IGNITE

Sparking Change

Infection Prevention through Complexity Science

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Front-Line Ownership

- Complexity science-based approach
- Engage those who are “touching the problem” to arrive at local solutions
- Fostering ownership not “buy-in”

We know *what* we need to do but often do not know *how* to do it

culture eats
strategy for
breakfast

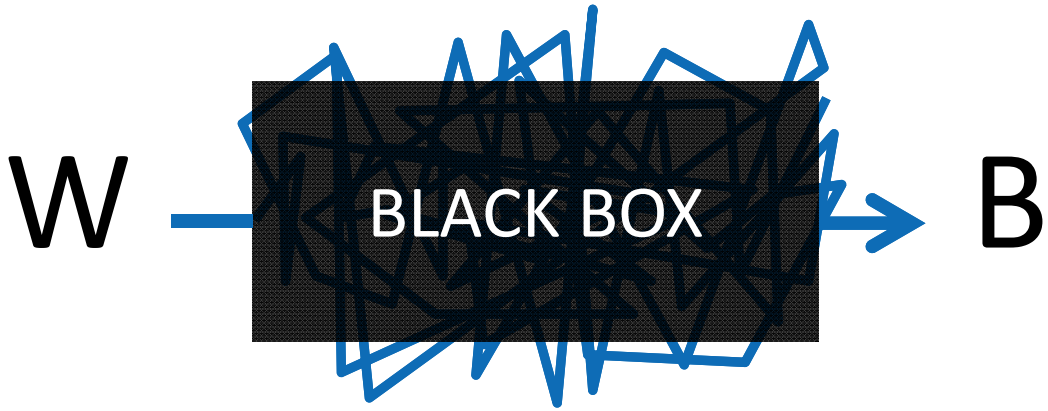
Traditional Healthcare Culture

- Need to get things done immediately
- Evidence-based practice (scientific proof)
- Information and data are trusted
- Culture change is complicated
- Leaders need to ‘step-up’
- Top-down leadership
- “Standardize and roll it out”

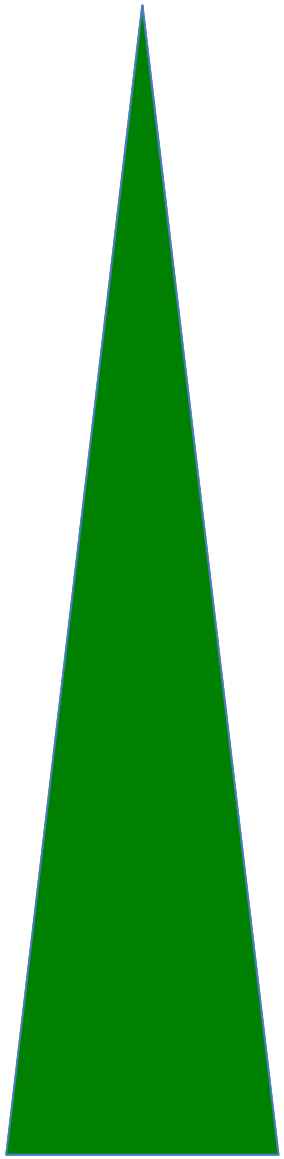
Zimmerman et. al. Healthcare Papers 2013

How we tend to view the healthcare world:

What it tends to be like:



