Innovation and Organizations

Ron Collins, MD FRCP(C)

Project Medical Director, Enhanced Recovery, IH

Co-Chair, Provincial Enhanced Recovery Collaborative, BC

Clinical Consultant, BCPSQC

Anesthesiologist, KGH

Disclaimer:

Speaker’s fees from Deltex Medical for GDFT

Objectives:

Rock the Boat!

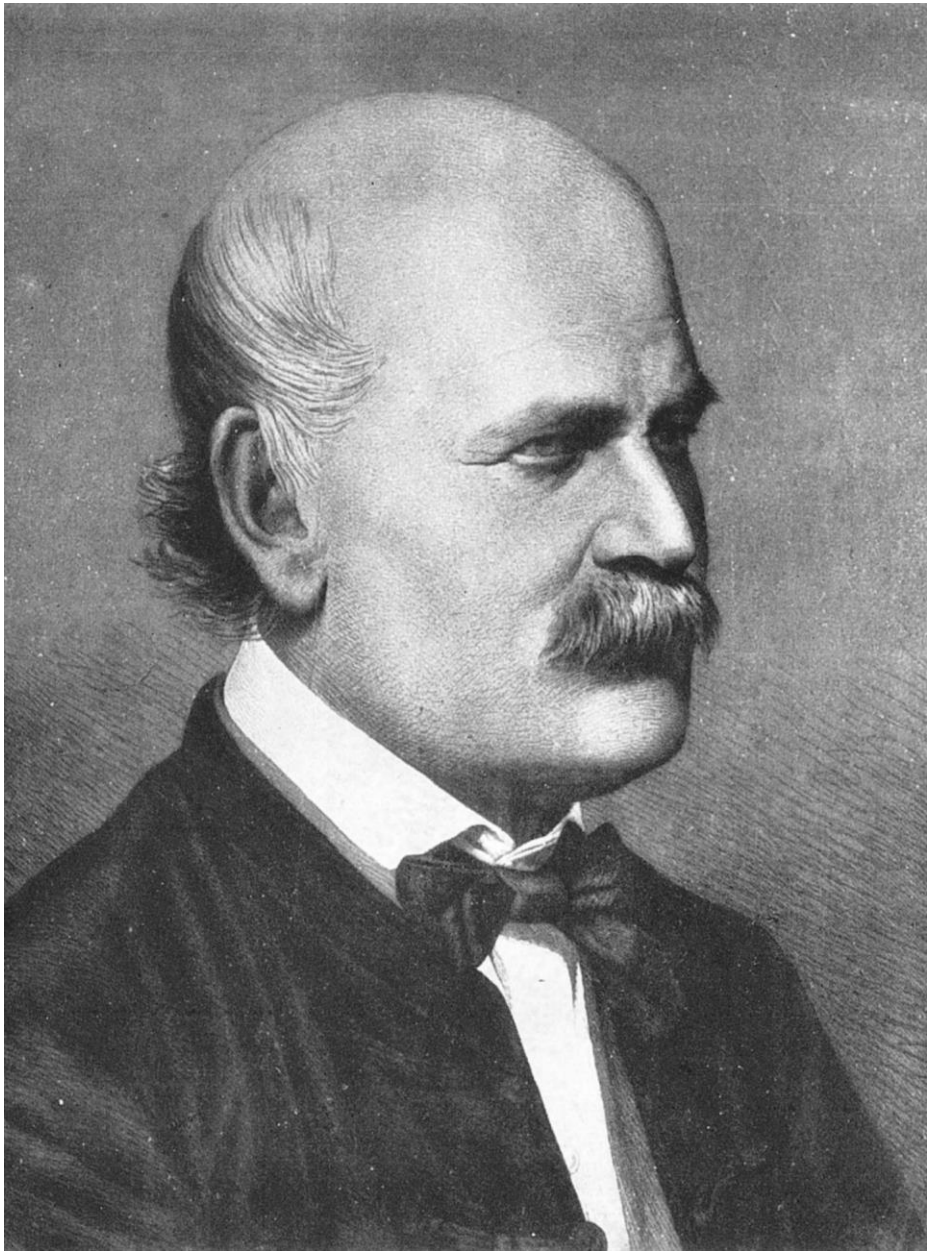
Reframe the problem?

Bad news, Good news…

Healthcare: A Perilous Journey

"Between the health care we have and the care we could have lies not just a gap, but a chasm." Institute of Medicine, 2001

"The immediate challenge to improving the quality of surgical care is not discovering new knowledge, but rather how to integrate what we already know into practice."
Urbach DR, Baxter NN BMJ, 2005



Hand Washing

Evidence-based medicine.

