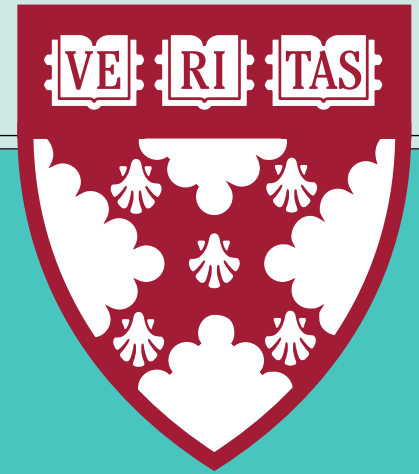


Ideation Challenge in Primary Care

H A R V A R D | B U S I N E S S | S C H O O L

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INTRODUCTION

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What is Ideation Challenge?

- The **ideation challenge** (contest, tournament) solicits **innovative solutions from frontline staff** (e.g., physicians, advanced practitioners, nurses, medical assistants, care coordinators, navigators, administrative and other staff) to **improve patient care and work processes**.
- This platform of collecting suggestions from frontlines has been **widely used** in health care and other industries.



Cisco Ignites Companywide
Startup Culture

Unique Innovate Everywhere Challenge
Unleashes Passion and Renewed Commitment from Employees

MEDIA RELEASE

**COMMONWEALTH BANK
STRENGTHENS ITS CULTURE
WITH GLOBAL
INTRAPRENEUR PROGRAM**

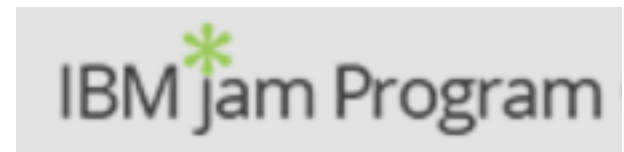


Innovation Rally

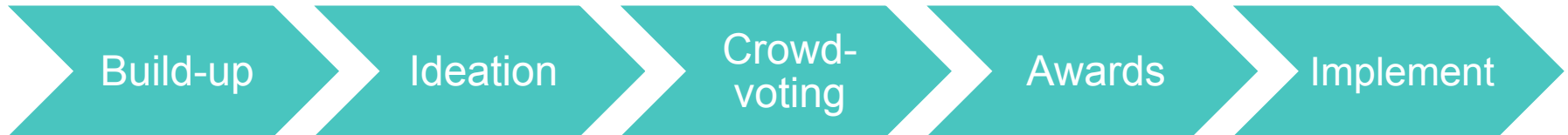
Jam Rules

Terms of Use for State Street's Innovation Rally

State Street is soliciting thoughts and recommendations from you and all State Street employees in this Innovation Rally, a real-time, interactive conversation with colleagues throughout the company. Your participation in this voluntary program is strongly encouraged - to assist State Street in this discussion about opportunities to innovate and to develop actionable ideas for new products, processes and business models. Our goals in this Rally are to (1) create a dynamic conversation about these ideas, (2) identify and refine the most promising ideas, (3) begin a process of collaboration and development to move these ideas forward, and (4) create global awareness, excitement and ownership of innovation at State Street.



Ideation challenge components



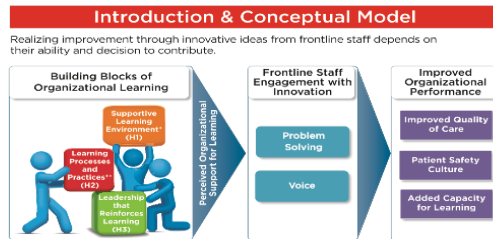
- **Build-up** (1 week*): promotes the challenge via poster, email, video
- **Ideation** (3 weeks*): open call for pain points and solutions from frontline staff; in an email announcement, staff are invited to submit their ideas via a web platform. Email reminders are sent to encourage participation.
- **Crowd-voting** (2 weeks*): Submitted ideas are presented anonymously for staff to rate/vote on.
- **Awards**: Top crowd-voted ideas win a prize (e.g., gift cards).
- **Implement**: Depending on feasibility, ideas are implemented and integrated into operation.
- *This time frame is tentative/flexible.

Prior work in the hospital setting

Perception of Organizational Support for Learning and Contribution to Improvement by Frontline Clinicians and Staff

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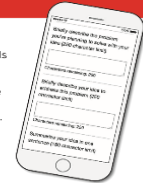
*Learning environment: characterized by psychological safety, appreciation for differences, openness to new ideas, and time for reflection.
 **Learning processes and practices include: experimentation, knowledge transfer, performance monitoring, and training

- Analytic Methods**
- We tested our hypotheses using analysis of variance, logistic regression, and predicted probabilities.
 - Significance and direction of the coefficient were examined to ascertain support for our hypotheses.

