

Positive Deviance



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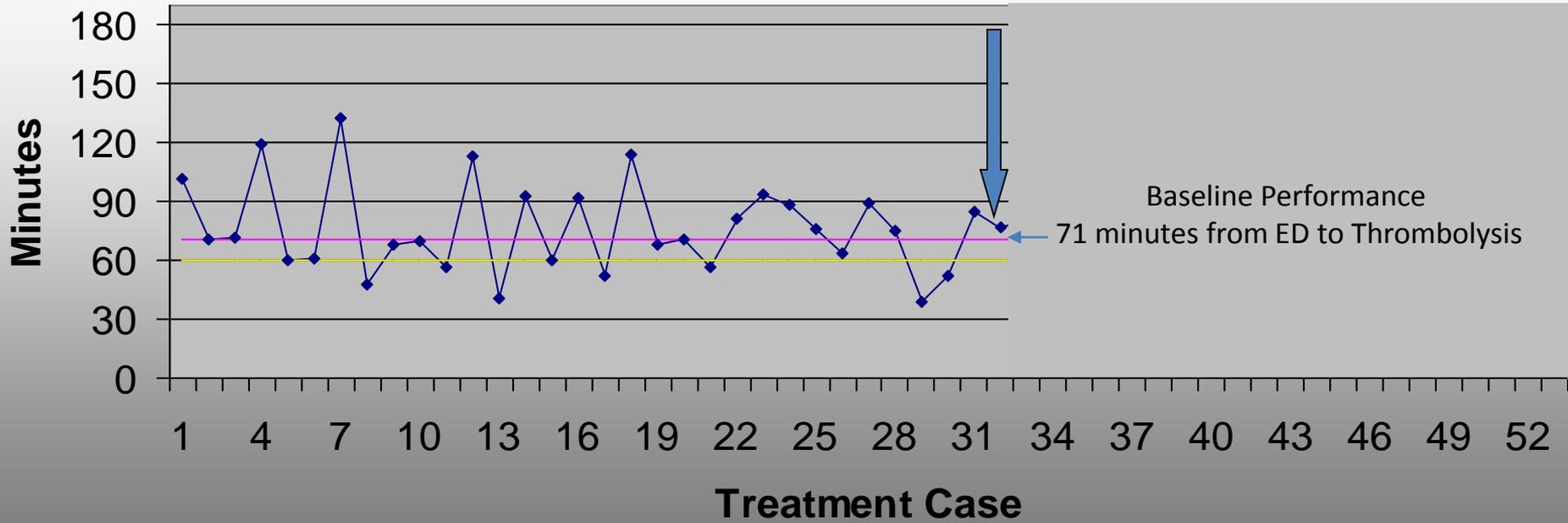
Institute for Healthcare Quality, Safety, and Efficiency



DICK HAMILTON, a pilot who frequently travels by plane, happened to be in the same plane at the right time when he experienced a stroke.

Time To Thrombolysis For Stroke

Run Chart



◆ Time to tPA — Baseline (March 2010 to June 2011) — Goal

**1.9 million neurons dying every minute
creates a quite a sense of urgency**



**How do we
improve?**

Negative psychology is the default approach to improvement in healthcare?



In the “Bad Apple” conceptual model the hospital seeks to identify and remove the problem individual in the hopes that mean performance will rise when the weak link is removed

