

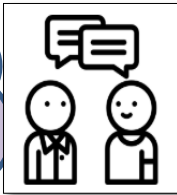
What Is A Creative Idea?

Creative idea: An idea that is novel and useful

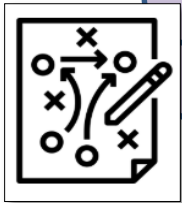


Process Improvement
Promoting efficiency by tweaking existing routines

Patient Engagement
Enhancing patient partnership by knowing what to say and how to say it

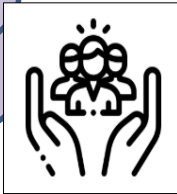


Creative Improvement Ideas



Making Change Stick
Integrating patient centered innovations into the organization

Providing Holistic Care
Collaborating across boundaries with community and social services



Innovation That Starts At Home: Fostering Staff's Creative Ideas



Why organizations are starting with their staff:

- ▶ Close to patient care experiences
- ▶ Experienced at customizing care to patients' needs
- ▶ Tend to generate simple, low-cost, effective solutions

Two Key Questions

- Is the implementation of staff's creative ideas associated with improvement in patient care experiences (e.g., CAHPS Clinician and Group survey scores)?
- What are key challenges to using staff's creative ideas as a source of improvement?

Research On Staff Creativity And Patient Experience

- **Sample:** Quality improvement teams involved in an 18-month improvement initiative focused on improving patient experience



220 improvement
ideas
generated



72 improvement
team members
from 12 CHCs



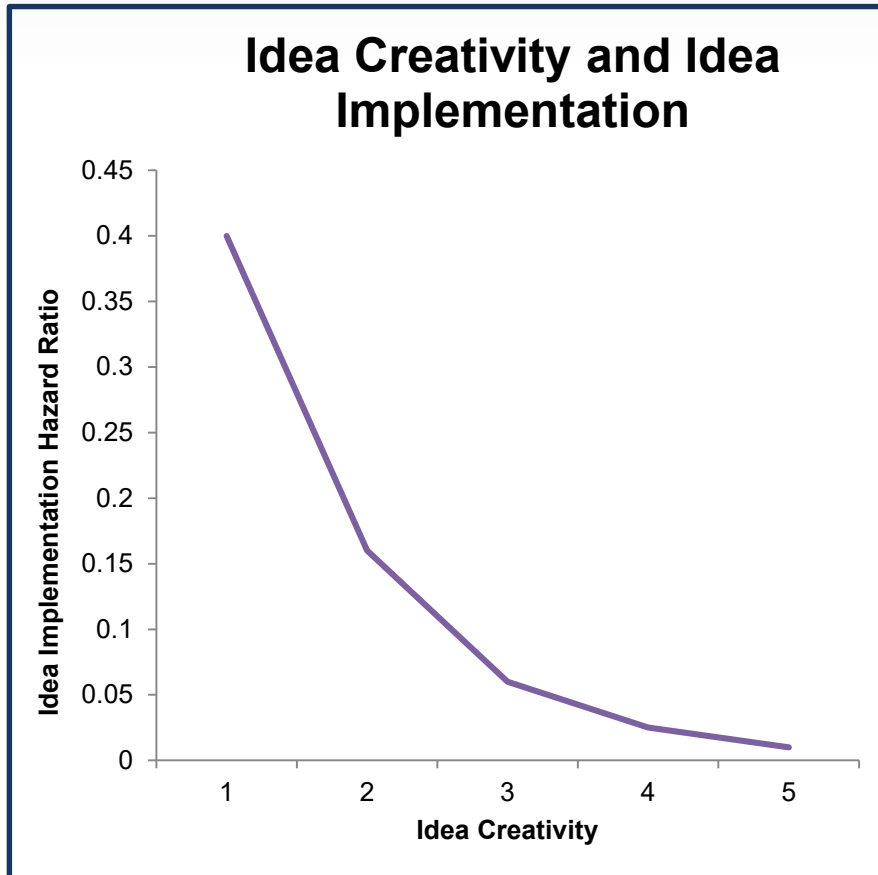
2,201 patients
cared for by these
individuals

- **Data Sources for:**
 - ▶ Patient care experience: CAHPS Clinician & Group surveys
 - ▶ Staff idea creativity: Meeting transcripts
 - ▶ Staff and organizational characteristics: Staff survey

The implementation of creative ideas is associated with better patient care experiences in primary care settings, measured by CG-CAHPS

