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 customers value more, such as simplicity, convenience, customizability, affordability, or mobility. Christensen
User Driven Innovation

• Studies show that between 10-40% if 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.ihi.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)