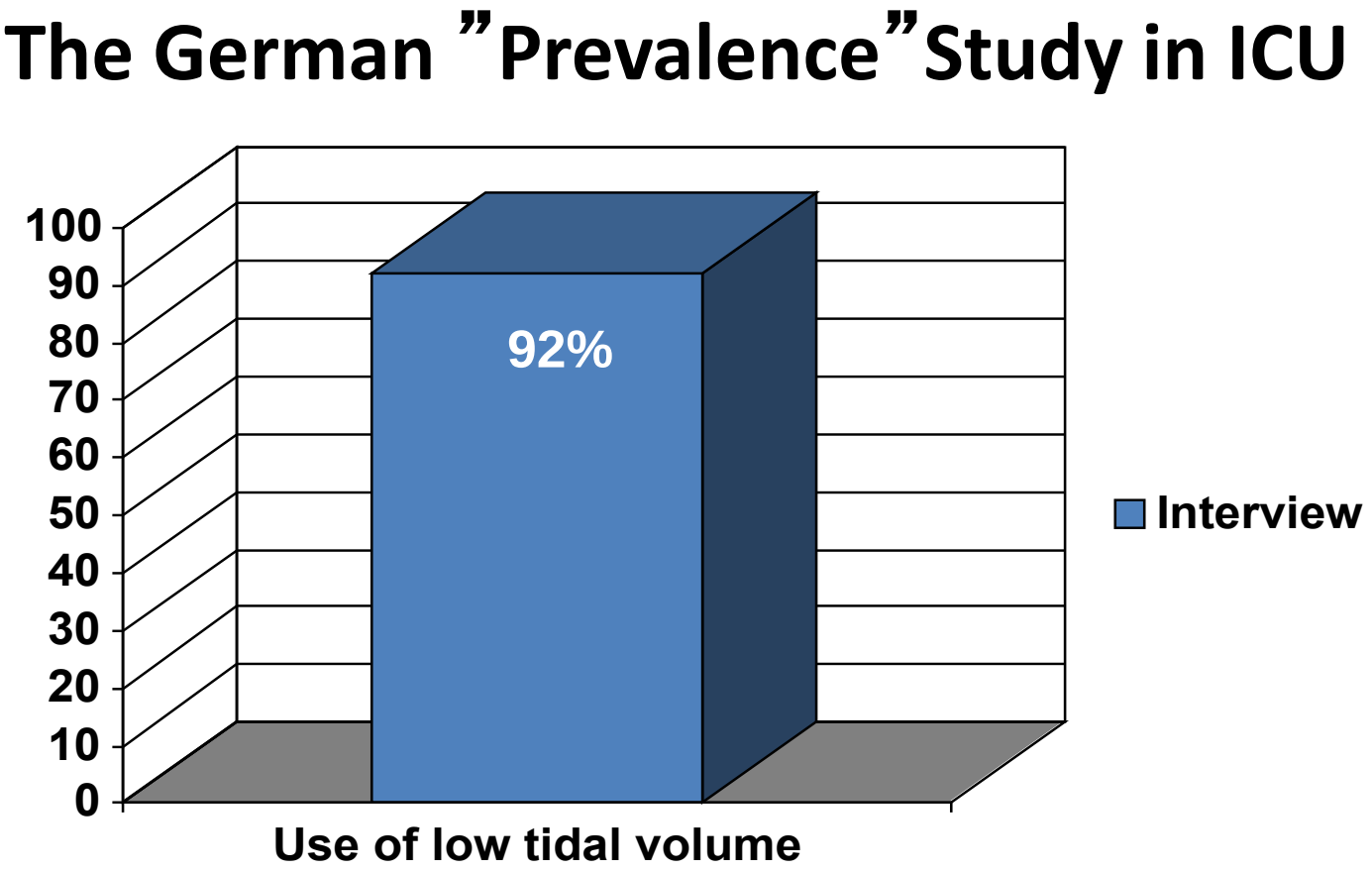
Policy and procedure.

Standards and Guidelines.

Audits.

