

# Leverage Points in Translating Research Into Practice

Maulik Joshi, Dr.P.H.  
President and CEO  
Delmarva Foundation

Email: [joshim@dfmc.org](mailto:joshim@dfmc.org)/ Phone: 410-763-6214



# Questions

- What are key leverage points in healthcare organizations being able to “take” information and translate into better practice?
  - What are environmental factors driving organizational change?
  - What are organizational factors that are conducive to application?
  - What are innovative ways for knowledge exchange?

# LINKING KNOWLEDGE AND ORGANIZATIONS

**STRATEGIES TO DISSEMINATE RESEARCH-BASED EVIDENCE**

**ENVIRONMENTAL PRESSURES TO IMPROVE PERFORMANCE**

**RELATIONAL CONTEXT**

- Network Structure
- Network Dynamic

1. Knowledge Publicness
2. Regulatory
3. Incentives Structure

**1. Learning Engagement**

**ORGANIZATIONAL CONTEXT**

- Strategic Purpose
- Organizational Design
- Incentives
- Culture
- Power Structure
- Knowledge Management

**KNOWLEDGE ATTRIBUTES**

- Accessibility and timing
- Communicability
- Complexity
- Validity
- Manipulability

1. Leadership
2. Culture of Learning
3. Improvement Capability

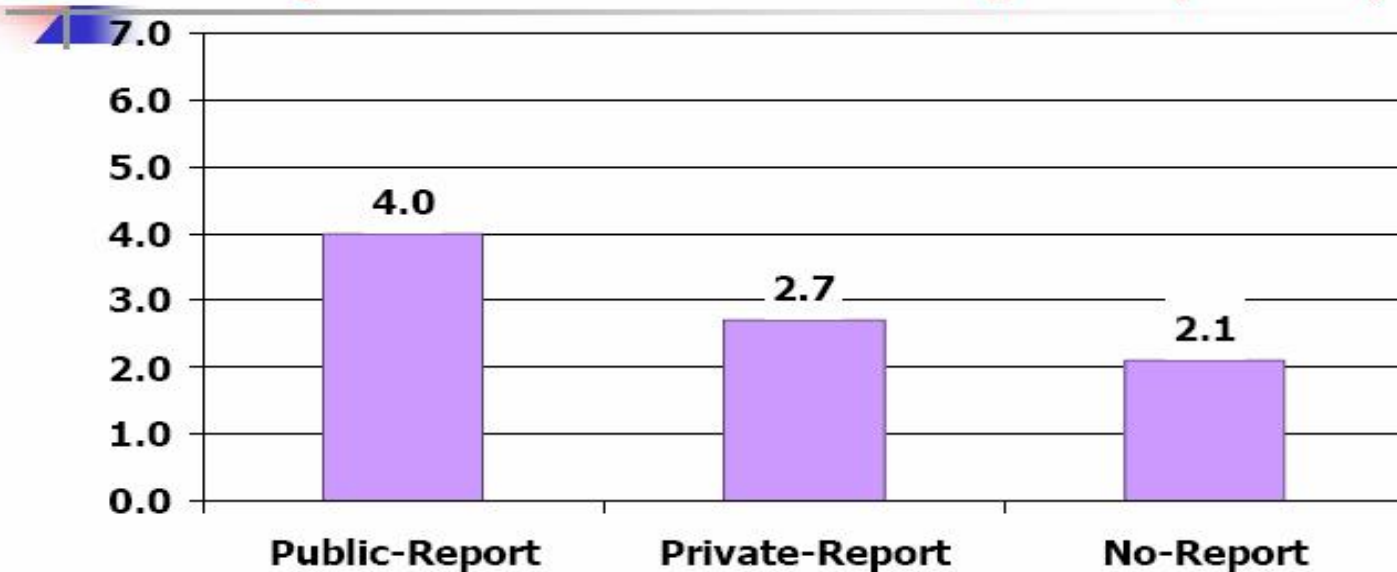
# Key Themes

- Environmental Context
  - Enabling
  - Pushing
- Recipient of Knowledge
  - Leadership
  - Culture
- Relational Context
  - Learning
  - Translation and Use

