Building a Culture of Innovation

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Acknowledgements

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The Innovation Roadmap: The Nurse Leaders Guide
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Rebecca Freeman, PhD, RN, PMP
Jill Goldstein, MS, RN, MA
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Sponsor: Dr. Roy L. Simpson, Vice President, Nursing Informatics Cerner Corp.
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.
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

Elimination, remove existing system faults.

Creation, remake the system.

(Laderman, Institute for Healthcare Improvement, 2017)
Tap. Snap. Deposit.
“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
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)
Creativity Exercises (mindmeister.com)

TEDxSanFrancisco
Juan Benet
The Next Internet Revolution
Protected Time

Providing opportunities to think and participate:
• Shared governance meetings
• Improvement activities
• Education/Project time
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”? (IDEO, 2016)
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.
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.

(Ohr, R., 2016)
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)
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](https://innovation.cms.gov/index.html)
- AHRQ Innovation Center [innovations.ahrq.gov](https://innovations.ahrq.gov)
- Brigham Innovation Hub [disruptingmedicine.org](https://disruptingmedicine.org)
- Kaiser Permanente, Garfield Innovation Center [garfieldcenter.kaiserpermanente.org](https://garfieldcenter.kaiserpermanente.org)
- MindMeister.com


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