- Order
- Agreement
- Rules
- Certainty



CHAOS

COMPLEX

COMPLICATED

SIMPLE

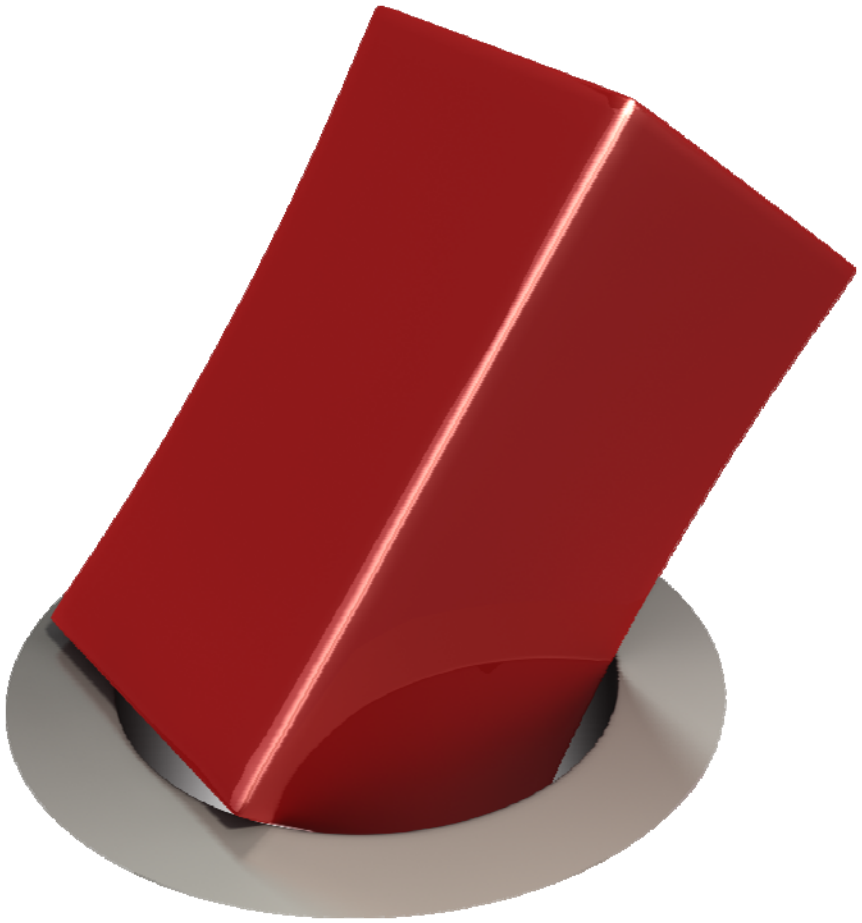
CHAOS

COMPLEX

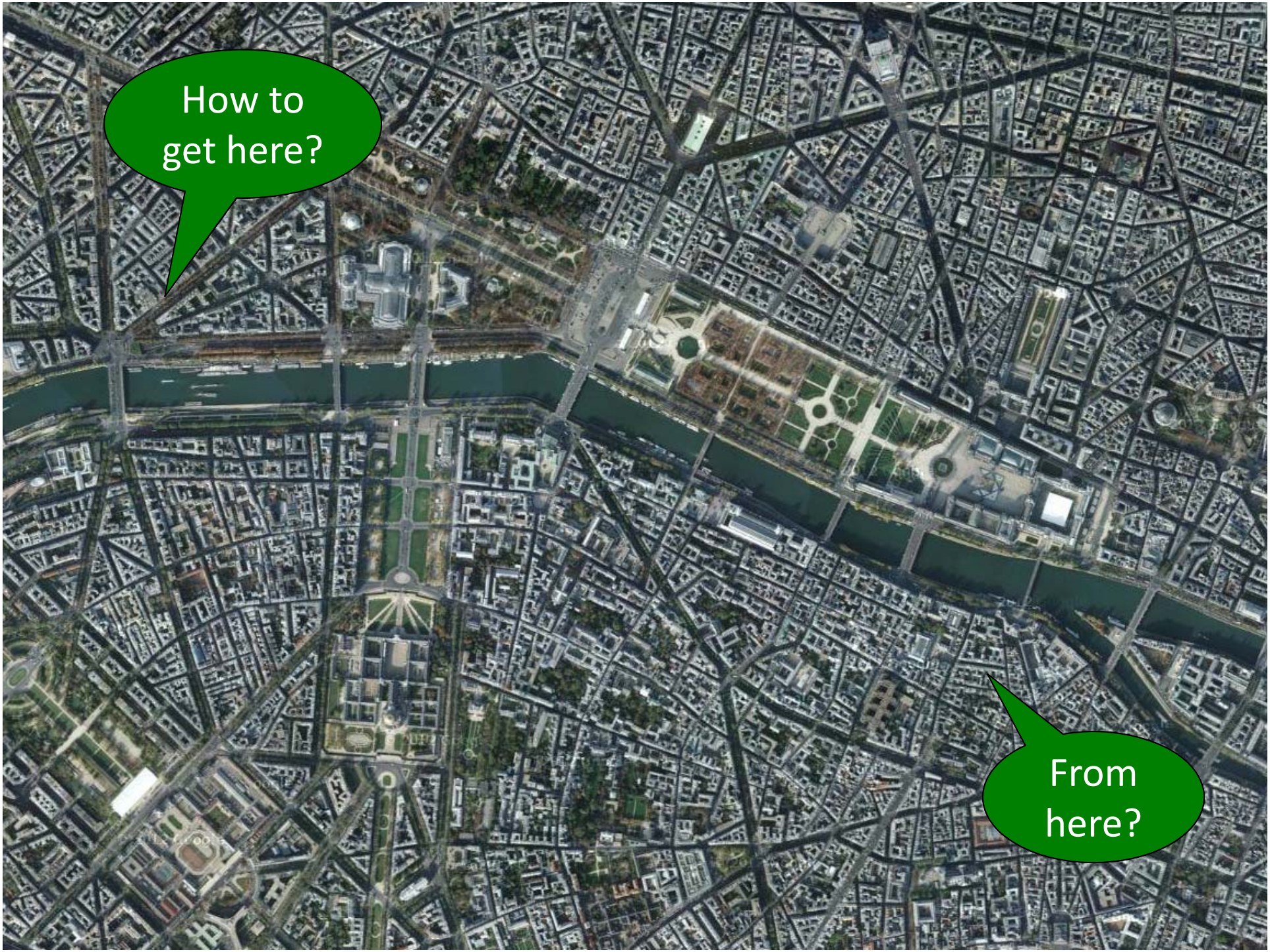
COMPLICATED

SIMPLE

Many of our healthcare problems are complex, but we keep using tools meant for simpler problems



Nibble


How to get here?
From here?

How to improve safety in a complex world?

