

Engaging Frontline Staff in Innovation and Quality Improvement

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Aligning Forces for Quality | Improving Health & Health Care in Communities Across America

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The TCAB Model

I INSTITUTE FOR HEALTHCARE IMPROVEMENT

EFFECTIVE CHANGE	TRANSFORMATIONAL LEADERSHIP	Transformational Leadership at all Levels of the Organization					
	LEADERSHIP	COMMUNICATE SYSTEM LEVEL AIMS FOR IMPROVEMENT	ALIGN SYSTEM MEASURES, STRATEGY, PROJECTS	CHANNEL LEADERSHIP TO SYSTEM-LEVEL IMPROVEMENT	GET THE RIGHT TEAM ON THE BUS	ENGAGE PHYSICIANS & LEADERS	BUILD CAPABILITY TO IMPROVE
	TCAB PILLARS	SAFE & RELIABLE CARE	VITALITY AND TEAMWORK	PATIENT-CENTERED CARE	VALUE-ADDED CARE PROCESSES		
	> 0 Hospital acquired pressure ulcers are reduced to zero.	> 0 Increase vitality and reduce voluntary turnover by 50%	> 0 95% of patients are willing to recommend the hospital	> 0 Increase nursing direct patient care time at the bedside to 60%			
	Institute Hourly Rounding Improve skin assessment process	Adopt bedside report Implement Safety Huddles	Organize transitions to other health care facilities Involve patients and families on QI teams	Create acuity adaptable beds Reduce “hunting and gathering” on the unit			

Requires test of change/cycles of improvement
 Best Practice has been adopted on TCAB unit
 Best practice adopted on ALL units

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 best known level of performance 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 <input checked="" type="checkbox"/>	Zero hospital-acquired pressure ulcers. Yes [] No <input checked="" type="checkbox"/>	Yes [] No <input checked="" type="checkbox"/>
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 <input checked="" type="checkbox"/> No []	Annual voluntary turnover is 5% or less. Yes [] No <input checked="" type="checkbox"/>	Yes <input checked="" type="checkbox"/> 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 []

Where to Begin?

Select priority TCAB projects

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'

1. Storytelling
2. Design Challenge:
"How might we"
3. Vote
4. Brainstorming
5. Select top ideas (multi-vote)
6. Prioritize ideas for development
7. Plan prototypes/enactments
8. Design first series of tests



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.



Snorkel: 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)

Let's Snorkel!



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”

Snorkel: “How might we...”

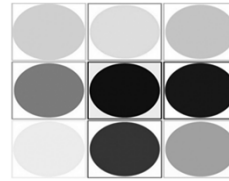
- Write “How might we...” at the top of the flip chart page
- Use ideas from the stories you just heard
- Write each idea on a post-it
- One idea per post-it
- Put post-it notes on the flip chart



IDEAS SHOULD BE ACTIONABLE!

Snorkel: “How might we...” Voting

- Cluster (or consolidate) like ideas/scenarios.
- Use dots to vote



Voting is individual, not a group decision

Snorkel: Brainstorming

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...)



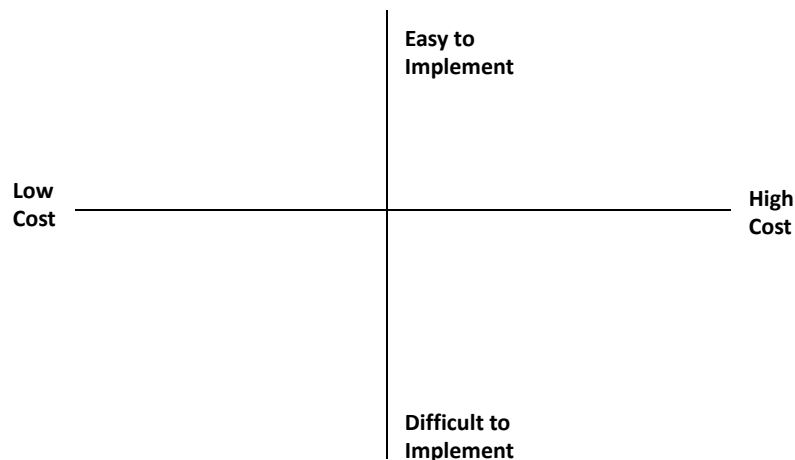
Snorkel: Multi-voting to Select Top Ideas

- 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)

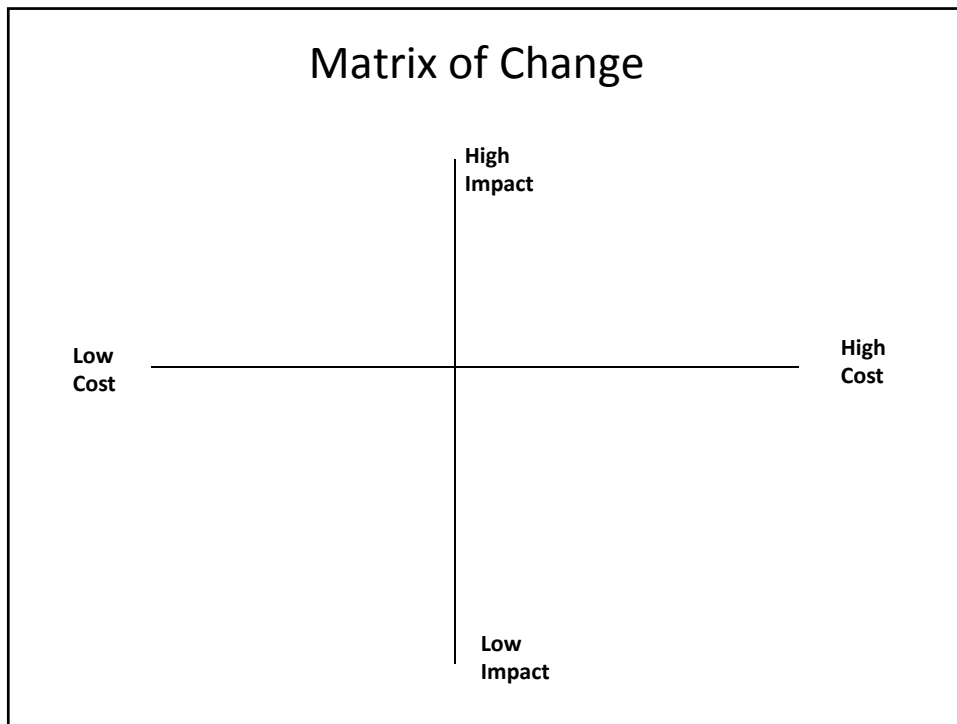
Snorkel: Prioritize Ideas

Matrix of Change

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



Matrix of Change



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?
- Vote
- Brainstorming
- Select top ideas (multi-vote)
- Prioritize ideas for development
- Plan prototypes/enactments
- **Design first series of tests**

