Engaging Frontline Staff in Innovation and Quality Improvement

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Select priority TCAB projects
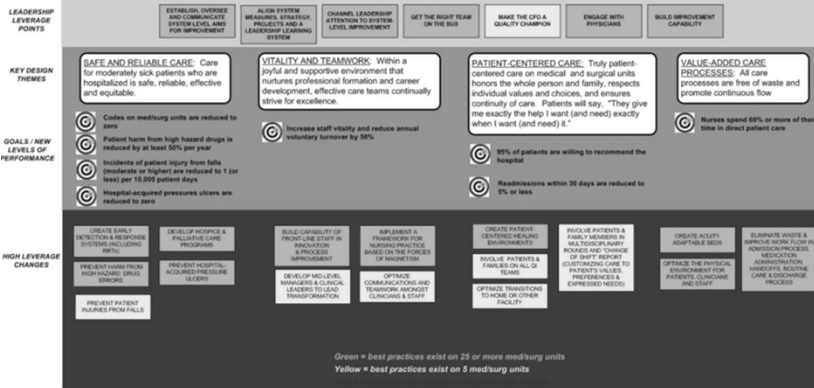
Transforming Care at the Bedside Collaborative

Assessing Strategic Alignment & Establishing Aims

Hospital: _____

The executive leader/sponsor, day-to-day leader and members of the TCAB team complete this strategic assessment and select the priority projects.

TCAB Aims	Which aims are explicitly aligned with this year's Strategic Plan for your hospital?	Have you achieved the <u>best known level of performance</u> for these TCAB aims? (for at least 6 consecutive months)	Is this a priority project for TCAB for the coming year?
Reduce deaths	Yes [ ] No [ ]	Zero codes. Yes [ ] No [ ]	Yes [ ] No [ ]
Prevent harm from high-hazard drug errors	Yes [ ] No [ ]	Reduce patient harm from high-hazard drugs by at least 50% per year. Yes [ ] No [ ]	Yes [ ] No [ ]
Prevent patient injuries from falls	Yes [ ] No [ ]	Incidents of patient harm from falls are reduced to 0.1 (or less) per 1,000 patient days. Yes [ ] No [ ]	Yes [ ] No [ ]
Prevent hospital acquired pressure ulcers	Yes [ ] No [✗]	Zero hospital-acquired pressure ulcers. Yes [ ] No [✗]	Yes [ ] No [✗]
Improve patients' and family members' experience of care	Yes [ ] No [ ]	95% of patients are willing to recommend the hospital. Yes [ ] No [ ]	Yes [ ] No [ ]
Improve teamwork and staff vitality and reduce nursing turnover	Yes [✗] No [ ]	Annual voluntary turnover is 5% or less. Yes [ ] No [✗]	Yes [✗] No [ ]
Reduce Readmissions	Yes [ ] No [ ]	Readmissions within 30 days are reduced to 5% or less. Yes [ ] No [ ]	Yes [ ] No [ ]
Increase nurses' time in direct care	Yes [ ] No [ ]	Nurses spend 60% of their time in direct patient care. Yes [ ] No [ ]	Yes [ ] No [ ]

The "how" of TCAB
What is the TCAB process?

- Link TCAB aims to the hospital's strategic plan
- Generate new ideas for testing **Front-line staff generates new ideas**

  - "Snorkel" (adaptation of IDEO's "Deep Dive")
  - Adapt strategies from other industries
  - Adapt "best practices"
  - Conduct site visits / calls with other TCAB teams / Storyboard
- Test new ideas and measure outcomes
- Implement and spread successful changes

Objective

- Understand the key features of a process for engaging front-line staff in innovation

Engaging Front-line Staff in Innovation and Quality Improvement

"Snorkeling"

What's a "snorkel"?

- Brainstorming process
- Adapted from IDEO's "Deep Dive"
  - Shortened Deep Dive
- Engages hearts and minds of front-line staff

Outline of a 'Snorkel'

- Storytelling
- How might we ......?
- Brainstorming
- Select top ideas (multi-vote)
- Prioritize ideas for development
- Plan prototypes/enactments
- Design first series of tests

Set-up and Supplies Needed

- LCD projector with speakers and projection screen
- Large enough room for small group work
- Room set-up with small tables
- Lots and lots of light colored post-its and fat markers (black or blue "Sharpies")
- Voting dots in strips of 8-10
- Multiple flip charts (one for each small group – at least one per two tables)
- Masking tape
- Props for "enactments"

Anthropologists like Margret Mead, understood that fresh discoveries can be made, only by spending lots of time in the field

Get out into your unit

-Sit on the bed
-Walk down the hall
-Pretend to take a shower in a patient bathroom

What do you notice?

Observations

- All based on the patient's point of view

- No Judgment, No Assumptions, No Criticism

- Helps us understand the work before it can improved

Current Picture of the Work

Power of Observation

Seeing something for the millionth time, the first time.

Storytelling

In lieu of doing actual observations, use storytelling to "observe" actual experiences

Recall an actual story or experience which relates to the specific design challenge (personal, friend or family member or work-related experience)

- ✓ *Who was involved?*
- ✓ *What happened?*
- ✓ *How did individuals feel and react?*

Give an example

Tell stories in small groups (not more than 2 minutes each)

How might we…..