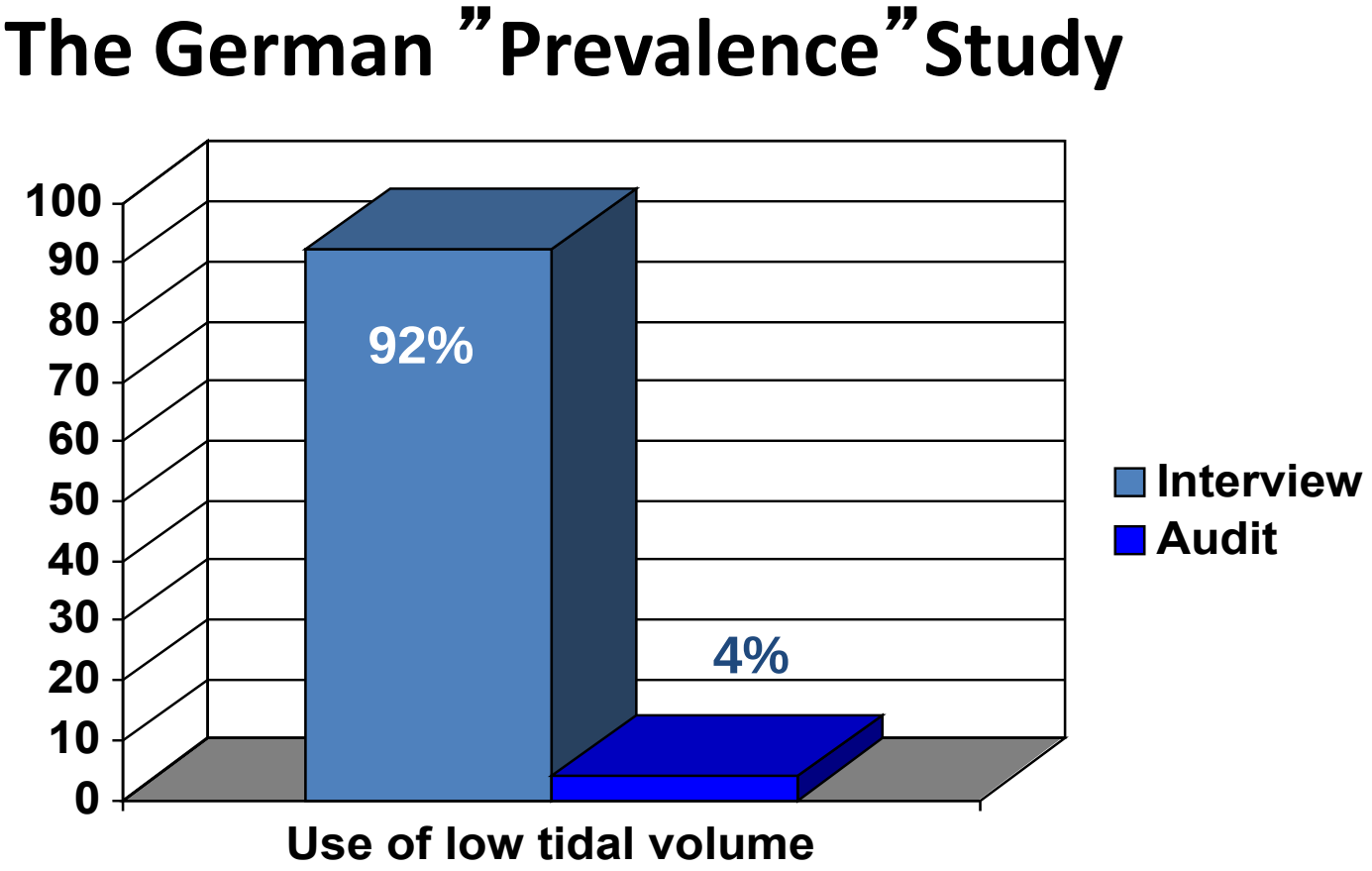
Limited success!

