



EFIHL

Executive Fellowship in
Innovative Health Leadership

ASU College of Nursing
and Health Innovation
Arizona State University

AONE
The Voice of Nursing Leadership™

 American Association for
**PHYSICIAN
LEADERSHIP**
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Executive Fellowship in
Innovative Health Leadership

Bonnie Clipper
Building a Culture of Innovation

About the Fellow



3 things I'd like you to know about me:

- I've wanted to be a nurse since I was six years old.
- I have been a nurse executive for 20 years.
- I have run with the bulls in Pamplona and climbed Kilimanjaro (I'm not afraid of risk).

Role of faculty/mentor

- Christi Zuber, RN MHA, PhD (c)
- An amazing mentor to me by teaching me about human centered design and the role it plays in health care.
- Encouraged me to study Design Thinking through on-line courses.
- My new friend

My Definitions of Innovation

- *A novel set of behaviors, routines and ways of working that are directed at improving health outcomes, administrative efficiency, cost-effectiveness, or users' experience and that are implemented by planned and coordinated action.*

(Greenhalgh, et al., 2004)

- *Putting new ideas into practice or using existing ideas in new ways.*

(Melnik & Davidson, 2009)

My definitions of Organizational Culture

- “Culture is consistent, observable patterns of behavior in organizations”. -Aristotle
- “Culture is how organizations ‘do things’.” — Robbie Katanga
- “Organizational culture is the sum of values and rituals which serve as ‘glue’ to integrate the members of the organization.” — Richard Perrin

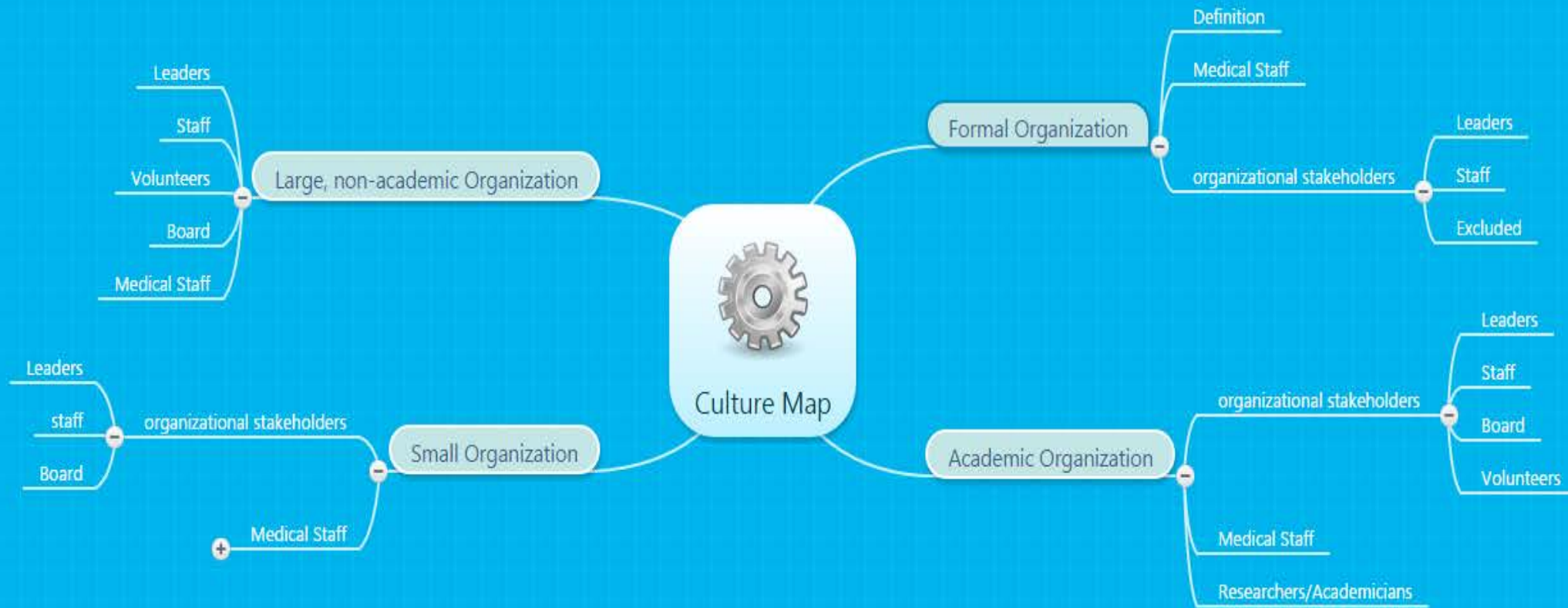
My “ah hah” moment about innovation: what I’ve learned about leading innovation

Occurred while we were at Intuit, listening to Lionel Mohri.

- Have to have the “right people” on the team.
- Innovation will likely start very small and grow from successes.

Description of project

- Developing a presentation or webinar, eventually a workshop, to providing nurse leaders with guidance on how to build cultures of innovation within their own organizations.



Proposed Impact of Project

- **Agreement with supervisor/sponsor:** To develop content for presentation and provide one this year.
- **Anticipated outcomes:** Provided first innovation presentation at Texas Hospital Association Annual Meeting break out session in January.

Innovation Steps of Project; interprofessionalism, external experiences

- “Cold called” many professionals with *innovation* in their title via LinkedIn.
- Submitted four abstracts (AONE Annual Meeting, AHA Annual Meeting, STTI Annual Meeting, International Council of Nurses Annual Meeting).
- “Discovered” Ruben Rathingsham, PhD, Dell Medical School, Austin, TX, we are now collaborating on potential projects.

Project Accomplishments

Current status/ Next Steps

- **Accomplishments:**

- Presented at Texas Hospital Association Annual Meeting on 1/26/17.

- **What's next:**

- Presenting Ignite session at AONE Annual Conference in March.
- Poster presentation at International Council of Nurses meeting in June.
- Submitted abstract to AHA Annual Meeting in July.
- Submitted abstract to STTI in October.

What will I do differently with what I've learned

- Improve the way innovation is used within my organization.
- Evangelize changing cultures in order to innovate more.
- Network more with “innovators” outside of health care.

Fellowship experience translated to work environment

- Facilitating my own organization to change our culture to be more willing to accept innovation.
- Encourage staff to bring more ideas to fruition.
- Improve our outcomes using innovative approaches to care.

Here's my elevator pitch about being a healthcare leader in innovation

- Building a culture of innovation is often a paradigm shift for an organization.
- It often't starts at the front lines with small projects.
- It isn't an "initiative".
- Innovation doesn't replace the existing organizational improvement processes but rather can be layered on top.

Suggestions/recommendations for future Fellowship experiences

- More time for fellows to talk and collaborate.
- More time to discuss projects.
- Include some of the courses in ASU innovation certificate program as self study.
- Alumni “meet-ups” at national meetings (AONE, ACHE, AAPL, etc.).

References

Greenhalgh, T., Robert, G., MacFarlane, F., Bate, P. & Kyriakidou, O. (2004). Diffusion of Innovations in Service Organizations: Systematic Review and Recommendations. *Milobank Quarterly*. 82(4): 581–629.

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Watkins, M. (2013). What Is Organizational Culture? And Why Should We Care? *Harvard Business Review*,

