Sustaining a Data Driven Culture

Jill Howe
October 4, 2017
“Think always in terms of continued improvement. To rest content with results achieved is the first sign of decay.”

George Eastman, founder Eastman Kodak Company
Groundbreaking Innovations – of All Time

1. Penicillin
2. Vaccination
3. Germ Theory
4. Anesthetic
5. Insulin
6. DNA
7. X-ray

http://www.healthguidance.org/entry/16851/1/Top-10-Greatest-Medical-Discoveries-of-All-Time.html
Groundbreaking Innovations 2017

1. Tricorders
2. (CAR) T-cell Immunotherapies
3. Augmented Reality
4. Synthetic Blood
5. Mobile Stroke Treatment Units
6. Interoperability
7. Ultrasound for Alzheimer’s Disease

http://www.huffingtonpost.com/entry/7-amazing-medical-breakthroughs-that-will-wow-the-world-in-2017_us_5852c870e4b012849c05d133
Guiding Questions for Improvement

- Guiding question: Do we understand the problem?
- Guiding question: Do we know where we want to be?
- Guiding question: Do we know the cause?
- Guiding question: Do we know what to change?
- Guiding question: Have we applied and measured the change?
- Guiding question: Did the changes result in improvement?
- Guiding question: Are we sustaining the gains?
Learning Objective

Be able to use methods, tools and leadership structures to sustain and embrace a data driven culture.
Moving from a Project to Sustained Improvement

No going back
• Accept the challenge
• Hardwire the change
• No going back

Intentional focus
• Understand the work
• Look for inefficiencies
• Measure change
• Daily improvement conversations

Aligning for success
• Role of data governance
• Role of leadership support
• Support & spread new thinking
No Going Back
Moving from a Project to Sustained Improvement

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http://blog.emomentum-interactive.com/345-2/
A project is an endeavor to accomplish a specific objective via interrelated tasks and resources.

1. Start and finish point.
2. Often seek to make a change.
3. Might involve a specific project team.
Moving from a Project to Sustained Improvement
Sustainability Mindset

Commitment not compliance

Improvement not steady state

Innovation not following old rules

Initiative not following orders
Commitment

*Commitment* not compliance

Commitment

- Do it because you want to.
- You know it’s the right thing to do.
- It is the means to a desirable end.

Compliance

- Because someone told you that you have to.
- You must meet a regulatory measure.
- Something might break if you don’t comply.
Improvement

Improvement

- The world changes every day.
- Technology, knowledge, innovation changes the environment.
- Get on the boat or get left behind.

Steady state

- We have always done it this way.
- I don’t have time to learn something new.
- The new way takes me longer.
Innovation

**Innovation** not following old rules

Innovation

- Learning new methods requires energy and focus.
- Innovations can be hard to understand (how does wireless work?)
- Technology changes quickly – it’s hard to keep up.

Following old rules

- You have always done it this way.
- I understand how to do it this way.
- It is easier to not have to learn something new.
Initiative

Initiative not following orders

Initiative

• Do it because you want to.
• You know it’s the right thing to do.
• It is the means to a desirable end.

Following orders

• There are times when this is appropriate.
• Break from the habit of how it’s “always” been done.
Change happens whether we embrace it or not
Focus Matters

The way things are

Diminish the gap

The way things need to be to create a better future

Start here!
Make the invisible visible.

Source: Simon Sinek
Stakeholder inclusion

Identify stakeholders

• Upstream and downstream.
• At multiple levels within your organization.
• Select purposefully.

Make stakeholders feel included

• There is always room for improvement. Share data to quantify areas to improve.
• Include stakeholders in discussions regarding how your process improvement or change might impact them.
Maintain Focus to Achieve the Outcome

Build into workflow

Don’t try to boil the ocean

Do one thing at a time

Follow through
Commitment to Improvement

Workflow change

• Because you know it is the right thing to do.
• It might help someone downstream from you.

Culture change

• Culture of curiosity. There is always room for improvement.
• Grow out of “this is how we have always done it.”
Thank goodness for innovation and change

http://blog.emomentum-interactive.com/345-2/
Intentional Focus
Intentional focus

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2. Intentional focus
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3. Aligning for success
   - Role of data governance
   - Role of leadership support
   - Support & spread new thinking
What is working well?

**WHAT IS THE WORK?**

Show me what you do.
Tell me more about that.
Who else is impacted by your work?

**PROBLEMS**

What problems are you experiencing?
What changes are you testing?
Who else is impacted by the problem?

**LESSONS**

What are you learning?

**CELEBRATE!**

What is working well?

**ARE WE ON TARGET?**

How are we doing?

**ALWAYS CONCLUDE WITH:**

**HOW CAN I BETTER SUPPORT YOU IN THE WORK?**
Understand the work

WHAT IS THE WORK?
Show me what you do.
Tell me more about that.
Who else is impacted by your work?