Implementation…



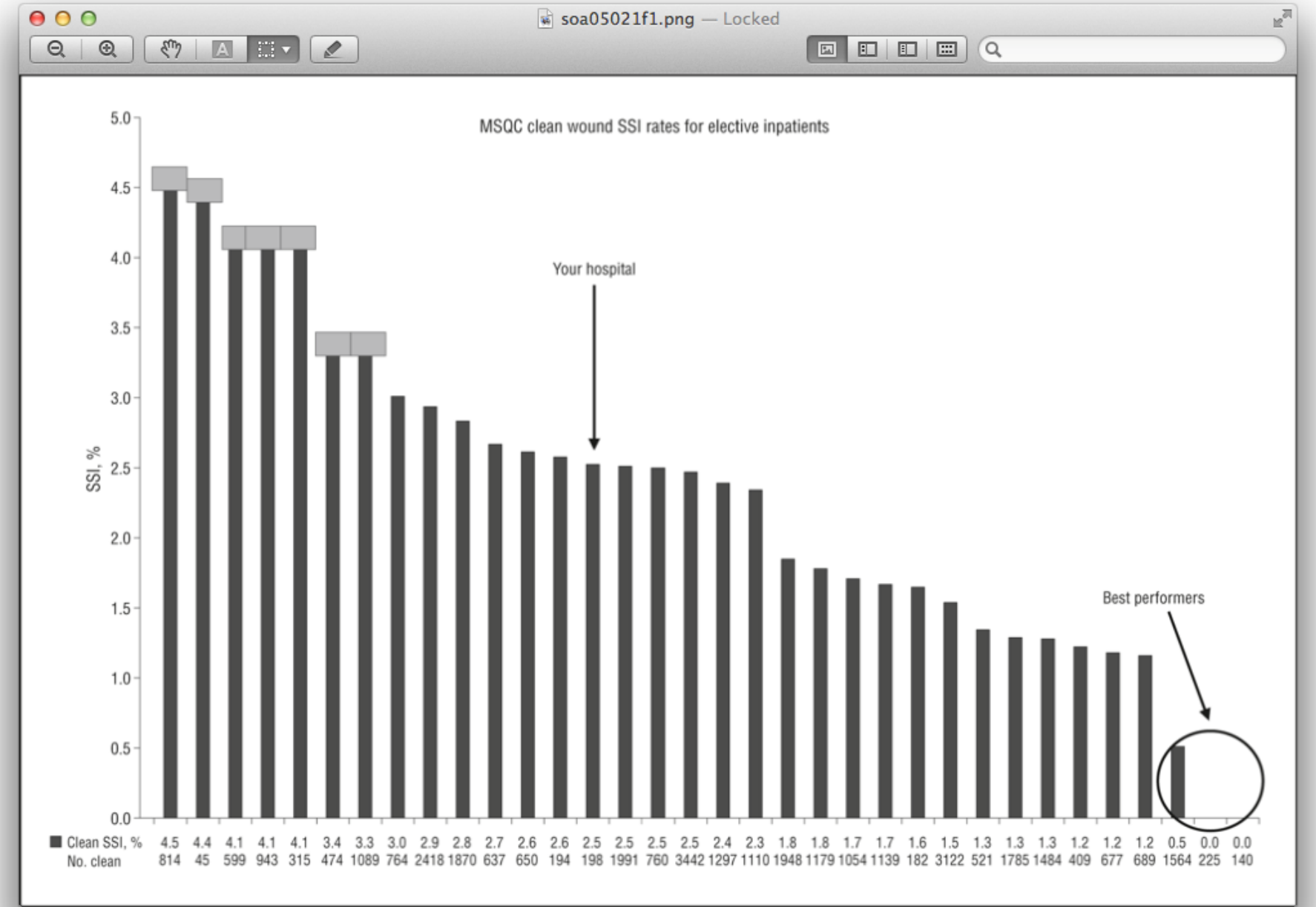
M M Levy, ASPEN 2007

It is not like we think it is….



M M Levy, ASPEN 2007

NSQIP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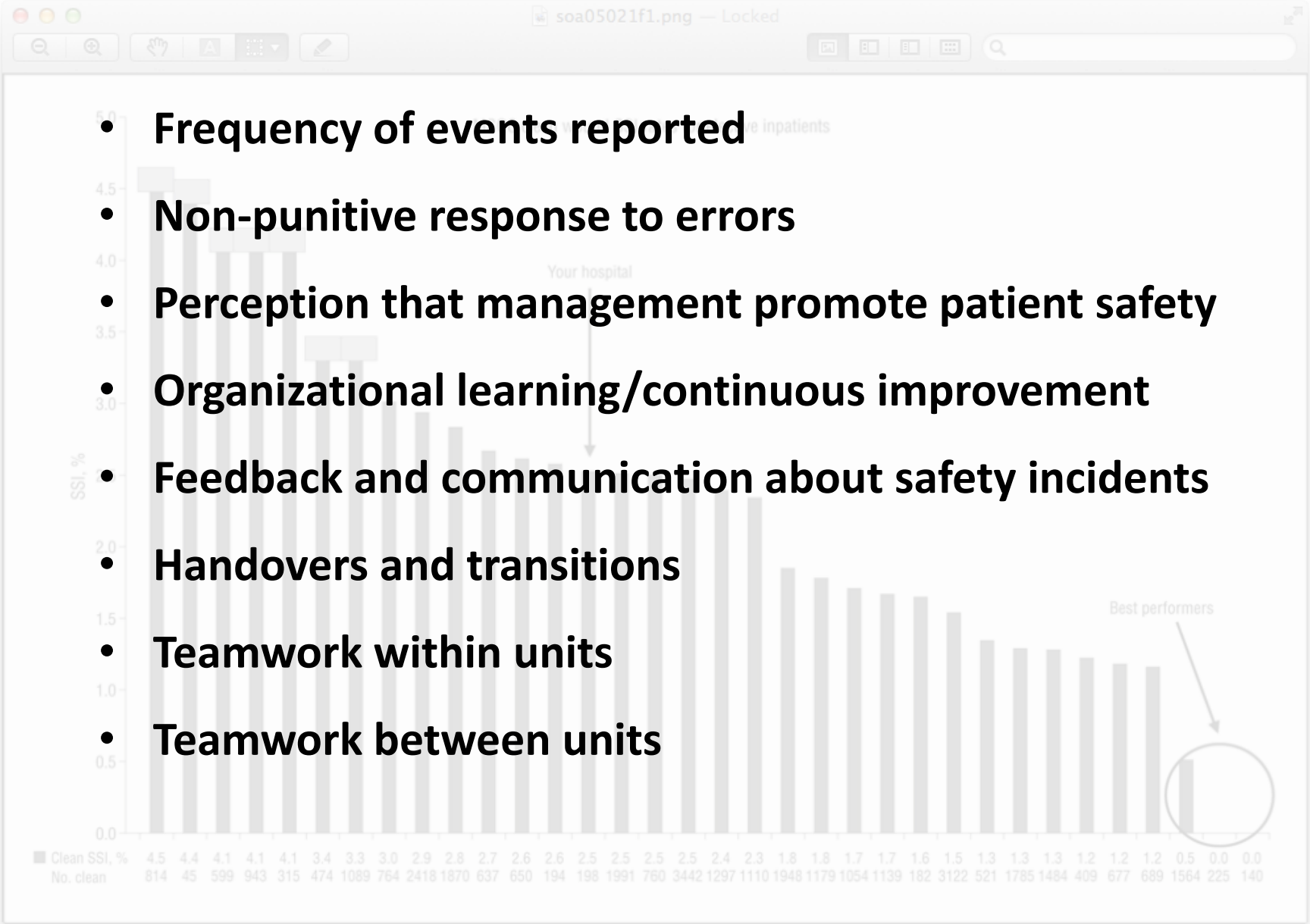
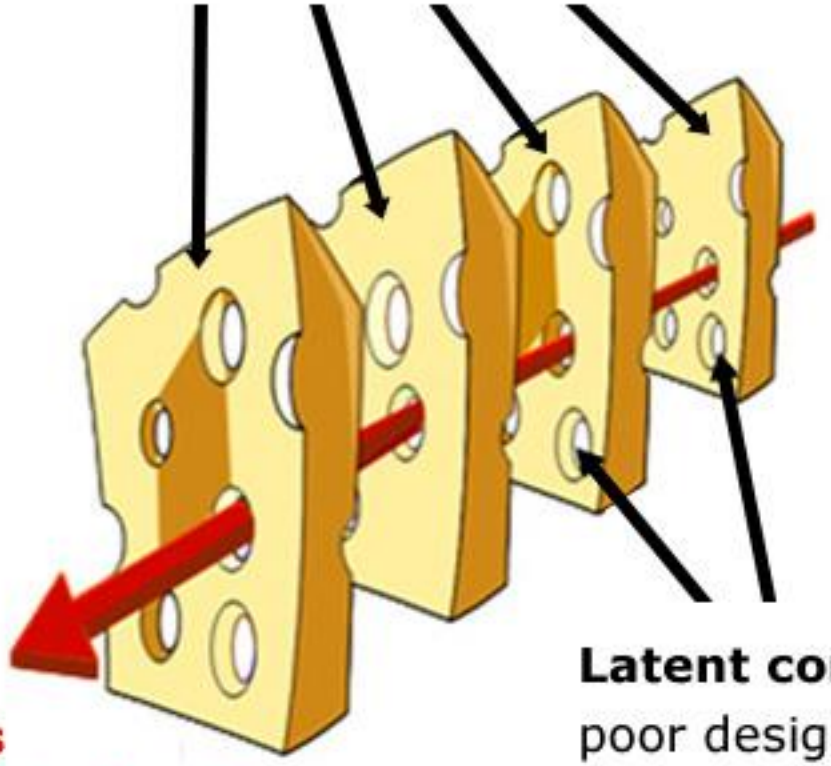
MSQC clean wound SSI rates for elective inpatients
SSI, %
5.0
4.5
4.0
3.5
3.0
2.5
2.0
1.5
1.0
0.5
0.0
Your hospital
Best performers
Clean SSI, %
No. clean
4.5 814
4.4 45
4.1 599
4.1 943
4.1 315
3.4 474
3.3 1089
3.0 764
2.9 2418
2.8 1870
2.7 637
2.6 650
2.6 194
2.5 198
2.5 1991
2.5 760
2.5 3442
2.4 1297
2.3 1110
1.8 1948
1.8 1179
1.7 1054
1.7 1139
1.6 182
1.5 3122
1.3 521
1.3 1785
1.3 1484
1.2 409
1.2 677
1.2 689
0.5 1564
0.0 225
0.0 140

