

Building a Culture of Innovation

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Objectives

- Summarize characteristics of innovation.
 - Describe how to increase employee engagement through creating a culture of innovation.
 - Explain how to implement various creativity tools within the organization.
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Defining Innovation

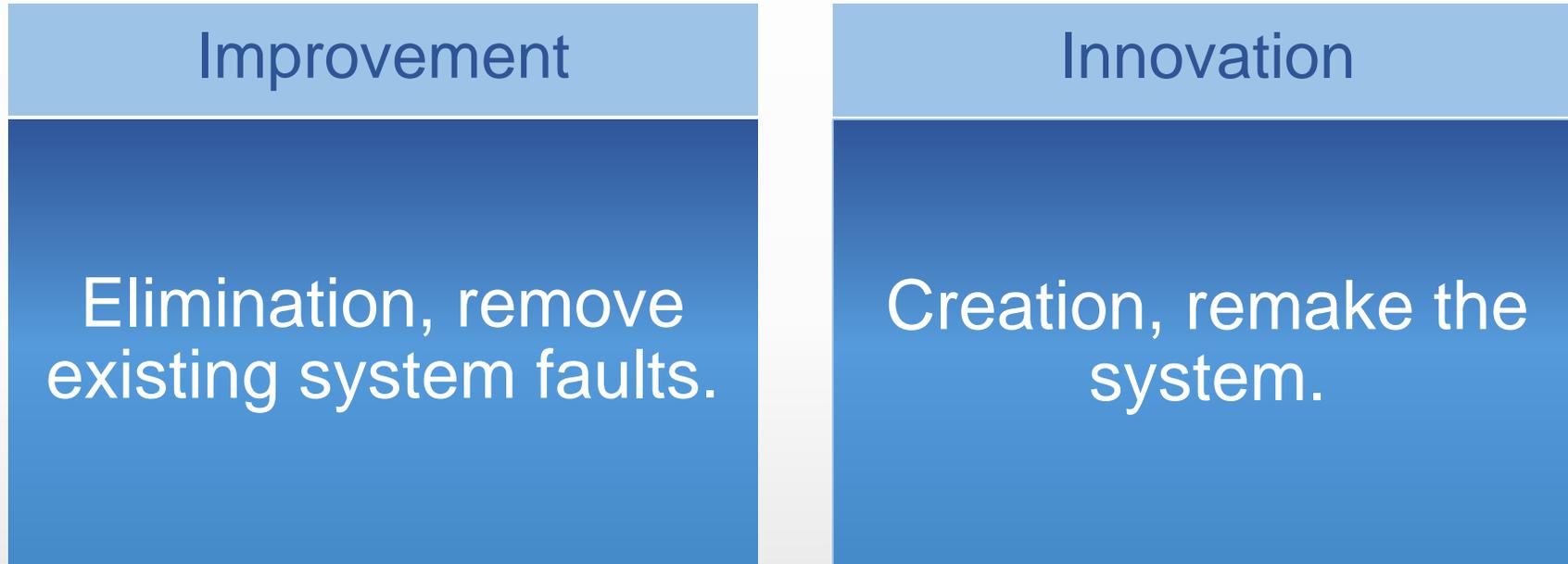
A novel set of behaviors, routines and ways of working that are directed at improving health outcomes, administrative efficiency, cost-effectiveness, or users' experience and that are implemented by planned and coordinated action.

(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



(Laderman, Institute for Healthcare Improvement, 2017)







(Pixibay, 2016)

Tap. Snap. Deposit.



> **Learn More**

“Innovation is central to improving healthcare”.

- International Council of Nurses, 2009

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)

Creating an Ecosystem for Innovation

- Characteristics of innovation
- Components of innovation
- Barriers to innovation
- Innovation in action





Characteristics of Innovation

Characteristics of Innovation

Organizations that demonstrate these characteristics are more innovative:

- Divergent thinking
 - Risk Taking
 - Failure tolerance
 - Agility & Flexibility
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Innovation is anything, but business as usual.

