Leadership Saves Lives

Intervention Improving Organizational Culture
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Intervention Improving Organizational Culture
Mixed Methods in Health Sciences

Overview

Challenges

1. Securing adequate resources
2. Writing competitive grant applications
3. Building & managing mixed methods teams
Health Sciences

Health Services Research
- Measurement development
- Organizational performance
- Care access and utilization
- Patient care experiences

Clinical Research
- Healthcare decision making
- Intervention trials

Implementation Science
- What, how, and why of implementation
Clinical Research

EX: Healthcare decision making

Intervention trials
Health Services Research

EX: Measurement development
Organizational performance
Care access and utilization
Patient care experiences
Implementation Science
What, how, and why, of implementation
Mixed Methods are Useful to...

- Understand through multiple lenses
- Provide context for phenomena
- Examine processes/experiences and outcomes
- Inform subsequent research development
Challenges

1. Securing adequate resources
2. Writing competitive grant applications
3. Building & managing mixed methods teams
Multiple Home Groups Represented by Each Mixed Methods Team Member

Team Member 1

Focal Group:
Mixed Methods Team

- Organizational affiliation
- Gender, ethnicity, religion
- Level of authority or status
- Disciplinary training
- Methods expertise

Home Groups
The Problem

Acute myocardial infarction (AMI) is a common and life-threatening illness.

Each year, over 700,000 people will have a heart attack...

and about 125,000 will die.
Organizational Culture

What is organizational culture?

A pattern of basic assumptions invented or developed by a given group as it learns to cope with its problems of external adaptation and internal integration.

"The way we do things around here."
What is organizational culture?
A pattern of basic assumptions invented or developed by a given group as it learns to cope with its problems of external adaptation and internal integration.
"The way we do things around here."
Evidence Base

A Positive Deviance Approach
- Identify positive deviants
- Qualitative study to generate hypotheses
- Test hypotheses quantitatively
- Disseminate with partners
- Evaluate uptake and impact

Findings from First Three Phases

Qualitative
- Top/bottom 5% hospitals in RSMR performance
- In-depth interviews with key staff in AMI care
- Cross sectional survey 91% response rate

Quantitative

Overlap indicating shared findings
A Positive Deviance Approach

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Findings from First Three Phases

Qualitative

Quantitative

Strategies to Reduce 30-Day Risk Standardized Mortality Rates (RSMR)

- Collaboration with IDN
  - 0.88
- Call to Problem Solving
  - 0.70
- Call to Clinical Team
  - 0.44
Organizational values and goals
Communication and coordination among groups
Problem solving and learning
Senior management involvement
Broad staff presence and expertise in AMI care
Broad Staff Presence and Expertise

"I started writing my consult notes...over the years it's just become the standard...That was a way of my breaking into the culture saying, 'This is my note; I want you to read it. It's not in the nurse's section. I have some ideas...and I'm open to talking about it.'

_Nurse Manager, no. 5_

**#65**: Nurses are comfortable checking with physicians if they have concerns about patient care.
Communication and Coordination Among Groups

"Everyone in this hospital from the housekeeper to the CEO plays a role...The housekeeping needs to know why it's important for them to go out and do their job...No one has an insignificant role in it...So everybody needs to be educated. Everyone."

*Director, Catheterization Laboratory, no. 2*

#58: Clinicians involved in the care of patients with AMI value each others' skills and talents.
Problem Solving and Learning

"...[T]he performance improvement team identifies action steps, the plan is put in place, and then we continue to measure to see if it's working or not working...you identify, you improve, you monitor, you tweak, and that's the model that they've been using for 10 years."

*Director, Quality Management, no. 4*

#60: Clinicians are encouraged to creatively solve problems related to AMI care processes.
Strategies to Reduce 30-Day Risk Standardize Mortality Rates (RSMR)

- MD and RN Champions: 0.88
- Collaboration with EMS: 0.70
- Pharmacist Engagement: 0.41
- Creative Problem Solving: 0.84
- RNs Assigned to Catheterization Lab: 0.44
However...

Most hospitals use one strategy.

1% of hospitals use all five strategies.

30-Day RSMR is 2% lower for those using all five strategies.
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Quantitative
Study Aims

- Implement
- Evaluate
- Describe
1. Identify receptive hospital network: Mayo Clinic Care Network, n = 21
2. Apply eligibility criteria: Exclude hospitals with AMI volume < 200 OR above average performance on RSMR, n = 18
3. Select sample: Randomize list; Select hospitals diverse in region and teaching status, n = 10
4. Determine hospital receptivity: Exploratory interviews with CEO and leadership teams at each hospital
5. Identify intervention network hospitals: Intervention hospitals nominate hospitals in their network, n=32
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   n = 21

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3. Select sample
   Randomize list; Select hospitals diverse in region and teaching status
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4. Determine hospital receptivity
   Exploratory interviews with CEO and leadership teams at each hospital

5. Identify intervention network hospitals
   Intervention hospitals nominate hospitals in their network
   n=32
Study Results

Where are we now?

What have we been doing?

- 20 site visits
- 350 surveys
- 4000 pages of transcripts

What have we been seeing?
Where are we now?
What have we been doing?

- 20 site visits
- 350 surveys
- 4000 pages of transcripts
What have we been seeing?

- Uptake of Five Strategies
- Number of Strategies Used
- Emerging Themes
Uptake of Five Strategies

- Pharmacist Engagement
- Creative Problem Solving
- MD and RN Champions
- Collaboration with EMS
- RNs Specifically Assigned to Catheterization Lab
Emerging Themes

- Open versus Closed Boundaries
- Response to Stress
- Group Dynamics & Leadership
- Clinician & Administrator Engagement
- Authenticity of Commitment to Change
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