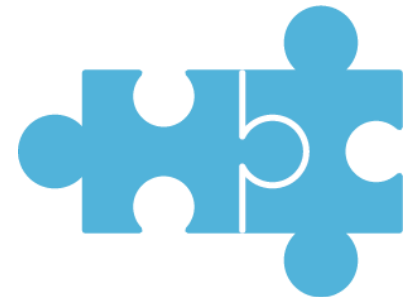
Methods for sustaining successful implementation

1) Monitor progress with SNAP

2) Engage your colleagues

3) Normalise SNAP

1) Monitoring and reviewing progress

- Who will be responsible for monitoring progress?

- Will you set up meetings specifically to reflect on your progress?

- How often will you reflect on your progress?

- What information will you use as a basis for monitoring your progress?

1) Monitoring and reviewing progress

<u>If you are not meeting your goals</u>…

- Were the goals realistic? Were they SMA<u>R</u>T?

- Discuss with colleagues what prevented goal attainment and what would help

- Repeat the Plan-Do-Study-Act cycle
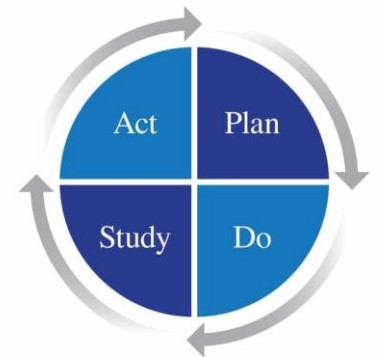
1) Monitoring and reviewing progress

Feedback

- Provide regular feedback to everyone:
  - senior management team
  - admin and IT staff
  - clinical colleagues

- Seeing progress incentivises

- Co-develop solutions

# 2) Involving and engaging colleagues

- Get feedback and act on it – listen and adapt

- Motivation and enthusiasm may start high, but need sustaining

- Ongoing engagement helps:
  - prevent reverting to previous practice
  - identification of positives and challenges
  - development of a culture of involvement

2) Involving and engaging colleagues

- Gather feedback formally & informally
  - explore & address challenges
  - use the motivation & successes of some to encourage others

- Share good practice:
  - Exemplars from clinicians
  - Feedback from patients *(ask about "How Are You?" Booklet)*

- Network with others externally

3) Normalising use SNAP

- Remove links to old ways of working

- Reminder systems:
  - stickers
  - fix the "How Are You? Booklet to the front of notes
  - electronic reminder system
  - SNAP tracking board
  - 'aide-memoire' e.g. 5-stages of SNAP diagram
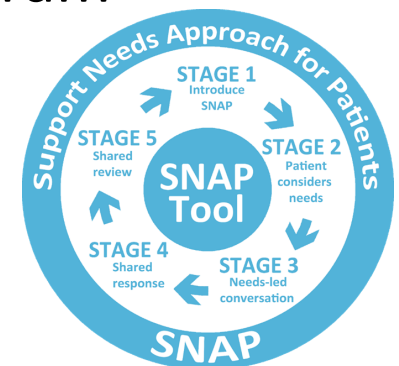
3) Normalising use SNAP

- Agenda item: staff meetings & multi-disciplinary team meetings

- Add SNAP training to new staff induction programmes

- Hand responsibility for ongoing monitoring of SNAP over to senior managers

ACTIVITY 7 – NORMALISING SNAP

- Pause the presentation

- Complete the workbook activity on normalising the use of SNAP

Final checklist

- Support from senior management to move to wider implementation?

- All clinicians completed SNAP training?

- SNAP site champions been identified within each team/site implementing SNAP?

- Pilot of SNAP completed at each site?

- Everyone knows start date of wider SNAP implementation?

- All clinicians have a copy of the SNAP Delivery Plan?

- Plans for sustaining SNAP in place?

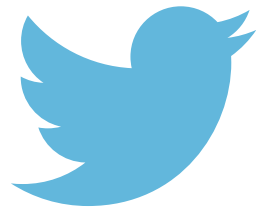# SNAP: Support Needs Approach for Patients

Gail Ewing, Morag Farquhar, Carole Gardener

Photo credit: Peter Jones

SNAP: Support Needs Approach for Patients

CONGRATULATIONS!