

$13+22+19+14+4 = A$
Community of Practice

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Improvement Process

- NICU Champions: physician, nurses as clinicians, educators and administrators
- Respected physician and nursing content experts
- Virtual Project Team
- Frequent contact with sites: phone calls q 2 weeks, active list serve, monthly results
- CPQCC 'toolkits' updated and refined
- Site visits: microsystem and clinical
- Frequent short PDA cycles
- Created a community of practice

Community of Practice

- Collegiality, friendliness, openness and trust, respect
- Broad participation
- Context: when you have seen 1 NICU - you have seen 1 NICU. Every effort is new and needs to be created locally
- Its all about the kids
- Willingness to try new things
- Educate and train current/future members
- Discover new approaches, add new knowledge

Change and Improvement Require Attention to Both

- Technical knowledge and skills
- Social, cultural, interpersonal aspects of change

Spread

If context is as crucial as the science (complexity) explains, then nothing really transfers; everything is always new and different and unique to each of us. We must experiment to find what works for us.

M Wheatley

Adapting Implementation

- Allow each site to focus on what is most important to that unit, based upon its own needs and organizational expectations.

Sustaining the Gains

- The #1 enemy of sustaining the gains is the next new initiative
- Must embed the work into routine, everyday practice (the way we do things around here)
- Evolve from a collaborative to a Community of Practice (on-going discovery)
- Continued State and CPQCC support and involvement

Change Ladder

- Every system is perfectly designed to get the results it gets.
- If you don't like the results, change the system.
- To change the system, must change the culture.
- Culture can be defined and observed as what we Do around here.
- Culture is composed of patterns of behavior.

Change Ladder

- Patterns of behavior come from individual behaviors that are: 1) public 2) voluntary 3) irreversible
- To change individuals' behavior, organizations must know and then make it easy to do the right thing. This requires continuous organizational learning: the processing of new information into knowledge and widely sharing it.
- For changes in behavior to last, an individual must learn the right thing to do and want to and be motivated to do it.

Documenting Spread

- Over time, an evolving 'fishbone' diagram documented uptake of new practices including how hard it was to implement a given intervention

Lessons Learned

- Important work-what's in it for: me, the unit, the organization, the stakeholders
- Provide options for potential implementation (especially if evidence not strong)
- Provide information on leading and supporting change, high reliability, mindfulness, solving tough problems, systems thinking
- Stories. Experts get out of the way and let the participants talk

Solving Tough Problems

Complexity

Tough

Simple

Dynamic

Systemic

Fragmented

Generative

Emergent

Reflective

Social

Participatory

Dictatorial

Adam Kahane