Use ideas from the stories you just heard
Write each idea on a post-it

IDEAS SHOULD BE ACTIONABLE!

Rules for brainstorming

- Choose one or two "how might we" scenarios…..
- Encourage wild ideas
- Go for quantity-want hundreds of ideas
- Defer judgment
- One conversation at a time
- Build on ideas of others
- Stay focused on topic ("how might we scenarios…)

Multi-voting to Select Top Ideas

Cluster together similar ideas from brainstorming exercise
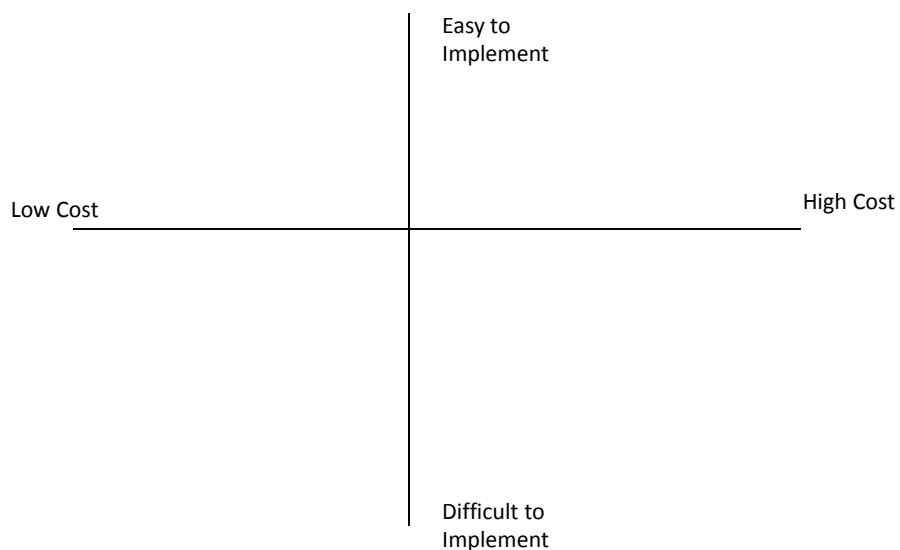
Use 10 stickers to vote:

- ✓ What are your personal favorites?
- ✓ What idea would you most like to try on your unit?
- ✓ What idea do you think will have the biggest impact toward achieving the "how might we…"

Participants can distribute their dots however they want —– all on one idea, each dot on a separate idea, or anything in between
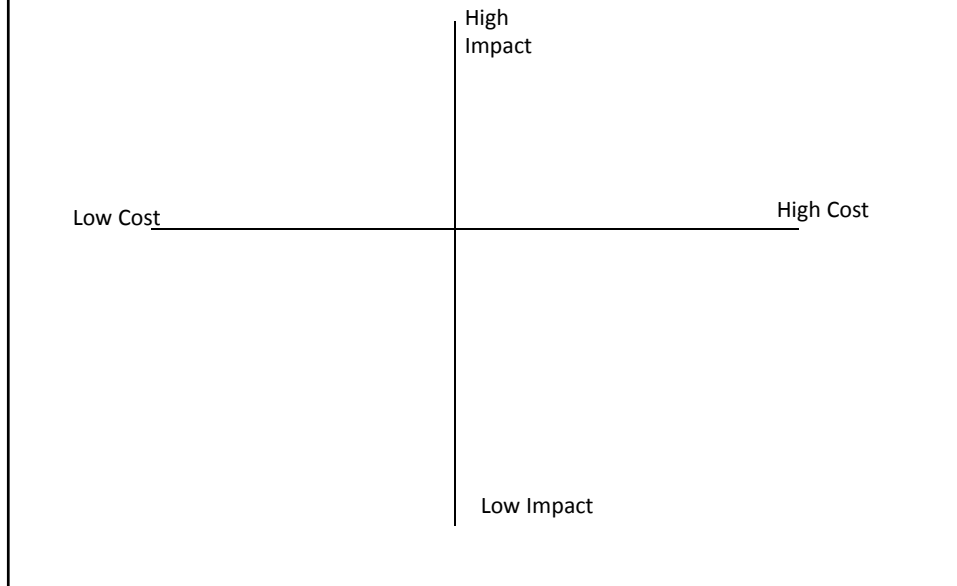
Report out on favorite ideas (where there are most dots)

Matrix of Change

Place concepts in matrix. Strive for high-impact, low-cost solutions. Translate high-cost solutions into low-cost alternatives.

Easy to Implement

Low Cost   High Cost

Difficult to Implement

Matrix of Change

High
Impact

Low Cost   High Cost

Low Impact

Enactments

Enactments

- Create an enactment to illustrate an extreme future vision for your prototype
- Create storyline and build
- Rehearse and refine
- Present to whole group
- Select elements and build on ideas

'Snorkel'

- Storytelling
- How might we ......?
- Brainstorming
- Select top ideas (multi-vote)
- Prioritize ideas for development
- Plan prototypes/enactments
- **Design first series of tests**