

Transforming care with innovation and technology

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What is Innovation?

- Innovation is a change that creates a new dimension in performance. Peter Drucker
- The successful exploitation of new ideas.
The Department of Trade and Industry, UK
- Innovation is the process of bringing new ideas into productive use. Rosebeth Moss Kanter

What is Innovation?

- Innovation is a continual learning process. You must experiment, assess, reflect on mission, identify results, experiment some more. Drucker is exactly right that innovation is a discipline the process through which we draw out our potential through commitment, practice, patience and perseverance. Peter Senge

What is innovation?

- Innovation is something different that has impact. Its often unspoken goal is to solve a problem. Clayton Christensen

Sustaining Innovation

Incremental or even radical improvements to existing products usually in response to “best customers”.

Disruptive Innovation

- A disruptive innovation makes a trade-off between limitations along traditional dimensions that customer value more, such as simplicity, convenience, customizability affordability or mobility.
Christensen

User Driven Innovation

- Studies show that between 10-40% of users modify existing or develop new products
- These people are “Lead users”.
Eric von Hippel

Transforming Care at the Bedside

TCAB

- First developed by IHI with funding from RWJ
- First Cohort (phase 1) of 3 hospitals began in 2003
- Second cohort (phase 2) of 10 hospitals began in 2004

TCAB Goals

- Improve the quality and safety of patient care on M/S units
- Increase vitality and retention of nurses
- Engage and improve the patient's and family members' experience of care
- Improve the effectiveness of the entire care team

Tools

Snorkel

Deep Dive

Rapid cycle improvement

Tests of change

- TCAB process allows staff to assume leadership and take ownership of the environment and those factors at the unit level which impact care.

Leadership questions

- Is the hospital prepared to shift substantial responsibility for identifying, testing and implementing improvement to front line staff, and cede the control associated with this shift?
- Is the hospital prepared to provide resources for activities such as training, data support, innovation trials, staff coverage time and change implantation?

Leadership Questions (con't)

- How will this relate to other active change efforts? (Lean, six sigma?)
- What does leadership expect this effort to accomplish for the hospital? How will this be assessed?
- How will the hospital establish strategies for spread from initial TCAB units to other units and non-unit hospital activities?

Unit level

- Strong units
Experienced NMs
willing to delegate
process and decision
making
- Staff driven
- Engaged staff meant
TCAB was the **unit's**
program

- By some measures TCAB is the ultimate in user driven innovation!

References

- The Innovator's Dilemma Clayton Christenson
- The Innovator's Solution Clayton Christensen
- The Democratization of Innovation Eric von Hippel (www.Ericvonhippel.com)
- Transforming Care at the Bedside (www.ihl.com)
- Developing New Product Concepts via the Lead User Method: A case study in a "low tech" Field von Hippel and Herstatt (www.ericvonhippel.com)