


**NHS**  
Gloucestershire Hospitals  
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# Gloucestershire Safety & Quality Improvement Academy

Ending a Project Well



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Ending a project well is just as important as starting. Considering the end early on in the process, and keeping it in mind all the way through your project can save time and effort at the end of the timeline,  
Feel free to refer back to these slides at any point through your journey

## Module Contents

- Quality Management Systems
- When is the right time to close a QI project?
- Transitioning to Business as Usual
- Share, Celebrate (including the GSQIA Graduation), Scale up and Spread
- Reflections on growth and learning



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This module looks at Quality management systems, closing a QI project and the transition to Business as usual. It provides information on the GSQIA graduation process and the things to consider when reflecting on the process

# Quality Management System

A whole organisation quality management system is a coordinated and interconnected approach to:

- **Planning** - Proactive process for planning and prioritisation. Understanding what is and is not working
- **Improving** - Fostering a culture of continuous improvement
- **Maintaining** - Ensuring ongoing performance and sustaining improvements over time
- **Assuring** high-quality care - checking whether services meet established quality standards



A Quality Management System, or QMS, is a structured framework that ensures the organisation consistently meets the needs of our patients and colleagues and also our regulatory requirements. It provides a systematic approach to planning, implementing, and monitoring quality-related activities, with a focus on continuous improvement.

## When to end a project

**All decisions you make during your project should be data driven and the end point is no exception**

Project End	Things to consider now...
SMART Aim achieved	Have you got a clear SMART aim, so you know if you have achieved your goals?
Sustained improvement demonstrated	Do you have a run chart or SPC set up to display your data, evidencing the improvement?
Change ideas implemented consistently	Have changes been implemented across all colleagues / teams. Consider system-based changes instead of relying on person-based changes
Business As Usual (BAU) processes ready for handover	Is ongoing data required to provide assurance? How will this be collected/displayed and who has responsibility for it?
Change in circumstances / priority	This is a conscious decision to end a project early – ensure closure and reasons behind it are fully communicated



A project officially concludes when its aim has been achieved and the improvement is sustained. To make this possible, it is essential to start with a clear SMART aim and ensure regular or ongoing data collection to evidence your results. Using a run chart or SPC to visualise your data helps to track your progress and share your results.

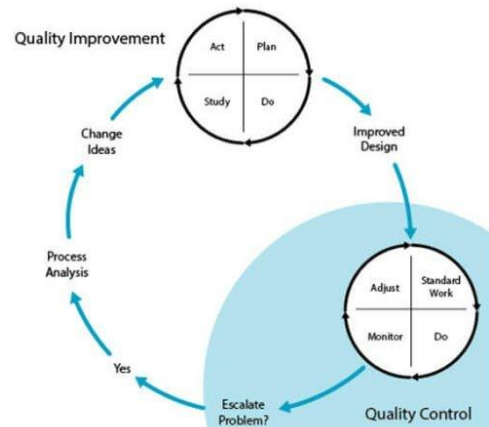
To maintain gains, make sure change ideas are implemented consistently and that there is a plan for ongoing monitoring as the project transitions into business as usual.

Sometimes projects close because circumstances or priorities change. This is acceptable as long as it is a conscious decision rather than the project simply losing momentum or focus. In these cases, consider the needs of your stakeholders and ensure they understand the reasons for early closure. Ask yourself: do the original reasons for starting the project still apply? If they do, then it is worthwhile refocussing and reenergising the project.

## Transitioning to 'Business as Usual'

- Embedding the changes so they become part of everyday practice
- Integration of new processes into existing workflows
- Update policies / training
- Clear ownership for monitoring – dashboards / performance reports tracking progress
- Communicate the benefits of the change to all staff

### Quality Control Cycle



Transitioning from a quality improvement project into 'business as usual' means embedding the changes so they become part of everyday practice.

This involves integrating new processes into existing workflows, updating policies and training, and ensuring clear ownership for ongoing monitoring.

Consider the inclusion of your project metrics into a dashboard or regular performance report to ensure the improved status is retained.

Communicate the benefits of the change to staff and provide refresher training where needed.

