

Harnessing the Power of 40,000: Becoming an Idea-Driven Organization

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Learning Objectives:

- Discuss the fundamentals of an effective idea system and how to apply them.
- Describe strategies to effectively and inclusively engage caregivers and other potential key stakeholders.

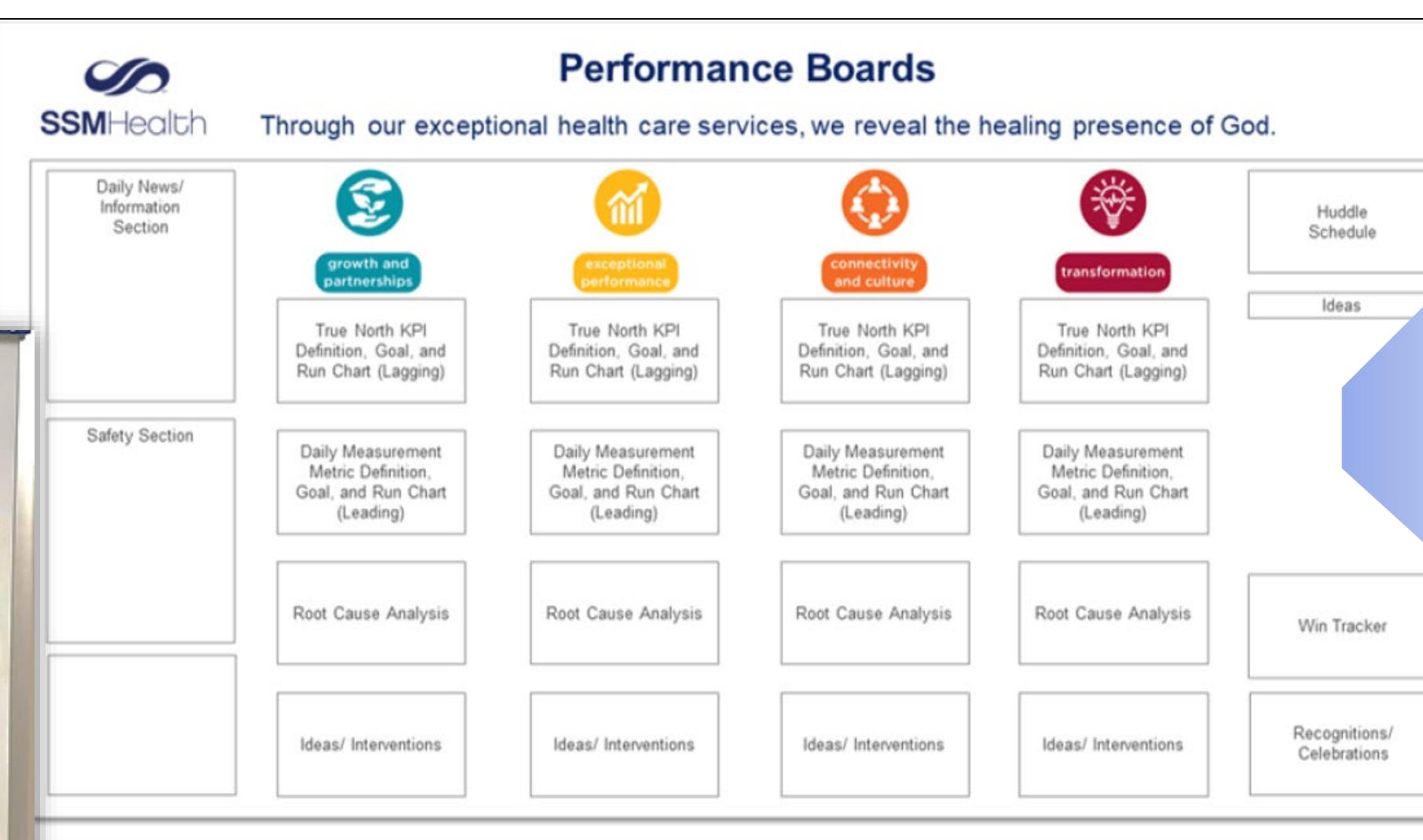
Introduction:

Harness the power of ideas from your entire team to drive improvement, innovation and engagement. Through our SSM Health Operating Model we developed a systematic approach to collecting and implementing ideas, resulting in solutions that are quicker to implement, less expensive and more attainable.