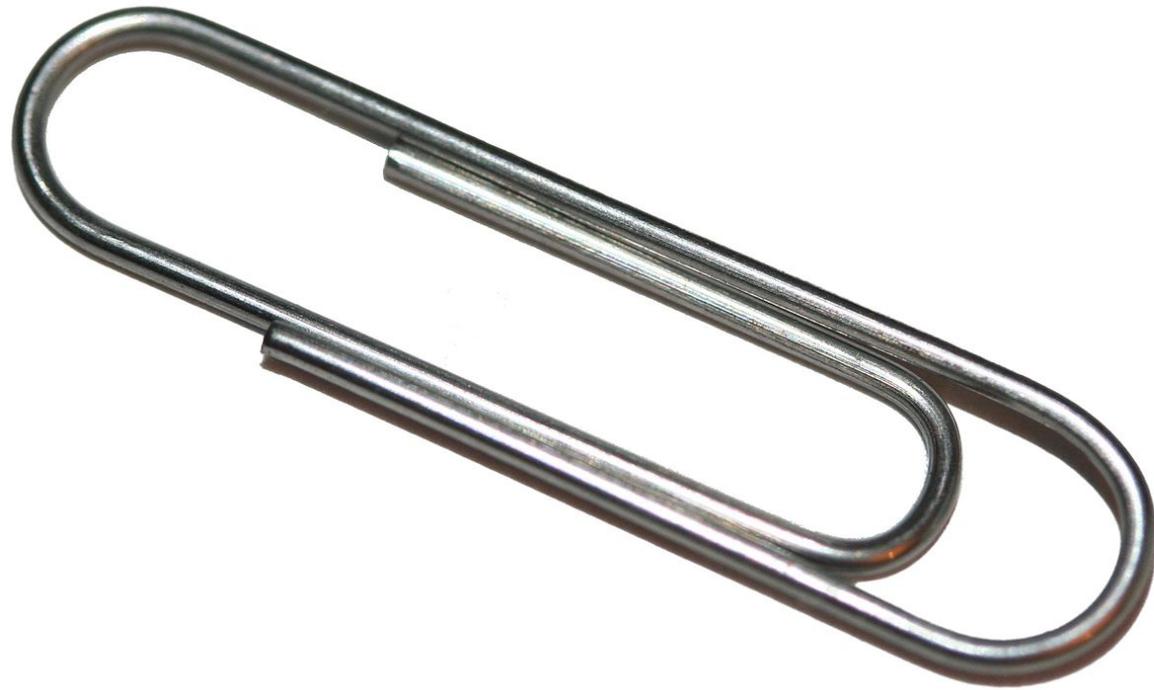
- Anonymous

Divergent Thinking

- Essential to innovation
- Thinking that is different than the norm.
- Thought processes that don't move towards a single solution.
- Not zero'd in on any one thing. Considering many options.
- Creative, open minded, process.
- Vuja De



How Many Uses for a Paperclip?



Risk Taking

- Calculated, intentional risk taking.
 - Willing to “pilot” alternatives before rolling out more broadly.
 - Ideas for encouraging risk-taking behaviors.
 - Introduce/educate
 - Refrain
 - Complete
 - Communicate
-

Failure Tolerance

- It's ok.
- Learn from failure.
- Celebrate failure:
 - J.K Rowling rejected by more than a dozen publishers.
 - Michael Jordan missed more than 9000 shots, 26 of them would have been game winning.
 - Thomas Edison iterated 10,000 light bulbs before one worked.

(Innovation Road Map, 2016, p. 8)

Organizational Agility & Flexibility

- **Agility:** ability to **adjust quickly** as a result of **planned changes**.
- **Flexibility:** ability to provide **different outcomes** with the **same resources**.





Improving Agility & Flexibility

- **Develop:** strategies that reward agility & flexibility
- **Hire:** employees able/willing to change based on needs
- **Anticipate:** stay abreast of market, environment and changing landscape
- **Create:** teams that can innovate if urgently needed (critical market changes)
- **Encourage:** share vision and empower teams
- **Avoid:** demotivators and overconfidence



Components of Innovation

Integrate the Expectation

- Not an initiative
- Doesn't compete with current process improvement
- Build a framework

Employee Feedback

Is also a measure of:

- Innovation
- Engagement/willingness to participate
- Creativity
- Teamwork
- Readiness



Employee Engagement

- Employees at the front line know what the challenges are...and often know how to solve the issues.
- Shared governance/employee council provides a strong framework for innovation.