Finally, schedule regular reviews to identify any issues early and keep continuous improvement on the agenda

## Share and Celebrate, Scale Up and Spread

**Sharing and Communication** – Consistently share data, challenges & learning, decisions and plans. Keep your stakeholders and wider team up to date throughout the project

Highlight additional benefits – **Environmental, Financial** and **Societal**, and share with respective teams



**Celebrate:** Early wins, overcoming barriers, milestones, creativity, and learning. Consider divisional opportunities - showcase at Divisional Quality Boards.

**Scale up** - As you become confident in your changes expand their reach

**Spread** - Identify other areas with similar issues and share your project.



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Let's take a moment to consider how to share, celebrate, scale up, and spread your improvement work.

Firstly, communication is key. Be open and consistent with information including presentation of your data, challenges, lessons learned and future plans. Use a mix of formats — team huddles, emails, MS Teams, open forums and think about the advantages of visual charts and infographics. Remember to highlight the wider benefits - environmental, financial, and societal impacts. The Green team, Project management and health inequalities teams respectively will be really interested to hear all about your findings.

Next, think about celebrating by recognising early wins, milestones, and creative solutions. Divisional Quality Boards are an excellent platform to showcase your project and gain cross specialty insight.

Then, consider the scale up of your PDSAs. QI starts small, but once you have confidence in the changes you're testing, expand their reach.

And finally, spread your improvement. Where else might be experiencing the same or similar issues to you so you can share your project specifically with them?

By sharing, celebrating, and spreading, we amplify impact and drive meaningful improvement.

## #TeamGSQIA Celebration and Sharing

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Your Silver Graduation

Poster upload to the Gloucestershire Evidence and Research Repository, for easy access by other healthcare professionals (linked from the GSQIA website)



Team GSQIA will help you to share and celebrate through your graduation from the Silver project – there's some additional information about your Graduation on the next slide

Following your graduation, your project poster will be uploaded onto the public facing Gloucestershire Evidence and Research Repository, for easy access by other healthcare professionals. If you do not want this to occur, please inform the team through the generic email address.

## Thinking towards your Graduation



There are some mandatory modules to complete before graduating:

- Measurement
- Patient Experience
- This module on 'Ending a Project Well'
- Presenting your Progress

Seeing an improvement is wonderful, but not necessary to graduate (we want to see the application of the tools and techniques)

Graduations take place every 3 months on average

You will need to create a 5-6 minute PowerPoint presentation and complete a Project Poster – templates will be provided



All graduations are open to everyone – feel free to attend one before your own – keep an eye out for adverts in the Global email

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## Ending a project well

### Quick Checklist

- ✓ **Review Objectives** – Confirm whether project goals were achieved
- ✓ **Document Outcomes** – Record successes, challenges, and lessons learned
- ✓ **Communicate Results** – Share findings with stakeholders clearly and transparently
- ✓ **Celebrate Achievements** – Recognise team contributions and successes
- ✓ **Handover Responsibilities** – Assign ownership for ongoing monitoring and actions
- ✓ **Archive Key Documents** – Store reports and data for future reference
- ✓ **Close Out Resources** – Release any temporary resources or budgets



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Ending a project well is just as important as starting it. A good close-out ensures that lessons are captured, stakeholders feel informed, and improvements are sustained. Begin by reviewing whether objectives were met and documenting successes and challenges. Share results with stakeholders in a clear, transparent way, and celebrate achievements to recognise team effort. Capture lessons learned in a format that can be accessed for future projects. Finally, confirm that any ongoing actions or monitoring responsibilities are handed over to the right owners, so the benefits of the project continue beyond its official end

## Reflection

### - transforms experience into learning

**Capture lessons learned** – What worked well? What didn't? Why? - This insight prevents repeating mistakes and strengthens future projects

**Evaluate impact** – Did we achieve the intended outcomes? how those changes affected patients, staff, and processes.

**Celebrate** team efforts and successes

#### Consider:

- A structured debrief with the project team
- Feedback from stakeholders
- Document key findings and share



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As a quality improvement project closes, reflection is essential. It's our chance to pause and learn from the experience. By asking what worked well, what didn't, and why, we turn insights into future improvements. Reflection helps us measure impact, recognise team contributions, and share lessons across the organisation. This step ensures that every project strengthens the next, driving continuous improvement.