Analysis of Variance	Logistic Regression	Predicted Probabilities
Comparing LOS responses of those that participated in ideation vs. those that didn't	Predicting engagement via ideation participation (binary DV) using LOS responses, age, and role	Examining marginal effects of perceived support on learning on ideation participation

- Study Setting & Design**
- We examined how staff perception of support for learning relates to their likelihood to innovate in a **cross-sectional study of an ideation contest at a cardiology unit of an academic hospital**.
 - The contest drew principles of open or distributed innovation, designed to engage frontline staff to speak up about problems and suggest ideas to solve them.
 - The publicized goal of the contest was broadly defined: seeking ideas to improve patient care, improve workplace efficiency, or lower costs of care.

- Data & Measures**
- Participation in the contest entailed describing a problem and an accompanying solution on an online platform.
 - Prior to the contest, we administered the short-form **Learning Organization Survey (LOS)**. Grounded in extensive organizational research, the LOS measures the extent of learning occurring within an organization across units and levels of organizational hierarchy. The short-form LOS used in our study consists of 27 items and was developed for use in health care settings.
 - Respondents were asked to agree or disagree with 27 statements, presented in a random order, using a numerical scale of 1 (strongly disagree) and 7 (strongly agree).
 - Our sample consisted of **30% of the cardiology unit staff** that completed the LOS. Of those, 39 participated in ideation.
 - 12 months after the contest, we interviewed **16 participants**. We asked questions such as, "What made you participate?" and "Is the contest in line with the culture of this unit/hospital?". Interview findings were used to explain our quantitative results.



Results

Environment (H1)

- Participants reacted more positively to items relating to:
 - Appreciation for new ideas ($p < 0.10$)
 - Allowance for mistakes ($p < 0.05$)
- One SD \uparrow in perceived welcome for differences was associated with a 4.3% \uparrow in the odds of ideation ($p < 0.05$); 55% \uparrow in the odds of suggesting more than one idea ($p < 0.10$)

Processes & Practices (H2)

- Adjusted predictions show that staff indicating neutrality in perception of experimentation had a 10% likelihood of participating; staff indicating strong positivity had a 4.4% likelihood of participating ($p = 0.19$)
- One SD \uparrow in knowledge acquisition was associated with a 94% \uparrow in the odds of ideation ($p < 0.07$)

Leadership (H3)

- Participants reacted more positively to items relating to:
 - Manager listening attentively ($p = 0.24$)
 - Manager inviting input from others in discussion ($p = 0.62$)
- One SD \uparrow in perceived leadership support was associated with a 4% \uparrow in the odds of ideation ($p = 0.84$)

Conclusions

- To benefit from frontline staff learning and insight, organizations could consider ways to develop the building blocks of learning.
- In particular, enabling staff to feel that their ideas are welcome and making mistakes is permissible may increase their likelihood to engage in problem solving and speaking up.
- An ideation contest can be used to solicit insights on organizational improvement opportunities. An online contest platform simplifies and adds a sense of novelty to the process of idea sharing among staff and managers, resulting in a collection of perspectives from the frontline.

Problem
 Many doctors, nurses and techs have no idea how much anything costs. We may make wiser decisions... if the prices were communicated. We are out of touch with costs so we are blindly making decisions and influencing the cost of care.

Solution
 The materials that are both commonly used and those that are more specialized and expensive should have a label with the price on it. ... Everyone could get a printout of the "receipt" or cost for each procedure or shift.

"The message that [the contest] sent was that any of us can participate in innovation or QI projects and that they [management] care about what everybody has to say."

"I usually don't get asked, what would you do to change, a change [that affects] across the Heart Center... but [the contest] lowered the threshold of doing it, that somebody asked."