“Engaged employees drive innovation”. –Kelleher

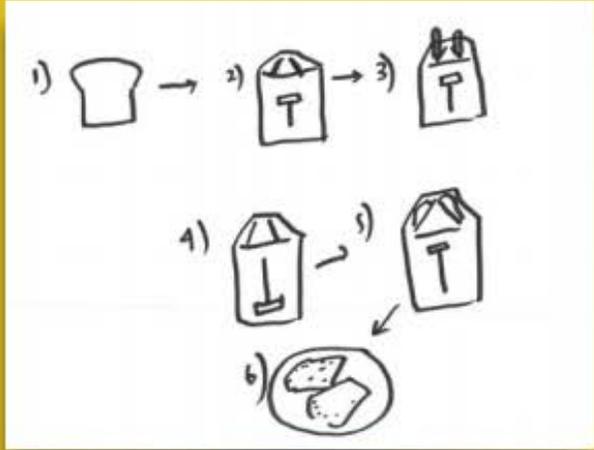
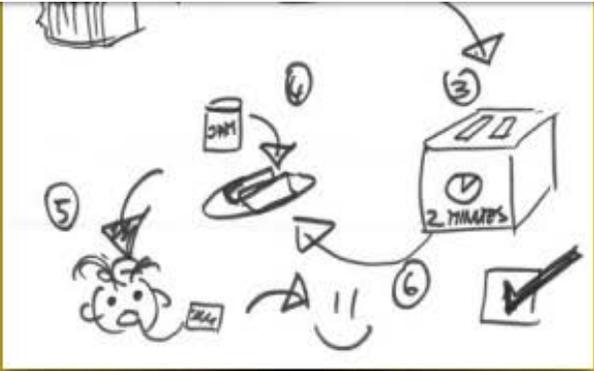
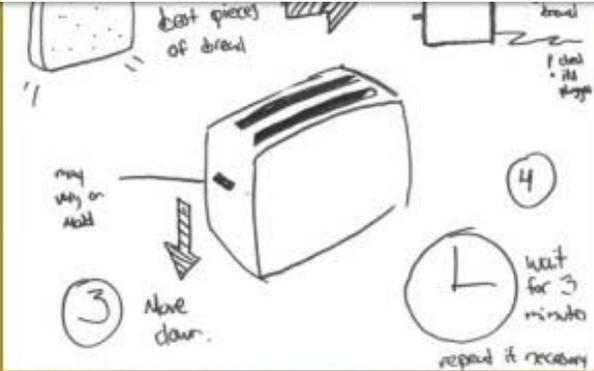
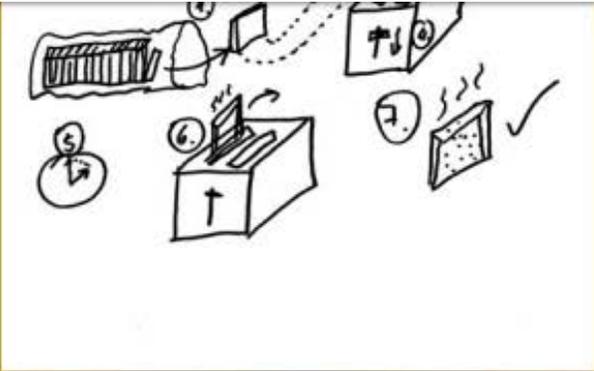
Education

Consider educating staff on:

- LEAN
- PDSA
- Creativity exercises (i.e. Making Toast or Mindmeister)
- Design thinking



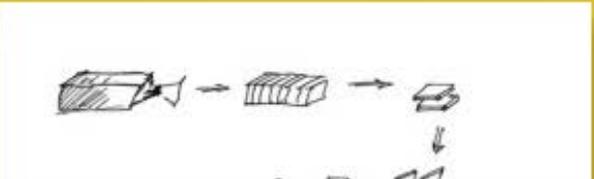
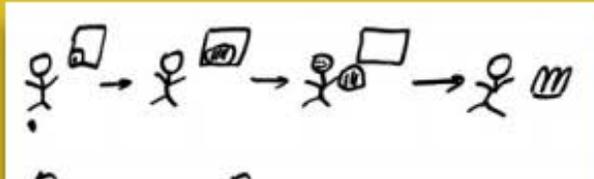
Creativity Exercises (tomwujec.com)