Independent Variable	Dependent Variable	
	Care Coordination (out of 5)	Provider Rating (out of 10)
	β (SE)	β (SE)
Proportion of high-creativity, implemented ideas per center	1.33 (0.56) **	2.15 (0.96) **

A First Challenge of Fostering Creativity for Patient Experience Improvement

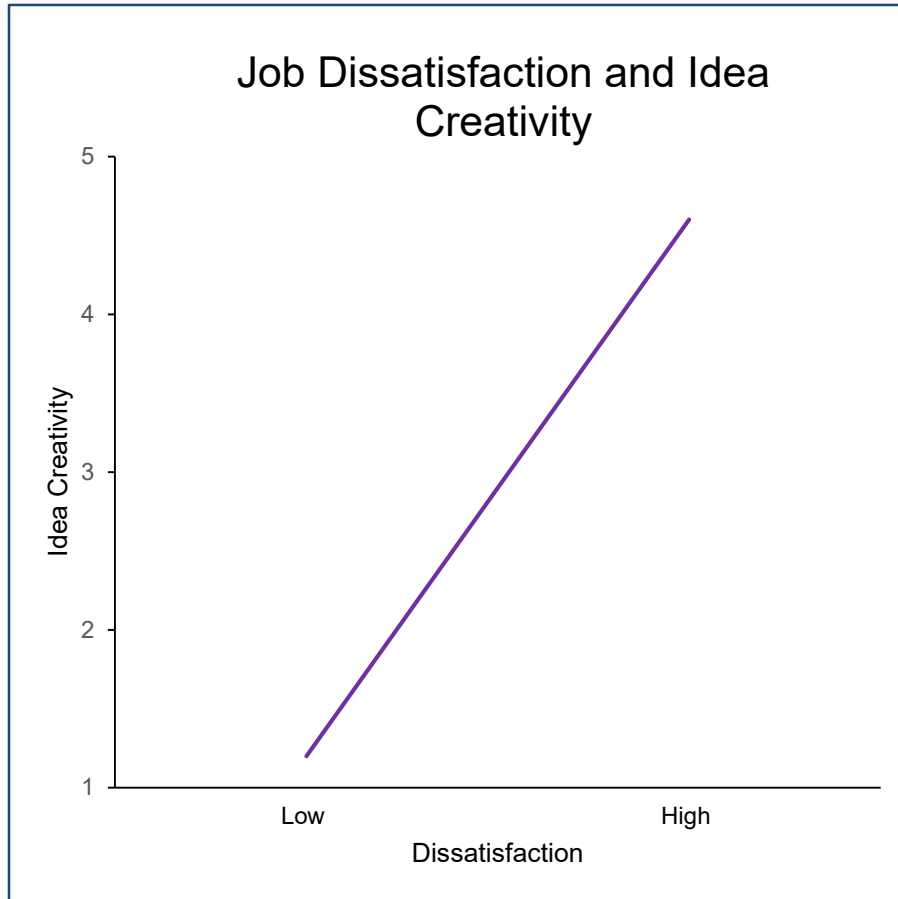


More creative ideas are less likely to be implemented by organizations

Barriers to implementation:

- Limited time due to workloads
- Stifling organizational cultures
- Professional hierarchy that discourages initiative by lower-status individuals

A Second Challenge of Fostering Creativity for Patient Experience Improvement



More dissatisfied staff
are associated with
higher creativity ideas

Issue:
No organization
wants to cultivate
dissatisfaction

Strategies to Foster Creativity to Improve Patient Experience

- Embrace, don't dismiss creative ideas
 - ▶ Incentivize creative idea implementation in organizations
 - ▶ Encourage collaborative development of ideas
 - ▶ Enlist influential staff to pursue idea implementation (e.g., experienced staff and those central in the organization's social network)
- Encourage dissatisfied workers to share their creative ideas
 - ▶ Recruit staff who are dissatisfied to participate in patient experience improvement and care co-design
 - ▶ Don't overlook those with divergent perspectives, especially new recruits and those who interact with patients or other teams frequently
- Using CG-CAHPS or other tools, measure patient care experiences to demonstrate the effect of creative ideas and motivate further sharing



Conclusion: Pursue Creative Ideas

- Creative ideas for patient experience improvement abound
- Health care professionals can be rich sources of creative ideas (and patients can be too)
- Successful patient experience improvement requires careful attention to work, implementation, and organizational dynamics (e.g., compatibility between change and existing work, job dissatisfaction)
- Implementation of staff's creative ideas is associated with better patient care experiences so organizations should foster creativity