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.
  (Melnyk & 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.
• “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’st 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.).