NSQIP



- **Frequency of events reported**
- **Non-punitive response to errors**
- **Perception that management promote patient safety**
- **Organizational learning/continuous improvement**
- **Feedback and communication about safety incidents**
- **Handovers and transitions**
- **Teamwork within units**
- **Teamwork between units**

Levels of defence



Latent conditions
poor design, procedures, management decisions etc.

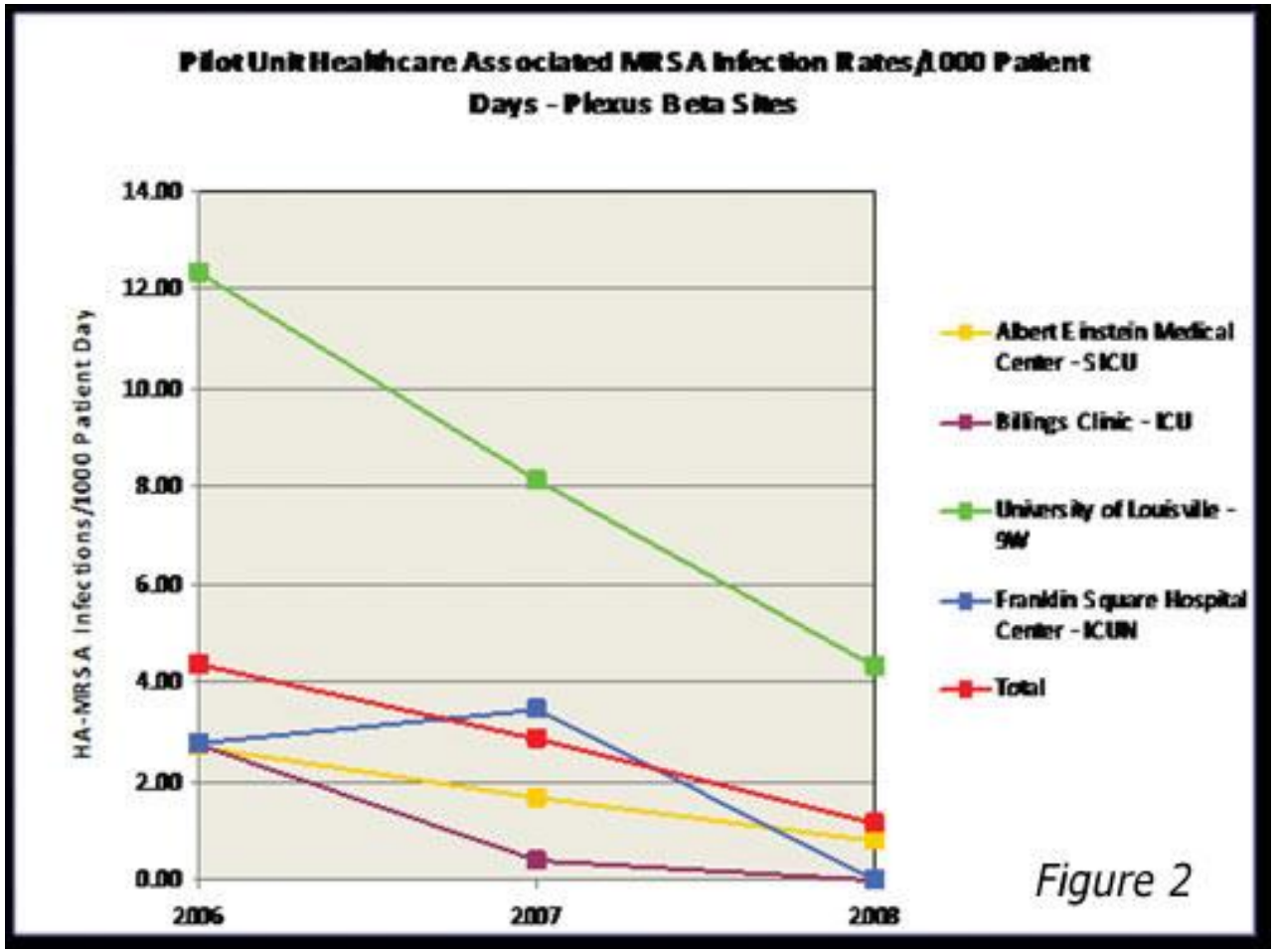
Active errors
(Patient safety incident)

