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

IMPROVEMENT	INNOVATION
Elimination, remove existing system faults.	Creation, remake the system.
Known	Unknown

Faults (Laderman, Institute for Healthcare Improvement, 2017)

A13 2
A12 1
A11 2
A10 1
A09 2
Wir
5
6
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per
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lich
8
Geschäfts-
kunden

(Pixibay, 2016)

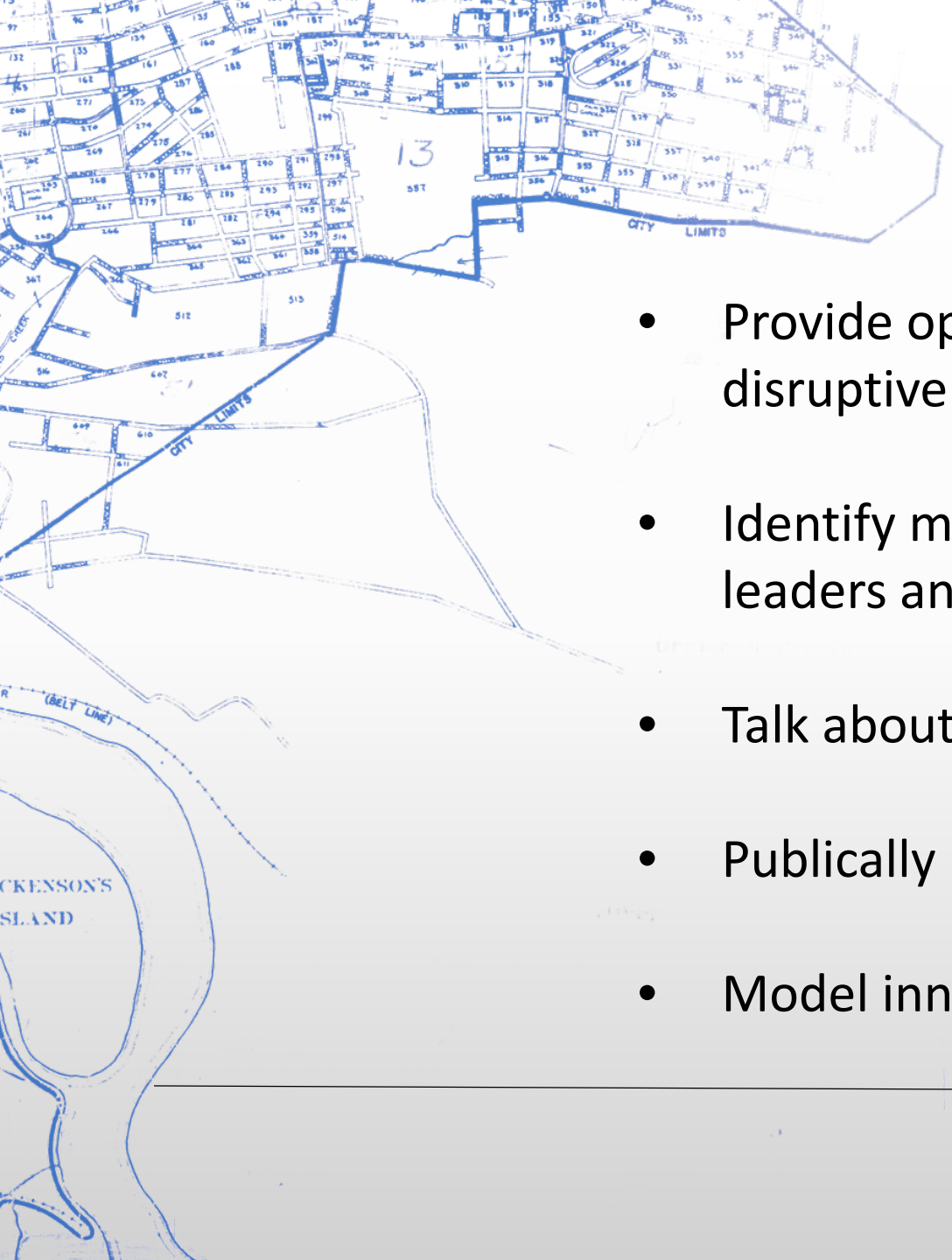
Tap. Snap. Deposit.

