Changing Culture One PDSA at a Time: The Creation of an Innovation Unit

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Description

An inpatient unit in an acute care hospital was designated as an Innovation Unit. This unit was challenged with the creation of culture change in regards to process improvement. The team learned to use Improvement Science to facilitate rapid and innovative process improvements. These changes have enhanced the quality of healthcare provided while decreasing cost. Caregivers were trained to improve their own work using PDSA cycles to organize opportunities for small tests of change. Caregivers create, implement, and evaluate tests of change on a daily basis.

Aim

Develop, execute, and evaluate innovative ideas to create high quality care with decreased costs.

Actions Taken

1. A Medical-Telemetry unit designated as the Innovation Unit.
2. Steering committee and unit team created.
3. Brainstorming sessions
4. Unit team education-Improvement Science
   - Identify waste
   - PDSA design
   - Small test of change theory
5. A process and location for information dissemination was created.
6. Tests are implemented on small scale, validated, then shared.

Summary of Results

55 completed Small Tests of Change, including 28 submissions by bedside staff in 10 months. Improvement projects resulted in numerous improvements for patient care, stewardship, and waste reduction, all while growing leaders, giving caregivers a voice, and shifting the perception of “Change Culture.”

Lessons Learned

Maintain a consistent meeting schedule for follow ups and review of feedback.
Teaching small test of change theory is instrumental for successful project implementation. There must be a strong and knowledgeable Innovation Team Leader to support and grow the bedside team. Create a “pull” system and designated shift huddle area for dissemination of information.

$695,000 below annual projected unit budget
Decrease urinary catheter line days by 40 per month and CAUTIs by 66%
Mobility Education Month results in a decrease in documentation of bed-rest.
Creation of an ERC generated acuity heat map to help predict equitable nursing assignments.

Repeat as needed

1 Patient
1 Caregiver
Improve
Execute test 1 time
Evaluate

Photo of the caregiver’s shift huddle area. This area is key in communication regarding new, continuing, and completed tests of change.

1. The “Daily Innovation” is reviewed each shift. Creating a consistent message and area to “push/pull” info.
2. Pull station for PDSA info packets and evaluations,
3. Ease My Day forms
4. Metrics posted while tracking and evaluating small tests of change.

Actions Taken

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