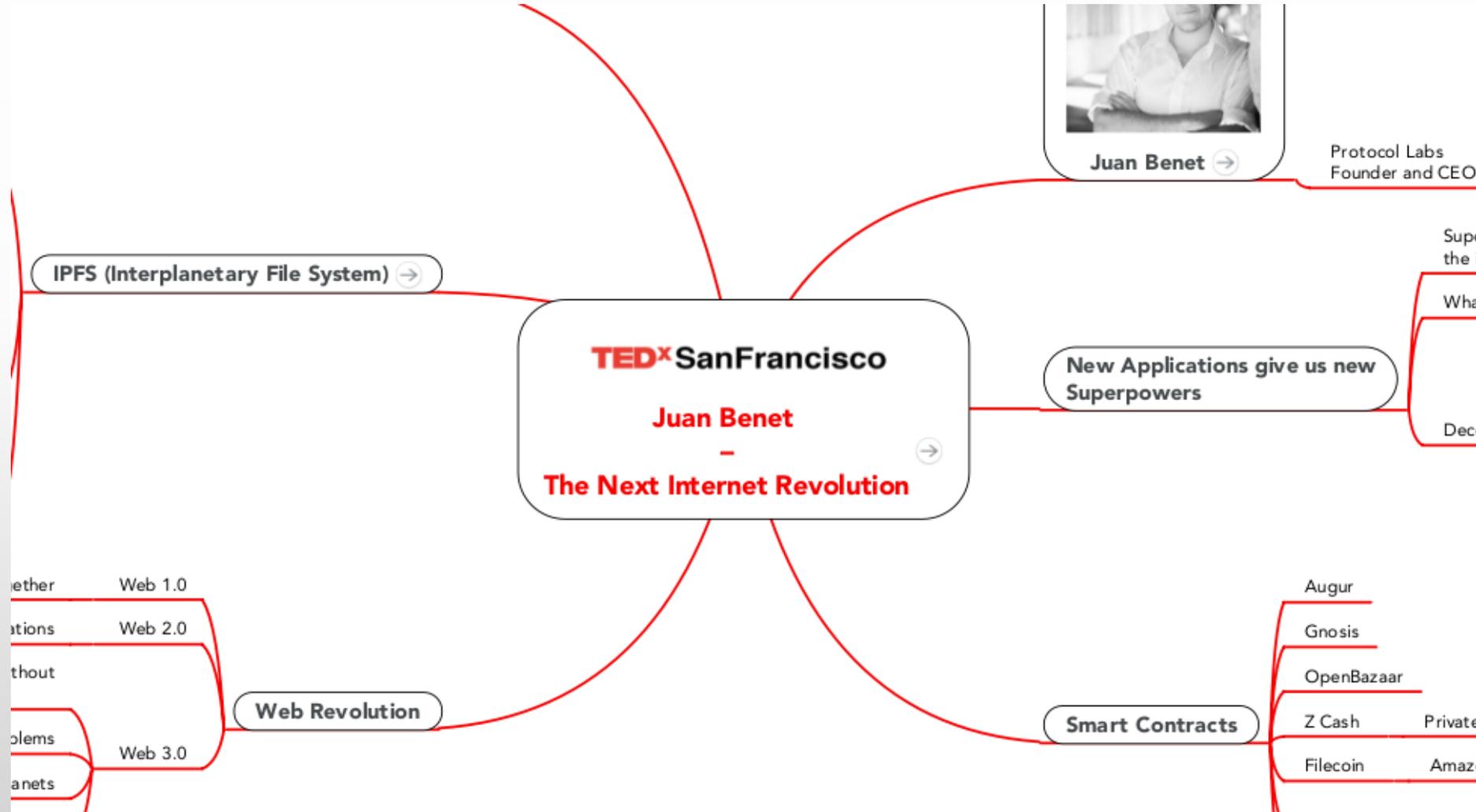
DRAW TOAST

A Primer in Systems Thinking

Tom Wujec



Creativity Exercises (mindmeister.com)



Protected Time

Providing opportunities to think and participate:

