"Building healthy communities is a team sport with individual effort"

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“Where you stand . . . is what you see . . . “
Today’s Objectives

- Review current trends within health care
- Practice 3 counterintuitive strategies for improving health and health care
- Examine a new type of team for working together
New directions in health care -

- Affordable health care for more Americans
- Preventive care services
- Population health
- Coverage of mental health
- Consumerism
- Building healthy communities
And where is care being delivered?

- e-Hospice
- Hip replacement in ambulatory surgery
- Home care for the homeless
- **Blink**, a network of small, urgent-care centers
  - staffed by nurses
- Immunizations at gas stations
FLU SHOTS AVAILABLE HERE
And by whom
The quadruple aim in health care

Better care for individuals, better health for populations, and lower per capita costs

- and improving the work life of health care providers
As a determinant of overall health, healthcare plays a minor role.

Source: Schroeder, M.D., Steven A. We Can Do Better – Improving the Health of the American People. NEJM. 2007 Sept 20; 357; 12: 1221-1228
Social determinants of health
Building healthy communities

- A healthy community is one that continuously creates and improves both its physical and social environments, helping people to support one another in aspects of daily life and to develop to their fullest potential.

- Healthy places are those designed and built to improve the quality of life for all people who live, work, worship, learn, and play within their borders -- where every person is free to make choices amid a variety of healthy, available, accessible, and affordable options.

(Healthy People 2010, DHHS)
Culture of Health: Underlying Principles

1. Good health flourishes across geographic, demographic, and social sectors.
2. Attaining the best health possible is valued by our entire society.
3. Individuals and families have the means and the opportunity to make choices.
4. Business, government, individuals, and organizations work together to build healthy communities.
5. No one is excluded.
6. Everyone has access to affordable, quality health care.
7. Health care is efficient and equitable.
8. The economy is less burdened by excessive and unwarranted health care spending.
9. Keeping everyone as healthy as possible guides public and private decision-making.
10. Americans understand that we are all in this together.
Accomplishments to date-

- Massachusetts Action Coalition (2012)
- Massachusetts Action Plan for Academic Progression in Nursing
- Nursing Education Transfer Policy
- Nurse of the Future Nursing Core Competencies
- LPN of the Future Core Competencies
- Practice Education Partnerships
- Allied Health Direct Care Workforce Plan
Nurse of the Future Nursing Core Competencies®
The Art and Science of Nursing
What is needed today from leaders -

- working with and through others to improve something
What does it take? Personal work

1. Embrace paradox

2. Seek ambiguity

3. Practice creativity
1. Embrace paradox

A statement that is seemingly contradictory or opposed to common sense and yet is perhaps true
PARADOX EXAMPLES

- Art is a lie that makes us realize the truth
  (Picasso)

- It is only with the heart that one can see rightly:
  what is essential is invisible to the eye
  (deSaintExupery)

- To move freely, you must be deeply rooted
  (Lewitsky)
Visual paradoxes
Health care paradoxes

- Do more with less
- Improve quality and reduce cost
- Operate the business successfully and ethically
- Be competitive, yet collegial
- Improve critical care while expanding the capacity for community-based care
- Expend a lot of energy staying calm
“I’m learning how to relax, doctor—but I want to relax better and faster! I want to be on the cutting edge of relaxation!”
Paradoxes in health professionals’ education

- Be an expert educator, researcher, clinician and professional nursing leader
- Incorporate new content on genomics, informatics, cultural diversity, ethics and complementary therapy without doubling the length of your program
- Preserve faculty autonomy while creating a spirit of community
- Use more simulation to create better real-world learning
- Expand student enrollment in the face of
  - an imminent faculty shortage
  - shrinking state and university funding
  - less access to clinical sites
“The test of a first-rate intelligence is the ability to hold two seemingly opposed ideas in mind at the same time”

(F Scott Fitzgerald)
Built to Last
(Collins and Porras, 2001)

- Avoid the tyranny of the “OR”
- Embrace the genius of the “AND”

“Both/and” thinking
Eliminate...

- All or none
- Right or wrong
- Good or bad
- Yes or no
- Now or never
- Black or white
- Doctor or nurse
- (Doctor vs. nurse)
What do we agree on?

