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
- **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
Key Finding: Implementing Creative Ideas Matters

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

<table>
<thead>
<tr>
<th>Dependent Variable</th>
<th>Care Coordination (out of 5)</th>
<th>Provider Rating (out of 10)</th>
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<tbody>
<tr>
<td>Independent Variable</td>
<td>β (SE)</td>
<td>β (SE)</td>
</tr>
<tr>
<td>Proportion of high-creativity, implemented ideas per center</td>
<td>1.33 (0.56) **</td>
<td>2.15 (0.96) **</td>
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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
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