- Shared governance meetings
 - Improvement activities
 - Education/Project time
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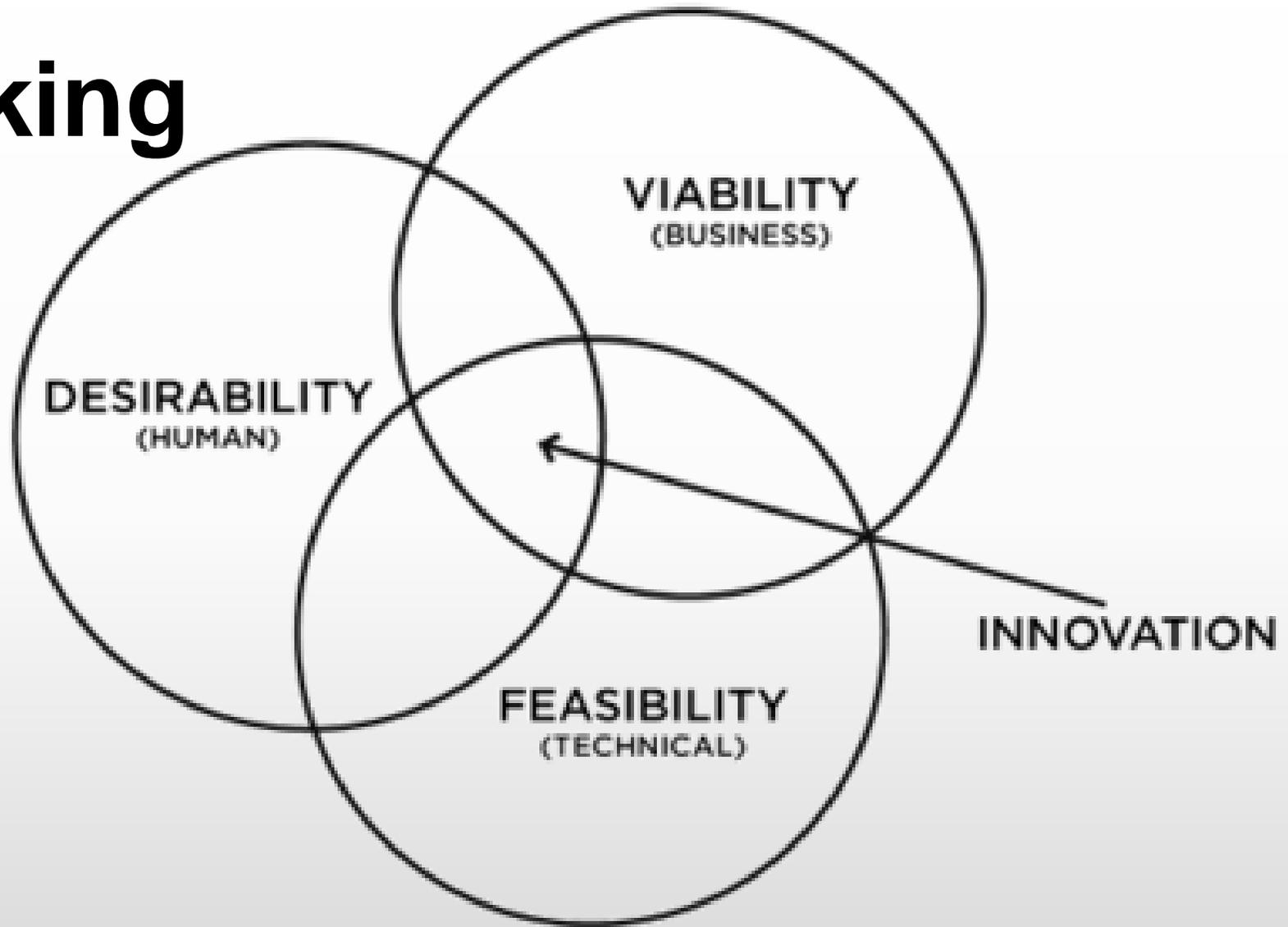
Rewards