Prevention ~ Resilience

- Education (knowledge, training, etc.)
- System design (supply, use, etc)
- Reminders (signs etc)

- Culture of Support (Ability to contain)
- Invitations (Ask me)
- Reminders (nudges, Codes: Nurse Jackson)

Need Both for a Truly Safe Culture

RUTH BLATT1, MARLYS K. CHRISTIANSON, KATHLEEN M. SUTCLIFFE AND MARILYNN M. ROSENTHAL. Journal of Organizational Behaviour J. Organiz. Behav. 27, 897–917 (2006)

Minimum Specifications
(simple rules)

rather than

Maximum Specifications
(over specification)

Principles of This Work

- Participation is voluntary – everyone can opt in or opt out
- Bottom up, top down and sideways
- Make the invisible visible
- Include the unusual suspects
- Go slow to go fast
- Nothing about me without me
- Act your way into a new way of thinking

Culture *SHIFT*

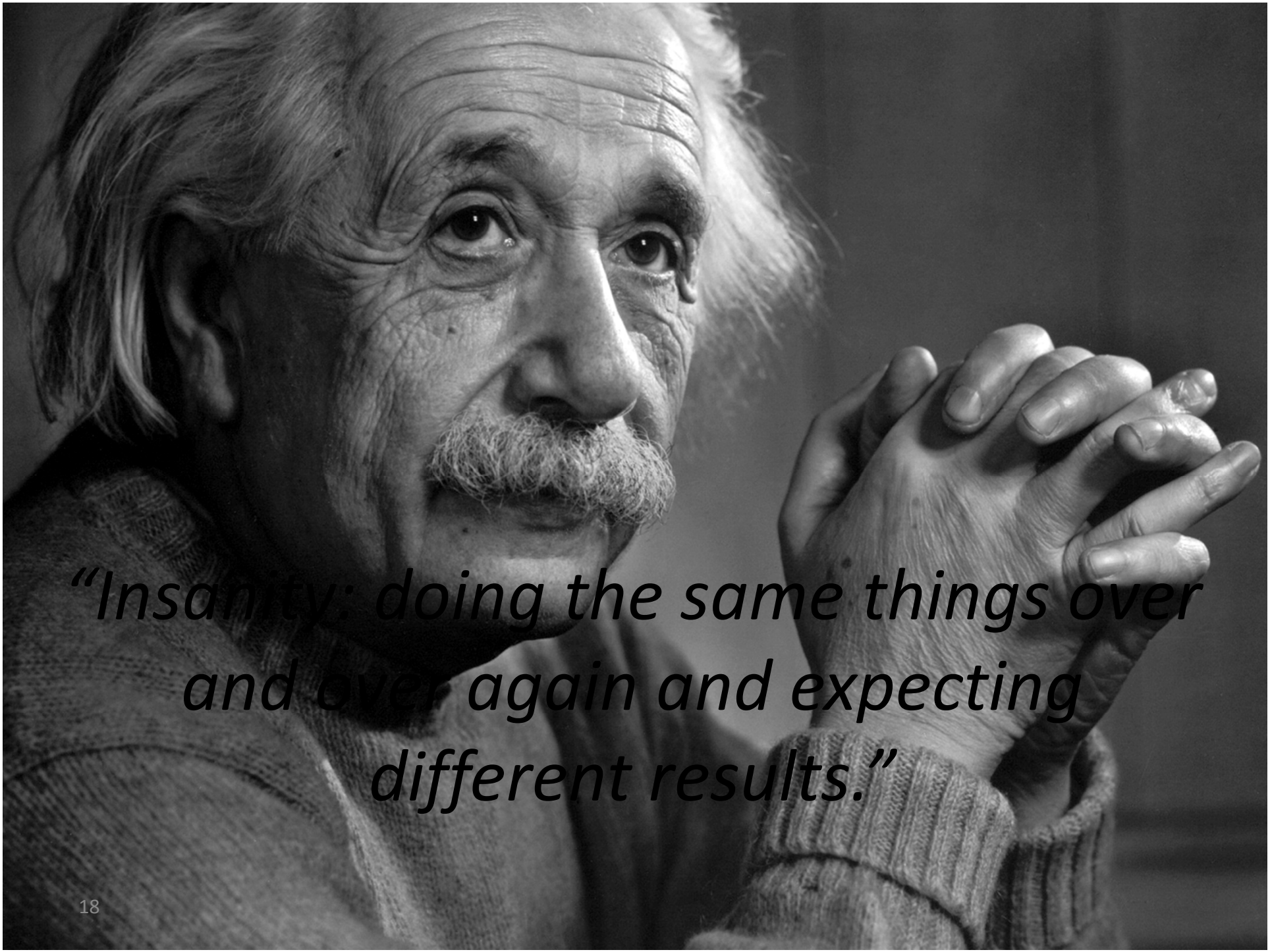
- Taking time to think
- Practice-based evidence (social proof)
- Stories and relationships are trusted
- Culture change is simple
- Leaders need to step back
- Bottom up leadership from the front-line

IGNITE

TRIZ

15% Solution

1-2-4-ALL


“Insanity: doing the same things over and over again and expecting different results.”