# Environmental Context – Public Knowledge

- Transparency raises awareness and anxiety

Average number of quality improvement activities to reduce obstetrical complications: **Public report group has more QUALITY IMPROVEMENT** ( $p < .01, n = 93$ )

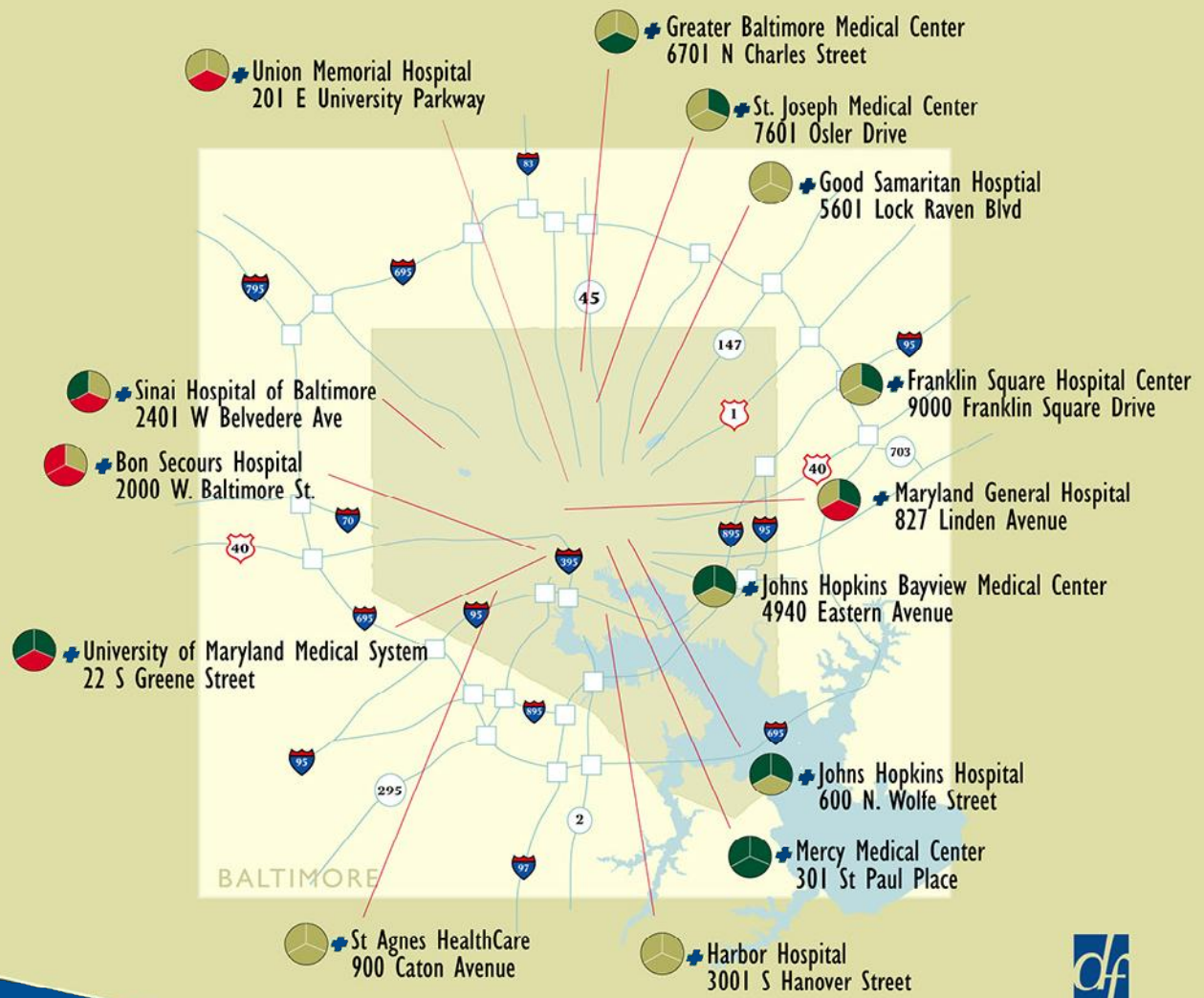
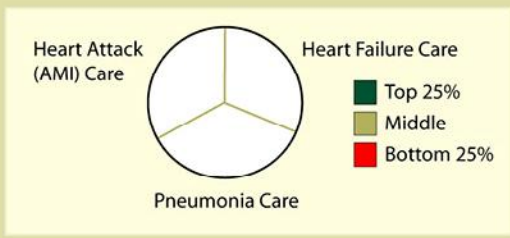