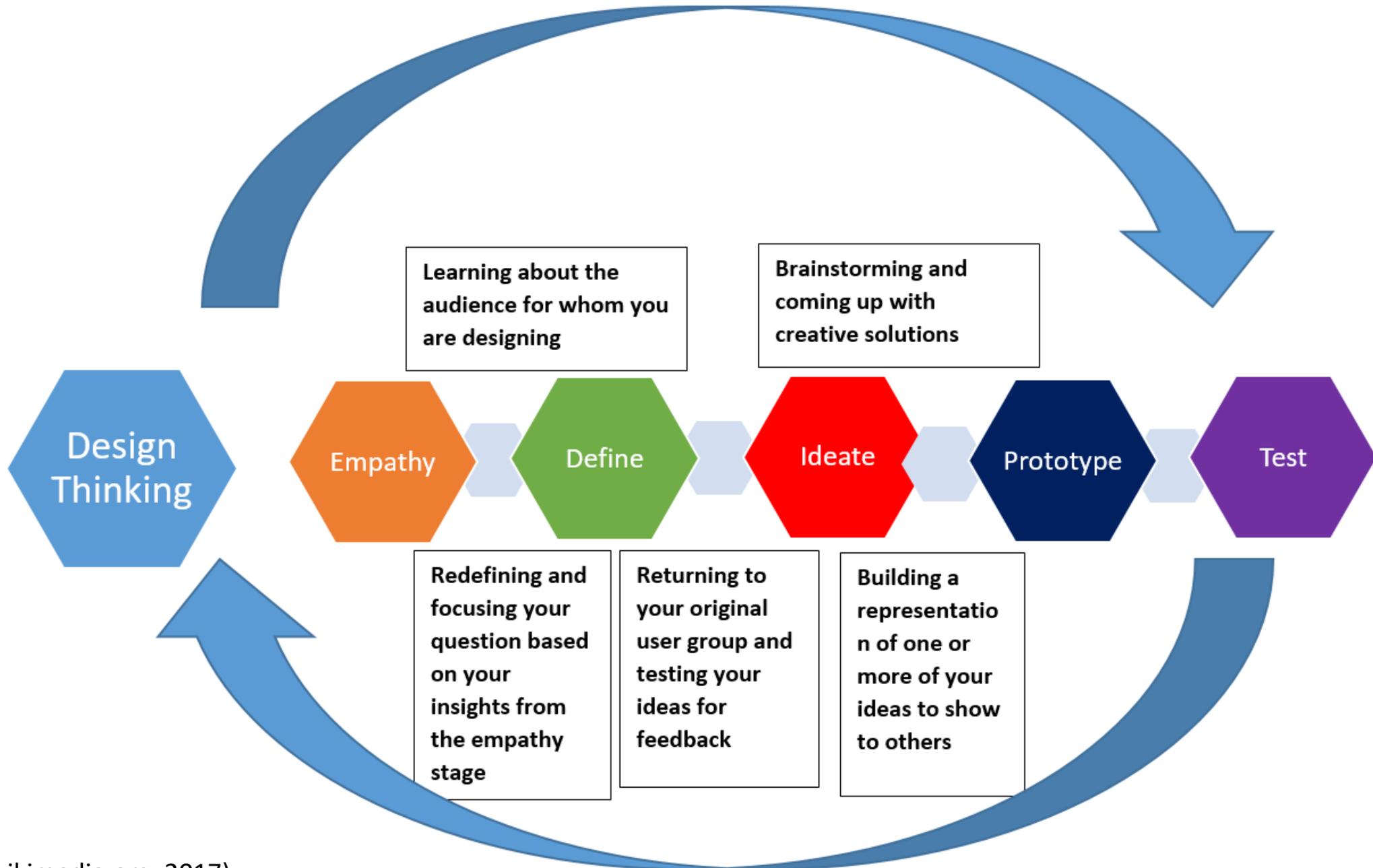
Innovators often comment that “their greatest reward is having their idea acknowledged and acted upon”