Under what conditions...?
2. Seek ambiguity

A situation or statement which is capable of being understood in two or more possible senses or ways.
“As change accelerates, we now find that ambiguity multiplies, and illusions of certainty become more difficult to maintain. The ability to thrive with ambiguity must become part of our everyday lives. Poise in the face of paradox is a key not only to effectiveness, but to sanity in a rapidly changing world.”

(Gelb)
Examples of Ambiguity

BSAINXLEATNTEARS
“How is this possible?”

- Two men played chess.
- They played five games.
- Each man won three games.
- There are no ties.
“How is this possible?”

Two women apply for jobs. They look exactly alike. On their applications they list the same last name, address and phone number. They were born to the same parents, on the same day, same month, same year. Everything is identical. The receptionist says, “You must be twins.” They say, “No.”
“How is this possible?”

- You have an empty wine bottle.
- A dime is placed inside the bottle and the cork is inserted in the neck.
- Your job is to get the dime out without removing the cork or damaging the bottle.
Updating an old puzzle . . . .

Problem:
Connect all 9 dots using no more than 4 straight lines.
Standard solution:
Using 4 straight connecting lines, go outside the "boundaries."
Entrepreneurial solution: Enlarge the dots and use 3 straight lines.
“Building a door…”

“Hire 10 new nurses…”
#3 Practice creativity

Creativity –
the capacity to bring something new into being
Myths about Creativity

- Creative people are born, not made
- Creativity involves play and laughter
- Creativity and discipline do not mix
Do I hear myself saying...

- We’ve always done it this way
- Why are you doing it that way
- That’s not our way
- Why can’t I get a straight answer
- I’m just not comfortable with change
- I’m just not a creative person
Diane Treat-Jacobson, PhD, RN, FAAN
Professor,
U of Minnesota School of Nursing
“Are your shoes too tight?”
How do I increase my CQ?

- Learning a language
- Brainstorming uses for a common item
- Jigsaw puzzles
- Making up analogies
  - How is nursing like the Mall of America?
  - How is psychotherapy like an oriental rug?
- Stimulating a play on words –
  - “Wear something you made...”
Information is power, but relationships are the key
Teamwork and collaboration – not just a nice thing to have

- “the growing complexity of tasks frequently surpasses the cognitive capabilities of individuals and thus, necessitates a team approach”

(Cooke, Salas, Cannon-Bowers, Stout, 2000)
Across the health professions...

- We use specialized languages
- We represent different cultures
- We have differing viewpoints and goals
- We define success differently
- We differ in sources of power and styles
- We have to manage overlapping roles
Expert teams vs teams of experts:

2004 - “The Dream Team”
Also in 2004
In 2016
Expert teams

“set of interdependent team members, each of whom possesses unique and expert-level knowledge, skills, and experience related to task performance, and who adapt, coordinate, and cooperate as a team, thereby producing sustainable and repeatable team functioning at superior or at least near-optimal levels of performance”

(Salas et al, 2006)
Expert teams have members with -

- Understanding of scope of individual strengths – *complementary* strengths
- Skills at communication/conflict resolution
- Philosophy of ‘got your back’
- Clear leadership competencies
- Joint responsibility to help each other
- Shared goals and accountability
Forming expert teams

Who is part of the team?
- individuals representing different viewpoints
- care recipients and their partners
- healthy skeptics
- and maybe

What if the goal were to increase literacy?
Joint Training Opportunities
What about the training – (Salas et al)

The training is for learning content AND developing new skills, behaviors and attitudes

- Learning together
- Evidence-based content, case studies, simulation
- Cover ‘soft skills’ - communication, leadership, role clarity and situational monitoring, mutual support
- **Debriefing !!**
Interesting…

- Groups of diverse problem solvers can outperform groups of high-ability problem solvers (Hong & Page, 2004)

- If everyone is thinking the same thing, someone isn’t thinking at all (G.S. Patton)

No, great minds do not think alike – (Joe Gerstandt)
African proverb:

“To move fast, you go alone –
To move further, you go together”
“It’s not what you look at that matters, it’s what you see. . . . “

(Henry David Thoreau)
Mr. Taumata Tupia
Tribal Chief

VIA AIR MAIL

Solomon Island
Australia