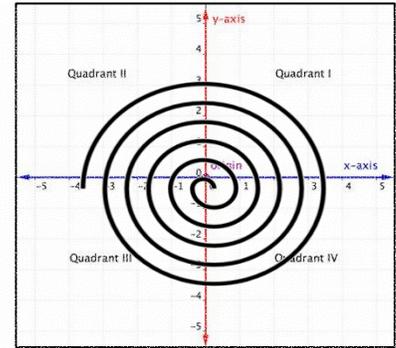




Title:
Dig for Diamonds
in Your Own Backyard

Category:
Fostering Innovation



Overview:

Do disjointed complex systems seem insurmountable? Does a culture of silos prevent learning and sharing across the enterprise? Is there worry about the status quo of low engagement and staff satisfaction? Is leadership paying attention? The brilliance of diamonds seem to universally grab people’s attention. Discover how to find and use diamonds to reshape strategy and improve faster and smarter.

- ✓ Dig: Search for passionate people, input, ideas, actions, projects and solutions from frontline employees
- ✓ Share: Showcase brilliance (value) through shared stories (best practices)
- ✓ Spread: Use diamonds to motivate, inspire and increase pride

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Supporting Information

a. Background

Academic medical centers (AMCs), by nature, are organically siloed and staggeringly complex. Coming into healthcare from the nuclear world, where there was one focus - protecting and managing our nation’s nuclear weapons; health care and particularly, AMC’s broad, multi-pronged mission with multiple governance systems and strategies, creating tremendous variation and often disjointed core systems, was both remarkable and daunting. High performance involves vertical systems (chain of command/ hierarchy and accountability) and horizontal systems (across the enterprise) to be fully integrated and deployed, and although the outcome of high performance is always desired at AMCs across the nation, how to integrate these systems within an AMC, sometimes seems out-of-reach and overwhelming.

As healthcare leaders, we are continually challenged with creating, building and continuously improving enterprise-wide initiatives to become and sustain a high performing culture supported by deeply integrated systems.

AMC leaders review results: patient outcomes, revenue, market penetration, # graduates etc. They study reported outcome measures and analyze trends, both

required and necessary in their role. Data experts and analysts mine the data to provide an enormous amount of quantitative details.

What AMC leaders often do not do, is spend an equal amount of time on qualitative measures. Yet, staff, patients and processes is where the diamonds to high performance are found. Qualitative values such as pride, willingness, awesome ideas... may be discarded, under reported or not measured. We must keep in mind, it is human passion driving performance that results in high value diamonds.

The value of a diamond is measured both quantitatively in carat weight, and qualitatively, in the cut, color and clarity. In comparison, Healthcare seems to be heavy in quantitative, but light in qualitative measures. To better understand and showcase the performance maturity of an organization, adding a *Dig for Diamond* approach may make brilliant sense.

b. Intervention Detail

Where to look

Creativity precedes innovation, so where might diamonds be found? Every successful team has members who are creative thinkers with awesome ideas...ideas that have been turned into passionate improvement projects, making big and small differences.

Innovative ideas, improvement projects, and new and different approaches to problem solving can be found on units, in clinics, in resident school, in departments, and almost anywhere in an organization. To find diamonds, one must become an investigative reporter. It's not easy, in fact, many on staff have no idea that their idea is a diamond. Create a list of questions and head to the front lines.

Appraising value

Each of these diamonds need to be appraised against diamond criteria to understand its value. What will your criteria be? Is this a teaching diamond? A money making diamond? A moment of truth diamond? Is this a diamond in Teamwork? Improved culture? Service? Efficiency? Process Effectiveness? Kindness? Patient Engagement? Pride? Will this diamond inspire others? Does this diamond prove it can be done, when others have said it can't? Has this diamond spawned other diamonds? Is this diamond generating energy, synergy and excitement? Is this a best practice diamond that should cross the horizontal or vertical axis or both?

Leveraging your asset

How, when and where should you show off your diamonds? Determining who needs to see a diamond and the best way to showcase your diamond to various audiences

takes thought. Marketing and Communication Teams can help. Is a team presentation in order? Would a booklet, video, link, or newsletter work? Should a Diamond Report to leaders be created?

Finding and using an organization's own diamonds to propel strategies forward by increasing inspiration, engagement, resources and pride, is essential to remain current and competitive in 2019.

c. Outcomes and Impact

Investigative Reporting with UNM Clinic leadership meant numerous meetings, and many hours to produce a list of 72 improvement projects.

From that list we've identified 16 diamonds. Diamonds such as: The staff of the Cystic Fibrosis Clinic...

- Reduced diagnosis to antibiotic administration time by 7 hours
- Reduced ED visits by 56 and LOS by 1 day for 10 patients, resulting in Cost Savings \$90, 944 in ED visits, \$13,075 in LOS < 2 years
- Reduced multiple IV start attempts and lab draws

The staff of the Behavioral Care Clinic built a Primary Clinic in the same location as a Specialty Clinic for enhanced access to a PCP for their mental health patients...

- Improved patient satisfaction scores from 88.9 in 2015 to 93.8 in 2018
- Improved controlling high blood pressure from 69% to 70%, screening for clinical depression from 41% to 51%, tobacco screening and cessation from 82% to 88% and lowering uncontrolled A1C from 30% to 19%...when comparing Quarter 3-2017 with Quarter 3-2018

The incentivized team competitions at Southeast Heights Clinic to improve A1C screening and foot exams, sparked a change in attitude and outcomes...

- Improved diabetic screening as much as 6% in three months

A proactive nurse on UNMH's 4 East Unit working with colleagues to decrease DVTs via numerous interventions, including implementing a red and green ON/OFF sign system...

- Improved the compliance of wearing mechanical prophylaxis from 61% to 81% over a 6 month period

To date, we've "shown off" our diamonds to leadership groups, mid-line managers, service line leaders, departmental meetings, C-Suite Executives and the Board of Trustees. UNM's diamonds have sparked attention, encouraged resources, and motivated and inspired from within. UNM is working to systematize and fully deploy

this approach. Why? Because diamonds have the star power to reshape strategy and improve faster and smarter.

Measureable Learning Objectives

1. Develop a balanced approach when considering performance maturity and successes.
2. Complete a Dig for Diamonds Worksheet using a grid approach.
3. Establish a process, including who and how your organization will collect and showcase your organizational diamonds.

Complete Contact Information

Gail Hammer, CQA, CMQ/OE

University of New Mexico Health Sciences Sr. Quality Administrator

1 University of New Mexico, MSC09, Albuquerque, NM 87131

Desk: 505.925.0940 Cell: 505.359.1921

ghammer@unmmg.org

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