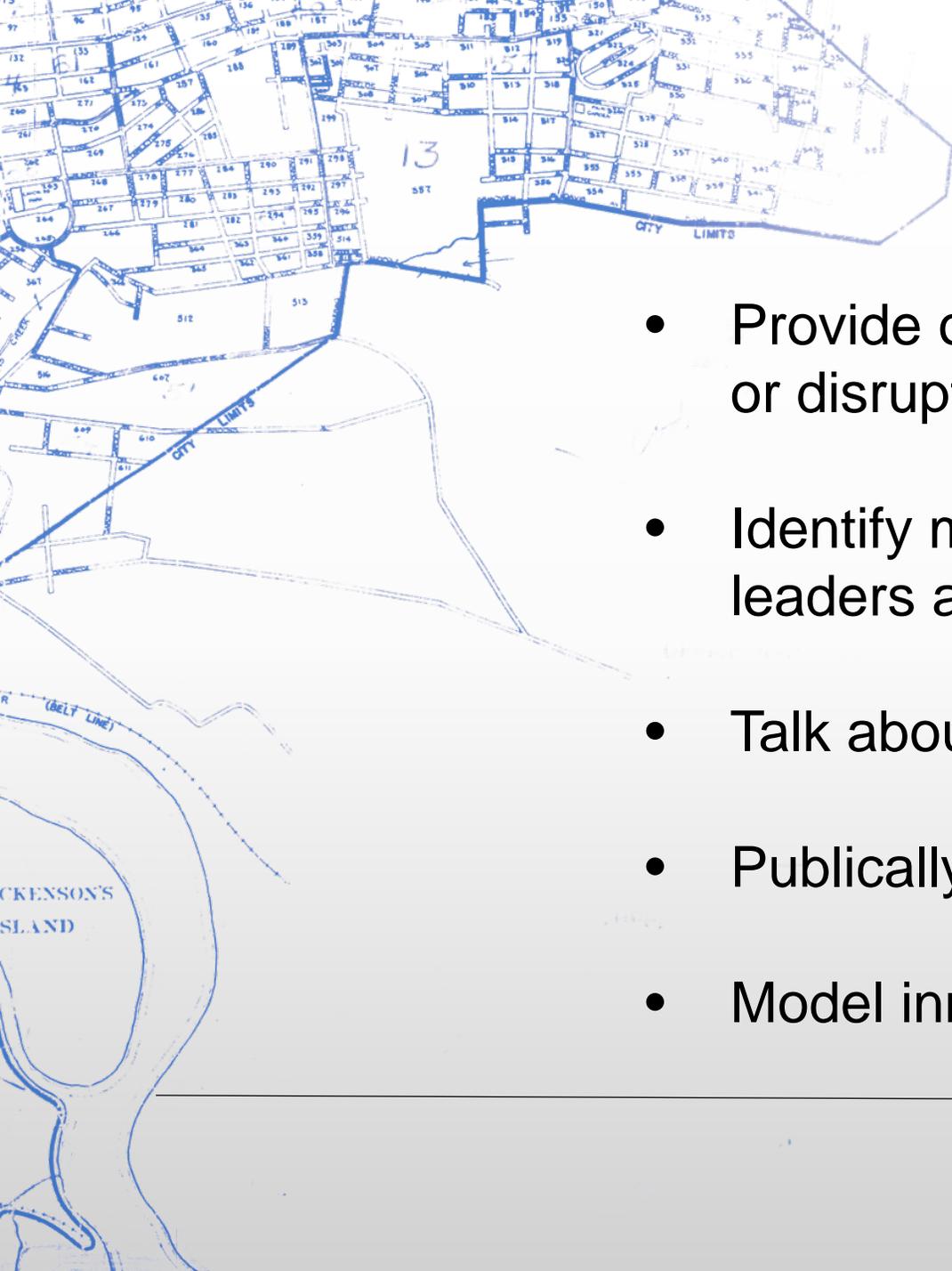
– Hattendorf, 2014

Design Thinking

- Human centered design
- Start with the question
 - What's the “why”?







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.
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Barriers to Innovation

Barriers

- Players
- Policy
- Resources
- Accountability





Policy

- What gets in the way?
- Reminder that policies are “man-made”.
- Watch for regulation, laws or policies that may derail.