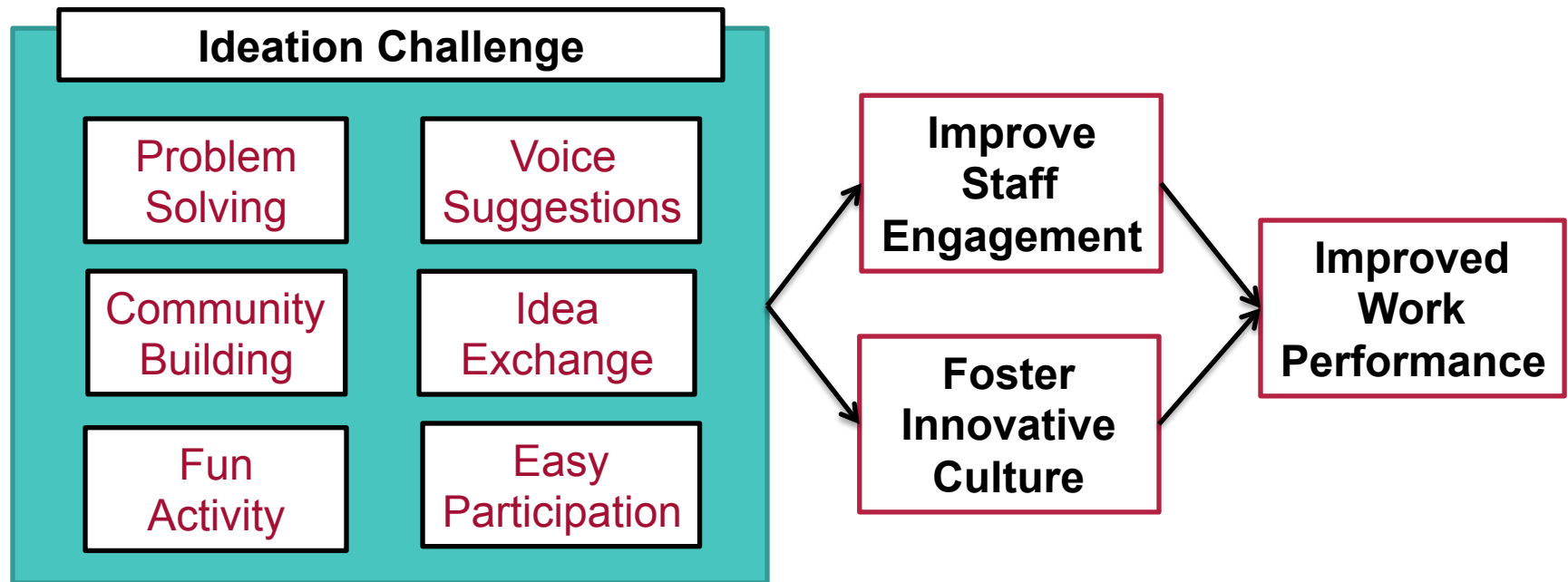
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f t i n s www.abtassociates.com

- Frontline staff that feel safe to speak up and perceive inadequate experimentation were more likely to share and evaluate ideas.
- Participants reported increased engagement with work and community.

Conceptual framework & research questions



Research question: Does the ideation challenge improve employee engagement and work outcomes (e.g., patient care, QI involvement, collaboration)?

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Contest timeline

Measures of contest impact

QUESTIONS, NEXT STEPS

Contest timeline (approximate)

Wave 1:

- Fall 2018:
 - Start promotion of the contest
 - Pre-contest survey
 - **Contest (Nov/Dec 2018)**
- Spring 2019
 - Post-contest survey
 - interviews with participants & leadership
 - Gauging continued participation in organizational improvement

Wave 2:

- Fall 2018:
 - Pre-contest survey
 - Gauging participation in organizational improvement
- Spring 2019
 - **Contest (Mar/Apr 2019)**
 - Post-contest survey
 - Interviews with participants & leadership

Measures of contest impact

Contest data

- Participation, ideas, voting results

Staff survey

- Employee engagement, job satisfaction

Interview

- Contest participants' and practice leaders' experience with the contest, ideas implemented

Organizational improvement

- Incidence reporting rated by self and supervisors; reading/giving suggestions to newsletters/announcements

Practice data

- Measures of employee productivity/performance (e.g., patient satisfaction)

Staff survey: culture of safety, organizational commitment (sample questions)

Domain	Item
Psychological safety	<ul style="list-style-type: none">• In our company, one is free to take risks.• The people in our company value others' unique skills and talents.• As an employee in our company one is able to bring up problems and tough issues.• When someone in our company makes a mistake, it is often held against them.
Organizational commitment	<ul style="list-style-type: none">• I do not feel a strong sense of belonging to my organization.• I do not feel “emotionally attached” to this organization.• This organization has a great deal of personal meaning to me.• I feel like “part of the family” at this organization.• I enjoy talking about my organization with people outside it.

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Why should practices participate?

Innovation contest (“engagement, culture change, fun!”)

- Identify areas of improvement
- Improve patient care
- Build a sense of community among staff
- Offer a low threshold opportunity for frontline staff to engage in innovation and speak up about improvement ideas
- Infrastructure (e.g., web-platform, contest prizes) provided

Surveys

- Assess the status of organizational culture and staff engagement at work
- Benchmark against other, similar practices in the region

What is provided to participating practices?

- Contest promotion materials
- Contest infrastructure
- Contest prizes (e.g., gift cards)
- Interview incentives (e.g., gift cards)
- Surveys, draft language for survey promotion emails
- Survey result report
- Survey incentives (if applicable)

What am I asking of the practice partners?

- Help with promoting the contest
- Help with sending out survey links and reminders
- Coordinate interviews after the contest
- Coordinating newsletter tracking and improvements

Contest infrastructure

Web platform: <https://ideationchallenge.com>

Promotional video: <https://www.youtube.com/watch?v=M0rCRunRkYA>

Questions?

Questions?

Experience with innovation/engaging frontline staff?

Survey incentives: what works well?

Contest prizes: what might work well?

Next steps