



EFIHL

Executive Fellowship in
Innovation Health Leadership

AONE
The Voice of Nursing Leadership™

ASU College of Nursing
and Health Innovation
Arizona State University

 American Association for
**PHYSICIAN
LEADERSHIP**
Inspiring Change. **Together.**



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**Integration of Technological Opportunities into
Emergency Department and Interfacility Transport
Healthcare**

About the Fellow:



3 things I'd like you to know about me

- 1 - I'm one of 11 children
- 2 - I'm a lifelong learner
- 3 - As a new grad, I cared for 16 patients/shift (most were terminal oncology patients) with one LPN and 2 CNAs

Role of faculty/mentor

- Barbara Balik, EdD, RN, is my mentor. The mentor role is critical to the success of an EHIFL participant because of the mentor's previous experience in the challenges experienced along the way. Successes are shared, and conversely, challenges are understood and support provided to persevere through obstacles. The mentor role-in short-is a thought partner who guides the participant through the iterative process of innovation trial and error.

My definition of Innovation

- Using one's influence to integrate new ideas and methods into the culture of an organization.



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

- Innovation is a complex web of ideas/new methods that necessitate strong relationships to open doors as well as relentless patience and persistence in order to progress forward.

Description of project

- **What it was not:**

- chasing BSOs (Bright Shiny Objects 😊)

- **What it was:**

- Integration of encrypted Facetime and Tiger Text on pediatric/neonatal specialty care transports
- Exploration of outsourcing Transport communication center
- Exploration of the integration of telemedicine into a pediatric emergency department

Proposed Impact of Project:

- Agreement with sponsor (CNO):
- Full immersion/engagement with application of appropriate learning(s) in the CHMC environment
- Discussion session re: impact of EFIHL and continued participation within other divisions
- Anticipated outcomes
- “Infinity” in terms of possible opportunities. Heightened awareness towards innovation and its positive impact on organizations

Innovation Steps of Project; interprofessionalism, external experiences

- Organization-wide systems thinking is necessary; potential outsourcing of the Transport Call Center and Facetime projects required support across the continuum, including the CNO, CMO, COO, CMIO, VP of IT, VP of Marketing, Transport Medical Director, and General Counsel, along with Nursing Director peers and the Managers and staff of Transport. External networking was also required with possible business partners
- Introducing the concept of incorporating telemedicine into the ED required discussions with Physician partner

Project Accomplishments

Current Status/ Next Steps

- One Facetime Transport completed 🙄
- No current plans for ED telemedicine
- Use of video (Joshua Chamberlain-Gettysburg) to inspire innovation in leadership and strategy with volume surges
- Potential outsourcing to a national Medical Transportation system
- Organizational readiness related to innovation, in general. Innovation prizes being awarded this year

What will I do differently with what I've learned

- **Recognize typical responses to change management:**

- Proactively anticipate resistance
- Proactively communicate “The Why” of change-business case/vision
- Proactively communicate the scope of the project
- Continue to reward informal leaders that engage in change

Fellowship experience translated to work environment

- Increased awareness of “building a better mousetrap”
- Understanding of what it takes to be successful (persistence)
- Cross-pollination of occupations and adoption of best practices (e.g., Cincinnati / Human Centered Design)
- “Channeling Eda” 
- CNO in full support and pleased with reports/progress/continuation

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

- Being a healthcare leader in innovation is frightening but worth the risk. It provides ROI in terms of enhanced relationships, organizational image (state of the art) and increased engagement by those employees who are actively involved in introducing/implementing innovation



Suggestions/recommendations for future Fellowship experiences

- Change the order of immersions to experience Cincinnati before Boston. This allows participants a chance to network with their Fellowship peers prior to “performing” on camera.
- Consider coursework on Quantum Leadership