Accountability

- Proactively communicate safety, effectiveness and value early.
- Obtain pre- and post measures for ideas and concept trials to demonstrate benefit

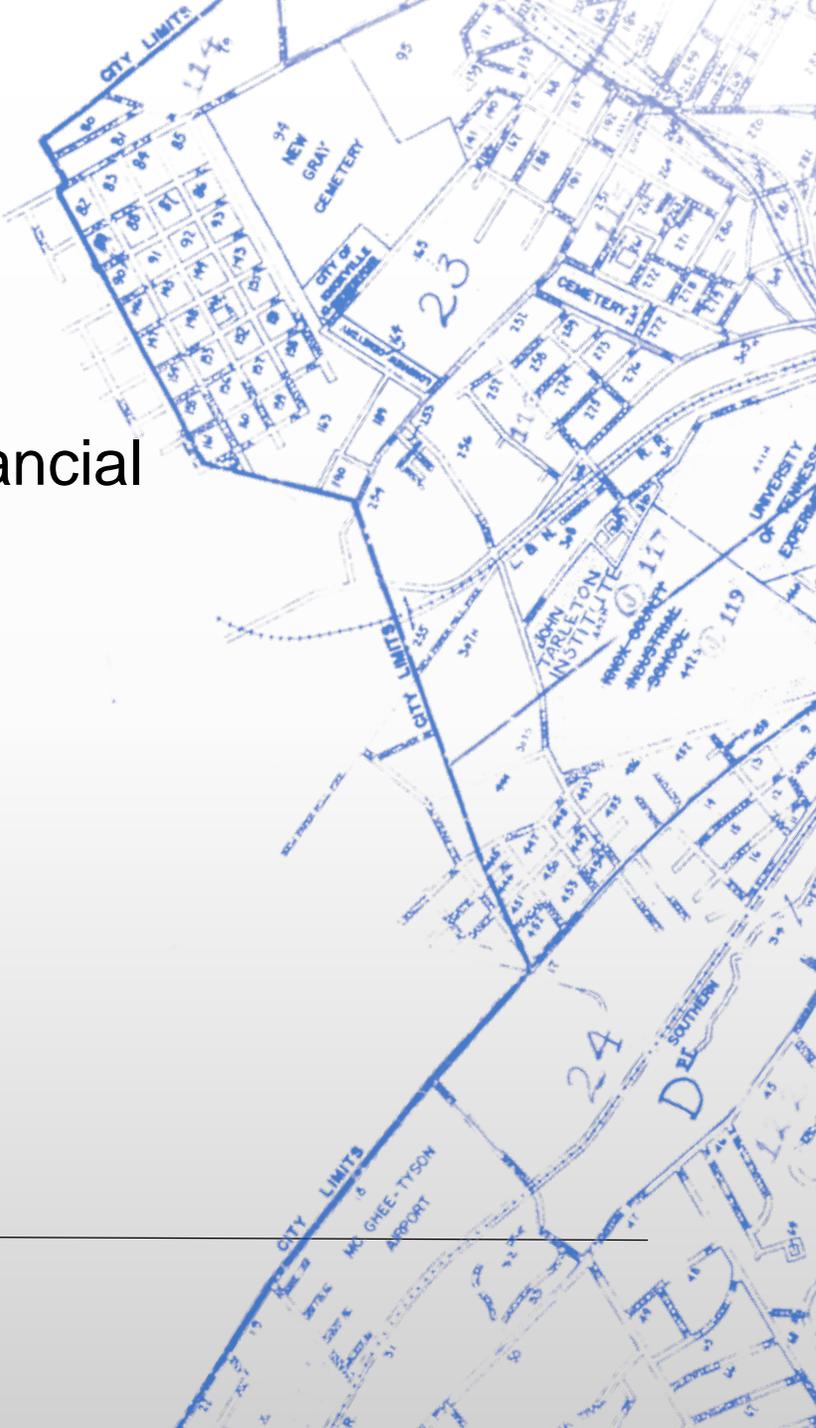




Innovation in Action

Most Successful Innovations

- The innovation does not depend on projection of a financial return.
 - Caveat: it needs to produce a reasonable ROI.
- Open, collaborative structure.
- Culture that supports experimentation.



Innovation Challenge

- Identify Theme: (new program, improving outcomes, reducing costs, etc.)
- Timeline & resources: specific & focused
- Kick-off
- Deliverables (executive summary? pilot demonstration?)
- Judging/evaluation
- Communicate & celebrate (consider prize)

(Innovation Excellence, 2016)

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

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>



Thank you