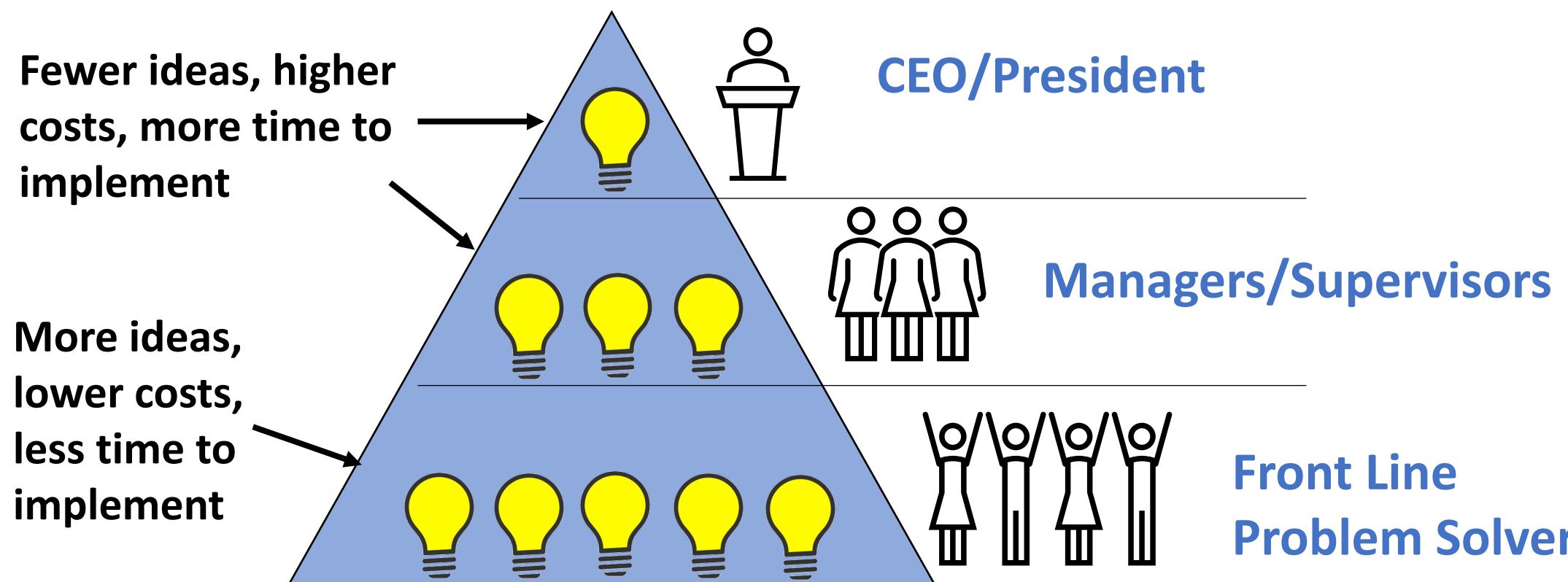


Methods:

- Idea Cards
- Idea app
- Communication
- Close the loop
- Incentive programs
- Performance boards



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Key Takeaways:

- Focus on problems within your span of control
- Use a standard idea card on your performance board
- Establish a regular review and aging cadence
- Develop a method to close the loop
- Create psychological safety and remove fear of failure
- Build a recognition method for ideas implemented
- Ideas should be completed by front line team members
- Share successful ideas with other teams

Outcomes:

In 2021, SSM Health set a goal to reach 40,000 ideas implemented across the organization, equating to approximately one idea per employee. SSM Health DePaul Hospital, the flagship of SSM Health's St. Louis market, exceeded that goal with over 2,000 implemented ideas.

Success Story:

Problem: Patients on the behavioral health child and adolescent unit were biting staff members

Problem solver: Tiffany, a nurse manager

Solution: Bite sleeves when caring for high bite risk patients.

Results: Bite events virtually went to zero overnight. Staff members feel safe and protected.



Lessons Learned:

- Creates a culture of autonomy and shared ownership
- Every team member offers improvements and can witness the progress towards implementation.
- Solves multiple problems daily
- Achieves our goals across the organization more effectively and efficiently.
- Ideas continue to impact financial, quality, safety and experience domains, and sometimes all four at once.

Disclosures:

The authors have no relevant financial relationships to disclose.