Best practices around c-sections  
 Best practices around v-bacs  
 Reducing 3rd or 4th degree laceration

Reducing hemorrhage  
 Reducing pre-natal complications  
 Reducing post-surgical complications  
 Other

Judith Hibbard, University of Oregon

# Hospital Public Reporting in Baltimore, Maryland, USA



# Environmental Context - Regulatory

- Standard Setting System
  - JCAHO: “Despite issuing *Sentinel Event Alerts* about wrong site surgery both in 1998 and again in 2001, the Joint Commission has continued to receive five to eight new reports of wrong site surgery every month.”
  - Universal Protocol for Preventing Wrong Site, Wrong Procedure, Wrong Person Surgery  
Wrong Site Surgery
    - Standards Drive Knowledge Seeking and Implementation Behavior

# Environmental Context - Incentives

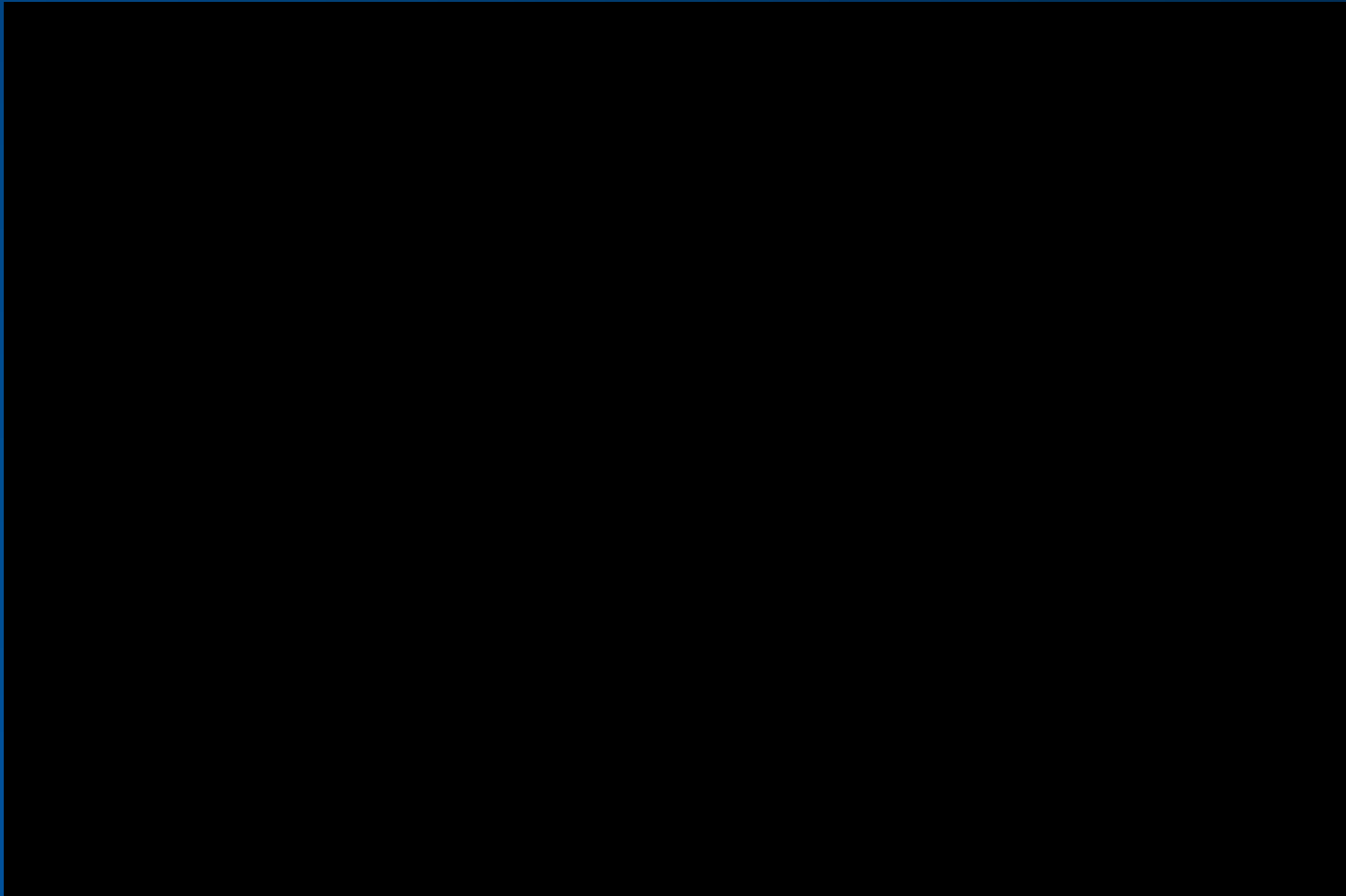
- Incentives for Public Reporting
  - A 0.4% difference in payment resulted in over 98% of all U.S. hospitals reporting quality measures

