Ants, Deviants, and Revolution in the Hospital

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Vision
Quality
Culture
Teams
What is a leader without a title?
Guerrilla Leadership 101

Years ago I started a new section of

- Great educational curriculum

It was a failure......

Individual
Building
Institution

Competency
Management

The Importance of

Organization
System Redesign

- Geographic Concentration
  - Nursing expertise

- Interprofessional Rounds

Creates the Potential For a Team
Teamwork

1. Members learn how to interact over time
2. Understand each other's styles
3. Develop trust

Teaming as Verb
1. Dynamic with constant change in membership
2. Defined by role expectations
3. Need to get up to speed on the task rapidly

Team as Noun
1. Members learn how to interact over time
2. Understand each other's styles
3. Develop trust

Hospitals must be capable of both

Teams versus Teeming
- Teams are stable groups united around a common long term goal
- Hospital staff often engage in teeming
  - Groups who form for a specific task, project, or limited time interval
Communication

- Open ended communication script
  - From a _____ perspective what are your thoughts

Outcomes

- Improved Staff Satisfaction
  - 85% report improved job satisfaction with interdisciplinary model
What Drives Hospital Administration?

- Efficiency
- Visible Efficacy
- Measurable Quality
- Value Based Purchasing

What Motivates Front Line Providers?

Creating Leadership Teams

Vision
Continuous Quality Improvement

- Performance data into the hands of front-line providers
- Mobilizing culture-shift towards patient safety
- Driving measurable improvement initiatives

Data Dashboard

<table>
<thead>
<tr>
<th>Metric</th>
<th>Data Source</th>
<th>Methodology</th>
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</thead>
<tbody>
<tr>
<td>Readmission</td>
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<td>Analysis</td>
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<tr>
<td>Infection</td>
<td>Laboratory</td>
<td>Testing</td>
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<tr>
<td>Falls</td>
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<td>Observation</td>
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<tr>
<td>Pressure Ulcers</td>
<td>Staff</td>
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<tr>
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<td>Observation</td>
</tr>
<tr>
<td>Satisfaction</td>
<td>Patients</td>
<td>Survey</td>
</tr>
</tbody>
</table>
• Ignaz Semmelweis
  – Introduced hand washing on OB ward

**Annual Mortality Due to Child-Bed Fever**

- Championed concept of sterile surgery
- Used carbolic acid
- Hand wash and instrument cleaning
- Spray in the operating room
- Received the greatest possible recognition

*Semmelweis 1818-1865
Lister 1827-1912*
Go back to the good old days of spraying physicians with acid from sprinklers mounted in the ceiling.
Hand Hygiene Adherence

2010 2011 2012 2013

Real Time Feedback Hand Hygiene Tokens Realized Offenders
Hand Hygiene Adherence

The Power of Positive Deviance

Culture
Participating in a Highly Functioning Interprofessional Team

49%

Interprofessional Respect
Interprofessional Collaboration
Communication
Interprofessional Relationships

Effective Teams
Culture
Quality Improvement
Sharing of Innovation
Systematic Quality Improvement
Improvement in Clinical Care
Patient Centric

Professional Development

Professional Growth
Professional Autonomy
Work Efficacy

“It builds a shared purpose”
“It gives me face time with our interdisciplinary group and we achieve systems solutions together”
“I have formed professional bonds with nursing leadership, quality improvement leaders, and QI-minded physician colleagues/mentors that didn’t exist previously”

“I don’t have a forum like this on most other units. It helps me get my job done”

“I see the leadership committee as a sort of incubator for good ideas around quality and safety”

“I am positively deviant!”

“I am positively deviant!”

“The facilitator and other members of the committee listen to and value the input from individuals of various disciplines”

“It creates a chance for professional autonomy”

“To have control over the vision for our daily work”

“an important venue for my own professional development (as a quality/safety/leadership scholar) now and into the future”

“This group strived to put patients first”

“As opposed to the Interdisciplinary rounds which addresses individual care plans, the leadership team allows us to systematically address the needs of our acutely ill frail elders on a population basis”

“allowed us to make real improvements in care delivery for the patients we serve”

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"Men do not fight for a cause but because they do not want to let their comrades down."


"the arising of novel and coherent structures, patterns and properties during the process of self-organization in complex systems".