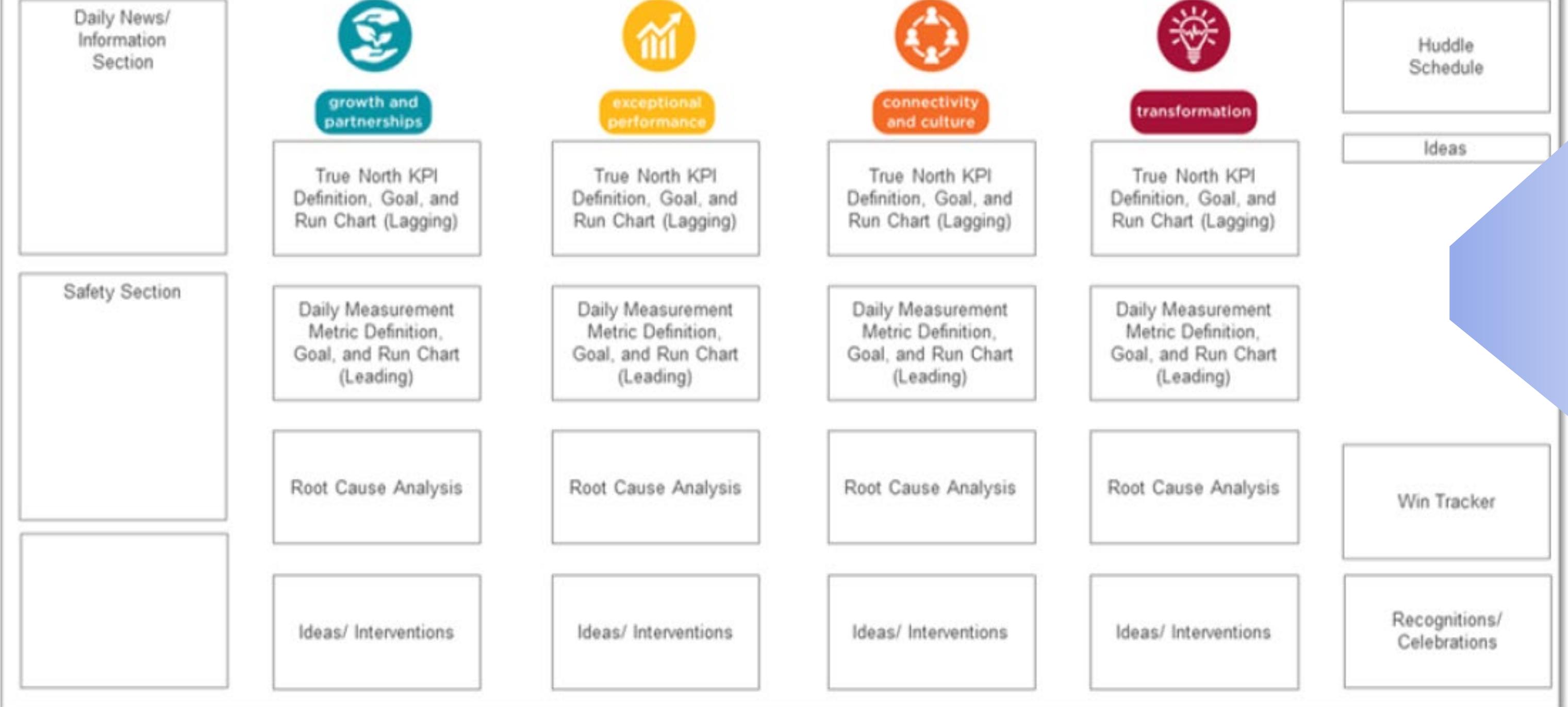
SSM Health Operating Model



Methods- Performance Boards

Performance Boards

Through our exceptional health care services, we reveal the healing presence of God.



The layout consists of a grid of cards. The first row contains a 'Daily News/Information Section' card, followed by four cards with icons: 'growth and partnerships' (handshake), 'exceptional performance' (bar chart), 'connectivity and culture' (people in a circle), and 'transformation' (lightbulb). The second row contains a 'Safety Section' card, followed by four 'True North KPI Definition, Goal, and Run Chart (Lagging)' cards, each with a corresponding icon: handshake, bar chart, people in a circle, and lightbulb. The third row contains two 'Root Cause Analysis' cards, followed by three 'Daily Measurement Metric Definition, Goal, and Run Chart (Leading)' cards, then a 'Win Tracker' card, and finally a 'Recognitions/Celebrations' card.