# Healthcare Organization – Leadership

- Symbol of Culture
- Sets the priorities, strategies and resources
- Supports the Microsystem
- Removes the “buts” and “no’s”
  - From a Survey of a Network of Hospital Leaders
- J Am Geriatr Soc. 2004 Nov;52(11):1875-82. “Translating research into clinical practice: making change happen.”  
Bradley EH, Schlesinger M, Webster TR, Baker D, Inouye SK.

# Healthcare Organization – Leadership

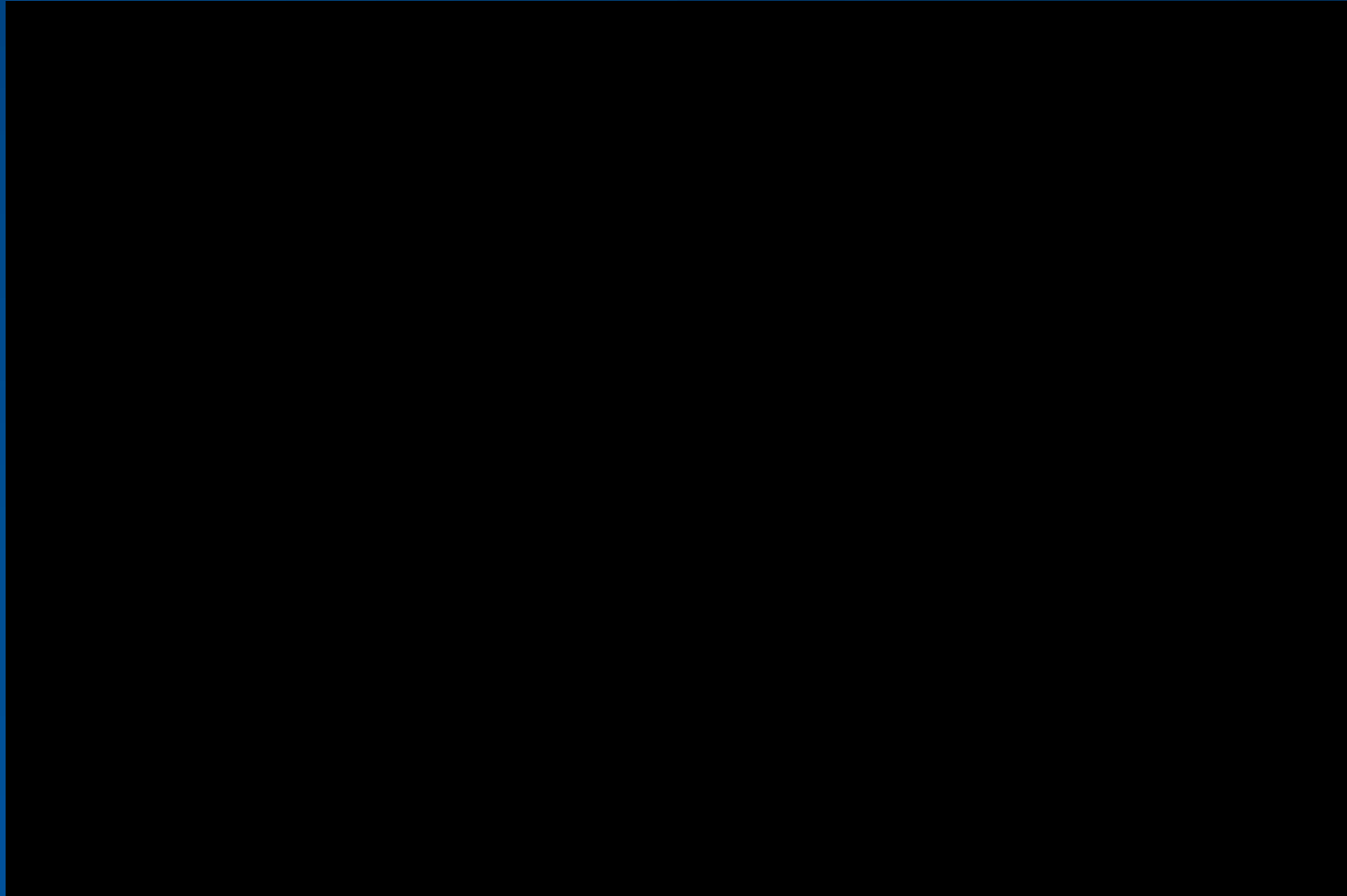
- Currency of Leadership is Attention



# Healthcare Organization – Leadership

- Leadership Walkarounds
  - Suzanne Graham; Allan Frankel
- “Since launching the Patient Safety Executive Walkarounds program at KP, we have observed a groundswell of interest, both within our own organization and among external organizations.” – Suzanne Graham

# Healthcare Organization – Culture of Learning



# Healthcare Organization - Improvement Capability

- Correlation between small tests of change and long-term improvement
  - “First to PDSA”

## <Insert your Model/Framework here>

	Publications	Educational Conferences	CoP/ Learning Network	Collaboratives	One-on-One Consulting /Peer to Peer Site Visits
AIM	Sharing	Sharing	Sharing/ Improvement	Specific	Specific
RESOURCES	Low	Low	Medium	Medium	High
SCALE	High	High	Medium	Medium	Low
STICKINESS	Low	Low	Medium	Medium	High
SUBJECT	Focused or Broad	Focused or Broad	Focused or Broad	Focused	Focused

# Linking Knowledge and Healthcare Organizations – Key Leverage Points

- Environmental Context
  1. Transparency
  2. Regulatory/Standards
  3. Incentives
- Recipient of Knowledge
  1. Leadership
  2. Culture of Learning
  3. Improvement Capability
- Learning Environment
  1. Customized Interactions