CELEBRATE!
What’s gone right?

PROBLEMS
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Measure change

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ARE WE ON TARGET?
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ALWAYS CONCLUDE WITH:
HOW CAN I BETTER SUPPORT YOU IN THE WORK?
What Do You See in this Picture?
1. Establish a Data Management Plan
   • How often are the data collected and analyzed?
   • How are the data displayed?
   • Where are the data displayed?
   • What is the process for adding new measures?

2. Establish Accountability
   • Who keeps the board current?
   • Who facilitates data integration into meetings?

3. Establish Clear Communication Pathways
   • Review data at regular meetings.
   • Consider data when making decisions.
   • Update stakeholders regularly of progress.
Prioritize with Sustainability in Mind

Determine and note the reliability score for each intervention

1 **Not likely sustainable**
   - Training programs
   - Printed Reports

3 **Likely to work for an interval**
   - Visual controls – laminated instructions
   - Embedded standard work
   - Reminders and alerts

5 **‘Hard-wired’ into the system**
   - EMR forced fields
   - Change in physical environment
   - Change in equipment
   - Forcing functions
Aligning for Success
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The Triple Aim of Data Governance

1. Ensuring Data Quality
   • Data Quality = Completeness x Validity

2. Building Data Literacy
   • Hiring and training to become a data-driven organization

3. Maximizing Data Utilization
   • Pushing the data-driven agenda to quality improvement, cost reduction, enhanced experience, and population risk reduction

The Data Governance Layers

Executive & Board Leadership

Data Governance Committee

Data Stewards

Data Architects & Programmers

DBAs & Systems Administrators

Data access control system

EDW

Happy Data Analyst
Keys to Analytic Success

The Data Governance function should be a driving force in all three…

Mindset
Building a “data driven” culture

Skillset
Actively growing data literacy among employees

Toolset
Choose the right tool(s) to support analytics and data governance

Innovators. Recruit innovators to redesign care delivery processes

Early adopters. Recruit early adopters to chair improvement and to lead implementation at each site.
(key individuals who can rally support)

N = number of individuals in group
√N = number needed to influence group (but they must be the right individuals)

## Stakeholder Interventions

<table>
<thead>
<tr>
<th>Early Adopters</th>
<th>Jump in when...</th>
<th>What’s next for this group?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The benefits become apparent.</td>
<td>Encourage continuous improvement.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Early Majority</th>
<th>Jump in when...</th>
<th>What’s next for this group?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>They see it will predictably work.</td>
<td>Encourage engagement.</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>Late Majority</th>
<th>Jump in when...</th>
<th>What’s next for this group?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>You simplify, clarify, and add or restore resources.</td>
<td>Encourage &amp; reward engagement.</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>Laggards</th>
<th>Jump in when...</th>
<th>What’s next for this group?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>You increase accountability and standards, and reframe the work in a more compelling way.</td>
<td>Gentle peer pressure, encourage and reward.</td>
</tr>
</tbody>
</table>
Incentivizing Change

What are you rewarding?

• Planning
• Problem solving
• Learning
• Outcomes improvement

How are you rewarding?

• Positive feedback
• Team competitions
• Measurable improved outcomes
Polarity Management in Rewards & Recognition

INTRINSIC & EXTRINSIC
Why I Do What I Do?
Building Blocks for Intrinsic Rewards

A sense of MEANING
A sense of PROGRESS
A sense of COMPETENCE
A sense of CHOICE

Building Blocks for Intrinsic Rewards

START WITH WHY

A sense of MEANING

A non-cynical climate
Clearly identified passions
An exciting vision
Relevant task purposes
Whole tasks

The freedom to care deeply
Insight into what we care about
A vivid picture of what can be accomplished
Connection between our work and the vision
Responsibility for an identifiable product or service
Building Blocks for Intrinsic Rewards

Delegated authority: The right to make decisions
Trust: Confidence in an individual’s self-management
Security: No fear of punishment for honest mistakes
A clear purpose: Understanding what we are trying to accomplish
Information: Access to relevant facts and sources

A sense of choice
Building Blocks for Intrinsic Rewards

Knowledge
Positive feedback
Skill recognition
Challenge
Non-comparative standards

An adequate store of insights from education/experience
Information on what is working
Due credit for our successes
Understanding what we are trying to accomplish
Demanding standards that don’t force rankings

A sense of COMPETENCE
Building Blocks for Intrinsic Rewards

- A collaborative climate: Co-workers helping each other succeed
- Milestones: Confidence in an individual's self-management
- Celebrations: No fear of punishment for honest mistakes
- Access to customers: Understanding what we are trying to accomplish
- Measurement of improvement: Access to relevant facts and sources

A sense of PROGRESS
In Summary
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NOW WE'RE JUST SOMEBODY

THAT YOU USED TO KNOW.

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Charles Darwin

It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.
Thank you