> 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

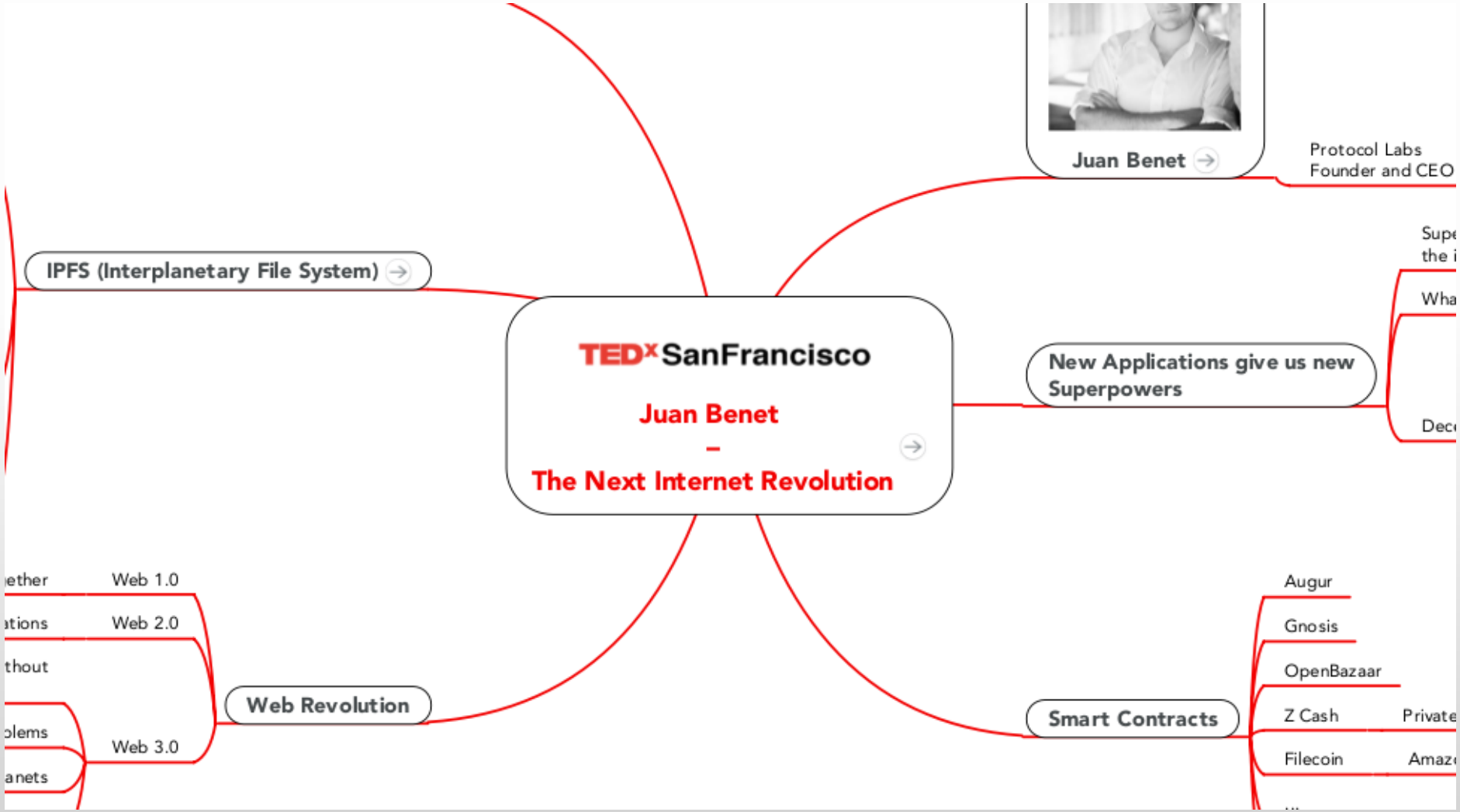
- Players
- Policy
- Resources
- Accountability

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)

Creativity Exercises (mindmeister.com)

