Transforming Care by Engaging Nurses in Innovation

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Objectives

• Identify characteristics and barriers to innovation.
• Demonstrate techniques to increase creativity within their organizations.
• Describe how to build cross-functional, interdisciplinary innovation teams.

Disclosure

• Nothing to disclose.
Defining Innovation

A novel set of behaviors, routines and ways of working that are directed at improving health outcomes, administrative efficiency, cost-effectiveness, or users’ experience and that are implemented by planned and coordinated action.

(Greenhalgh, et al., 2004, p. 582)

Putting new ideas into practice or using existing ideas in new ways.

(Melnyk & Davidson, 2009)
## Improvement vs. Innovation Mental Models

<table>
<thead>
<tr>
<th>IMPROVEMENT</th>
<th>INNOVATION</th>
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<tbody>
<tr>
<td>Elimination, remove existing system faults.</td>
<td>Creation, remake the system.</td>
</tr>
<tr>
<td>Known</td>
<td>Unknown</td>
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Faults (Laderman, Institute for Healthcare Improvement, 2017)
Tap. Snap. Deposit.

> Learn More
Three “types” of Innovation

• Buying and using health care (models of care/care delivery).

• Health Technology: creating new products/treatments to improve care.

• Business models: focusing on access, supply chain, infrastructure and integration.

(Herzlinger, 2006)
Leadership

• Provide opportunities for innovation, from incremental or disruptive type innovation.

• Identify mentors that can cultivate innovators among leaders and staff.

• Talk about it – ask about it.

• Publically reward innovative ideas.

• Model innovation.
Integrate the Expectation

• Not an initiative, has to become the culture

• Doesn’t compete with current process improvement

• Build a framework
Barriers

- Players
- Policy
- Resources
- Accountability
Empowerment Overcomes Barriers

• Encourage nurses to do what they do best…solve problems
• Provide support and resources
• Encourage divergent thinking
• Employ novel solutions
• Engage nurses in the process
• Celebrate innovation in real time
• Learn from failure
Creativity Exercises (tomwujec.com)

DRAW TOAST

A Primer in Systems Thinking

Tom Wujec
Creativity Exercises (mindmeister.com)
Cross Functional Teams

• Populate teams with energetic participants

• Incorporate variety of disciplines

• Incorporate a variety of experience & skill levels
Start tomorrow...

- Start small, identify one project/problem
- Use a dedicated committee/council (or carve out time in existing)
- Cross-functional/interdisciplinary teams
- Drive out fear
- Create an innovative culture with fun
- Embrace failure
- Think differently
- Reward innovation
Helpful Resources

- MakerNurse.com
- Innovationexcellence.com
- CMS Innovation Center innovation.cms.gov/index.html
- AHRQ Innovation Center innovations.ahrq.gov
- Brigham Innovation Hub disruptingmedicine.org
- Kaiser Permanente, Garfield Innovation Center garfieldcenter.kaiserpermanente.org
- MindMeister.com
Thank you


• Infographic: http://bit.ly/2bRm5wl
• English version: http://bit.ly/2byOeaL
• Spanish version: http://bit.ly/2b608dZ

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