A Culture of Patient Safety

A Culture of Caregiver Safety

CUSP, TPOT, Lean, WalkRounds

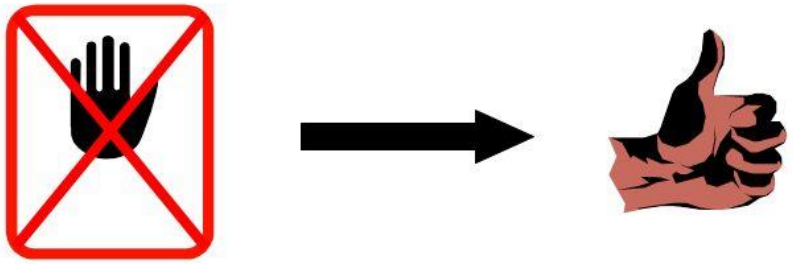
Success with MRSA



Success with MRSA

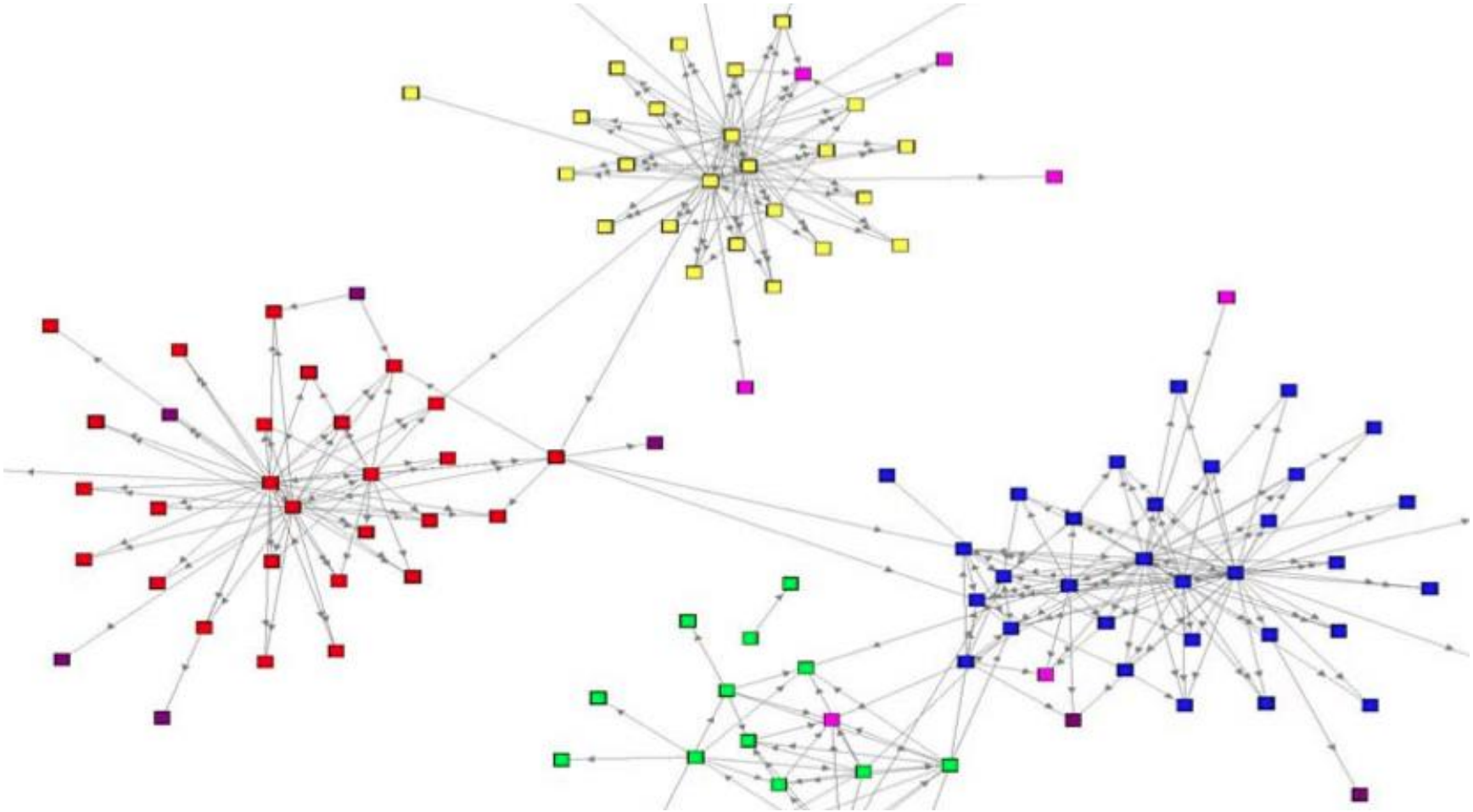
Positive Deviance (PD) Approach

- The very people ***"whose behavior needs to change to solve the problem"*** identify existing solutions **from within**

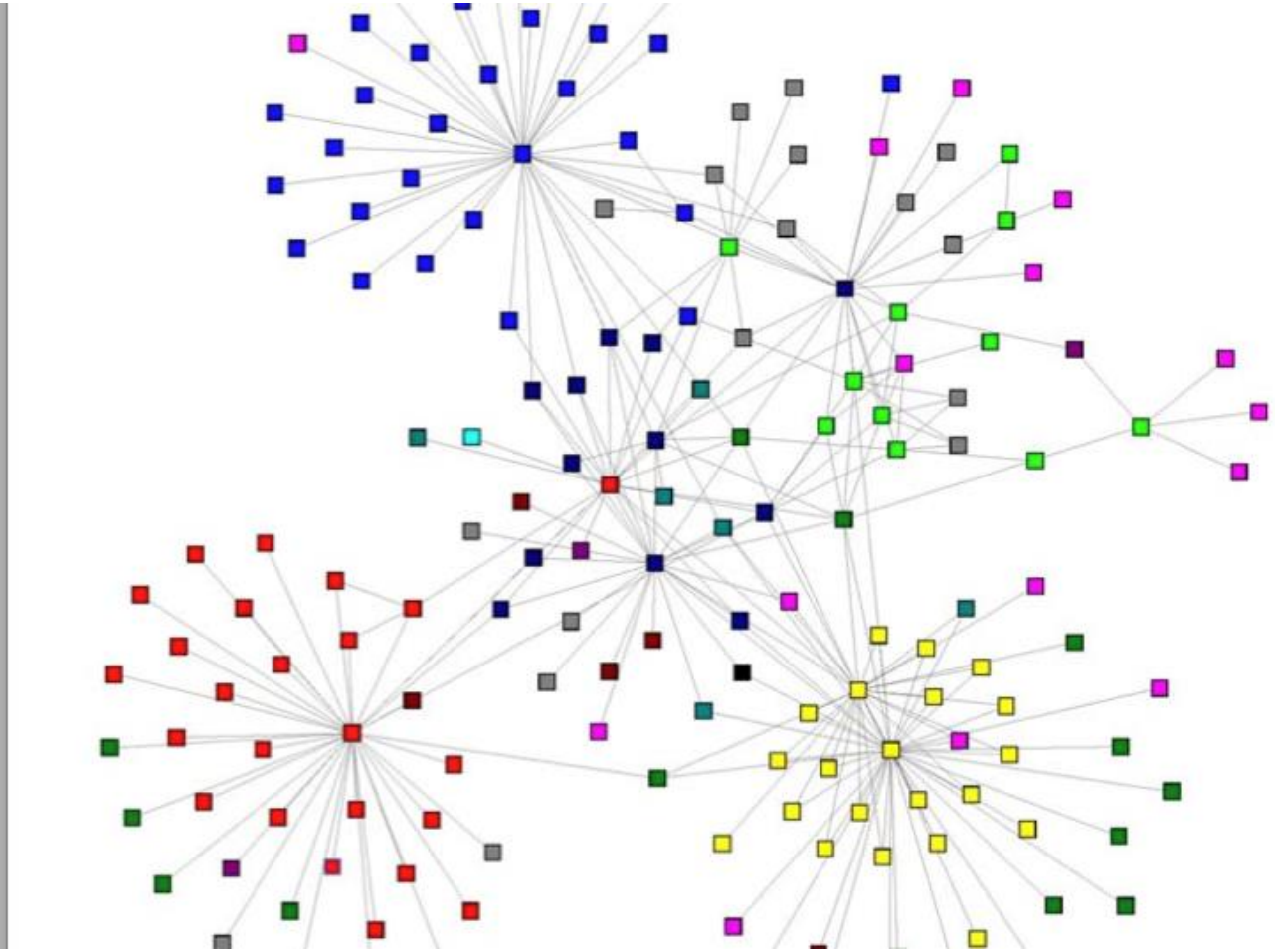


- Thereby suppressing the "immune rejection response"