IDEA CARD

Name: _____
Date: _____ Completed Date: _____
Problem: _____

Idea: _____

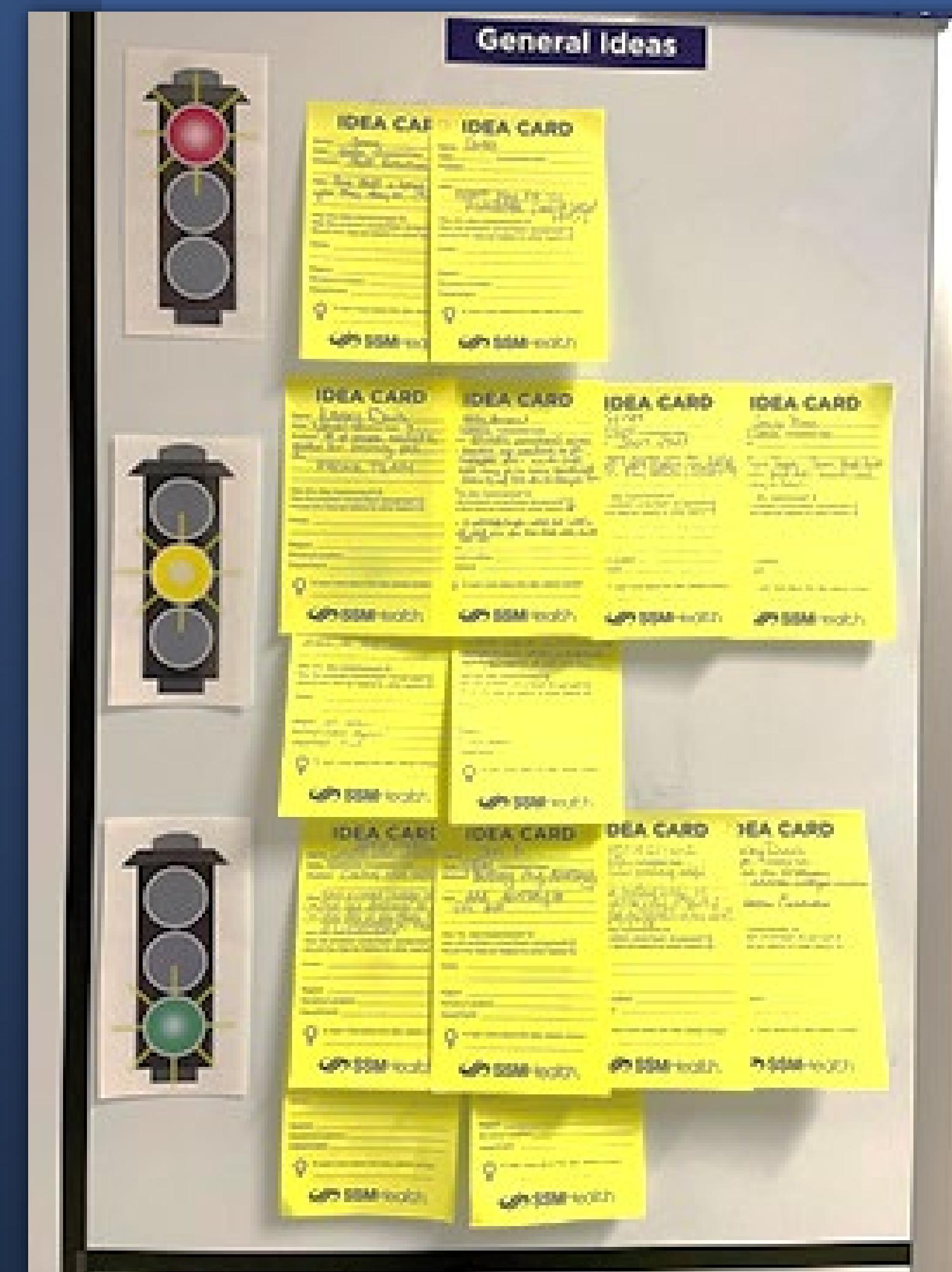
Was this idea implemented? Was the problem solver/team recognized? Would this idea be helpful to other teams?

Notes: _____

Region: _____
Ministry/Location: _____
Department: _____

To learn more about this idea, please contact: _____

SSMHealth.



Stoplight method for close the loop on a Performance board:

- **Red**- Cannot Implement
- **Yellow**- New or in progress
- **Green**- Implement or Completed