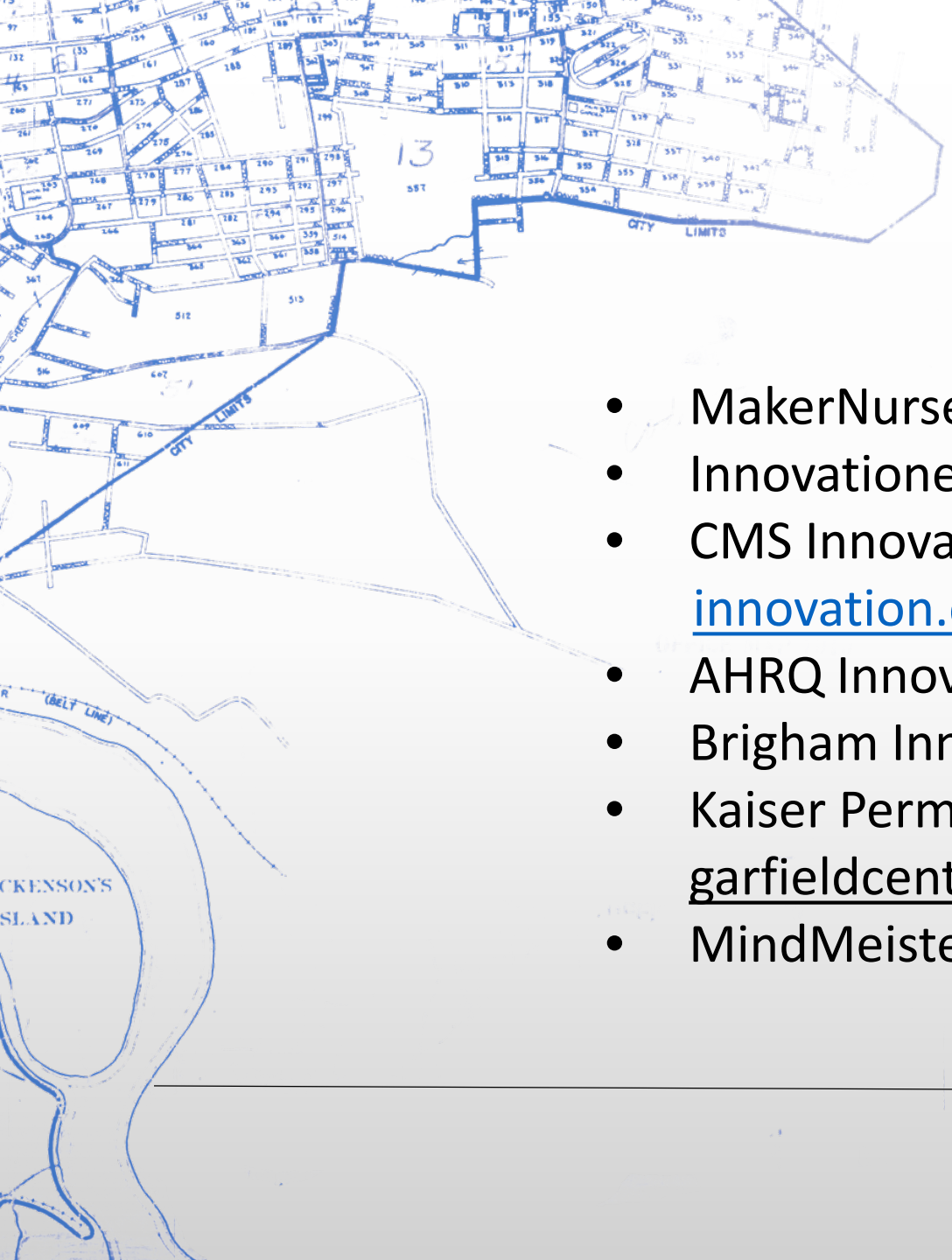


Cross Functional Teams

- 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

The Innovation Road Map: A Guide for Nurse Leaders.

Cianelli, R., Clipper, B., Freeman, R., Goldstein, J., & Wyatt, T. (2016).

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

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The Innovation Roadmap: The Nurse Leaders Guide

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