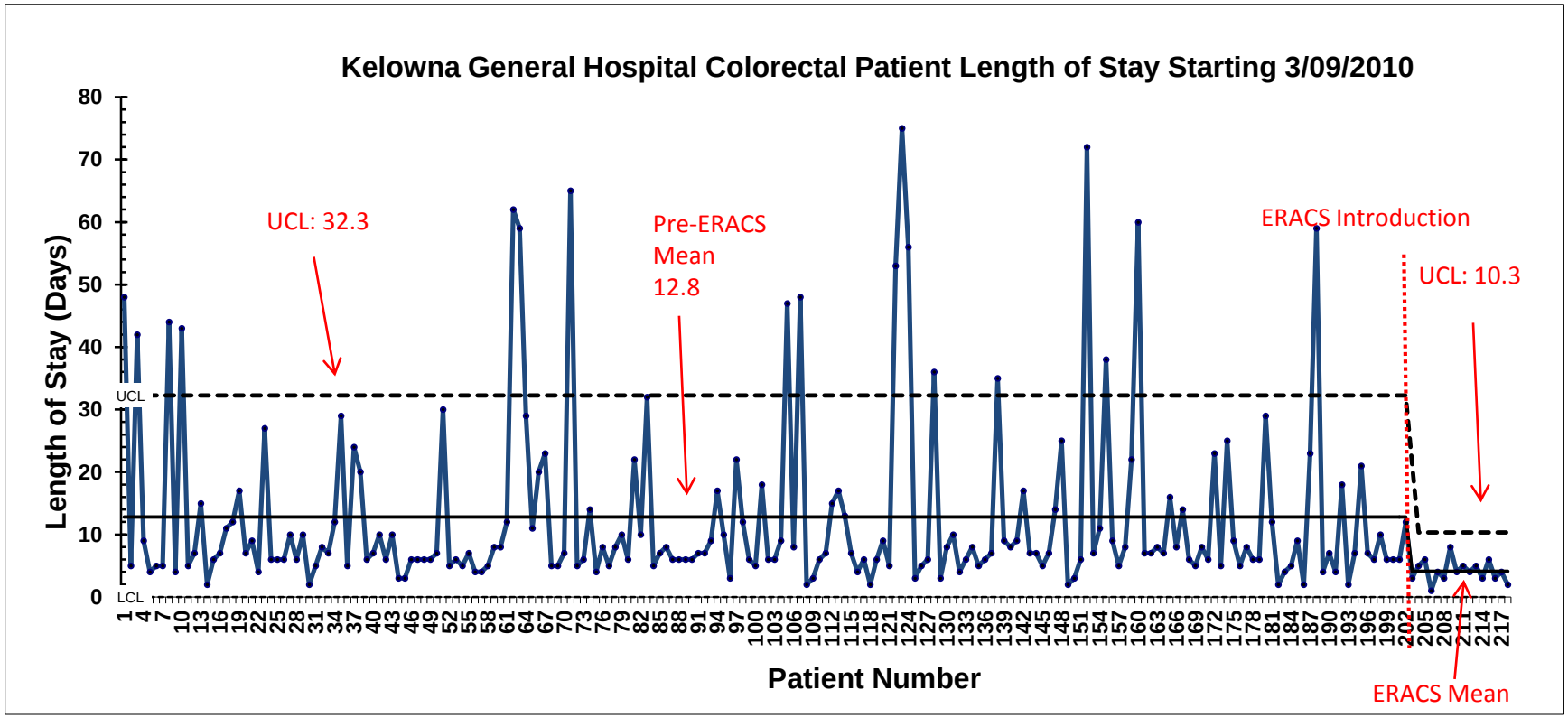
Social Networking



Social Networking



Enhanced Recovery Processes of Care Reduce Complications



Length of stay reduced from 12.8 to 4.0 days.

RIW reduced from 3.41 to 1.76

Benefit/cost ratio: 2.18

ROI: 118%

CIHI estimated cost reduction of 48.4%.

PUGH

'Scissors ... scalpel ...
chewing gum ...'

Successful Healthcare Organizations…

Promote a Culture of Caregiver Safety

Intentionally Connect with Caregivers

Actively Facilitate Diffusion of Innovation

Constantly Emphasize Alignment of ‘Purpose’

No one escapes life's problems, failures, and losses. If we are to make progress, we must do so through life's difficulties.

JOHN C. MAXWELL