Morbidity and
Mortality
Conference

Peer Review

Sentinel Event
Review

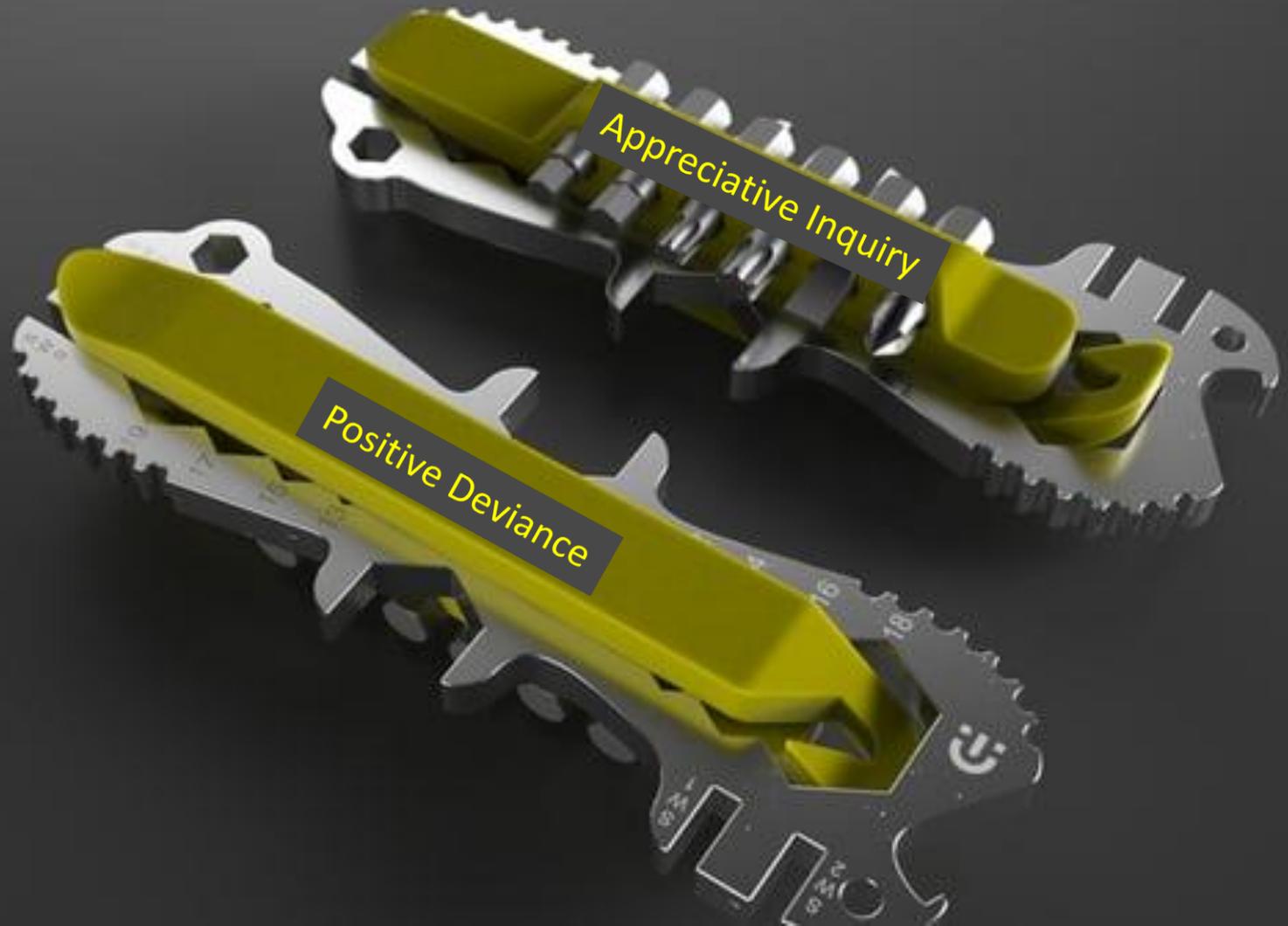
“Who is the problem”

In the diagnostic conceptual model the core challenge is to correctly label the underlying problem (disease) based on problems with performance (symptoms) and thus develop a treatment plan (QI intervention)



**“What is
the
problem”?**

Two New Tools to Approach Quality and Patient Safety



Appreciative Inquiry



Think of a concrete example of in which you took exceptional care of a patient, every cylinder was firing, exceeded your expectations

Describe the story of the situation, what you did, and what happened.

How did it make you feel?

What could you do to get more of that feeling? What would we need to do for every case to go this well?

What allows us to be our best?

How do we do that more often?

THE POWER OF
POSITIVE DEVIANCE



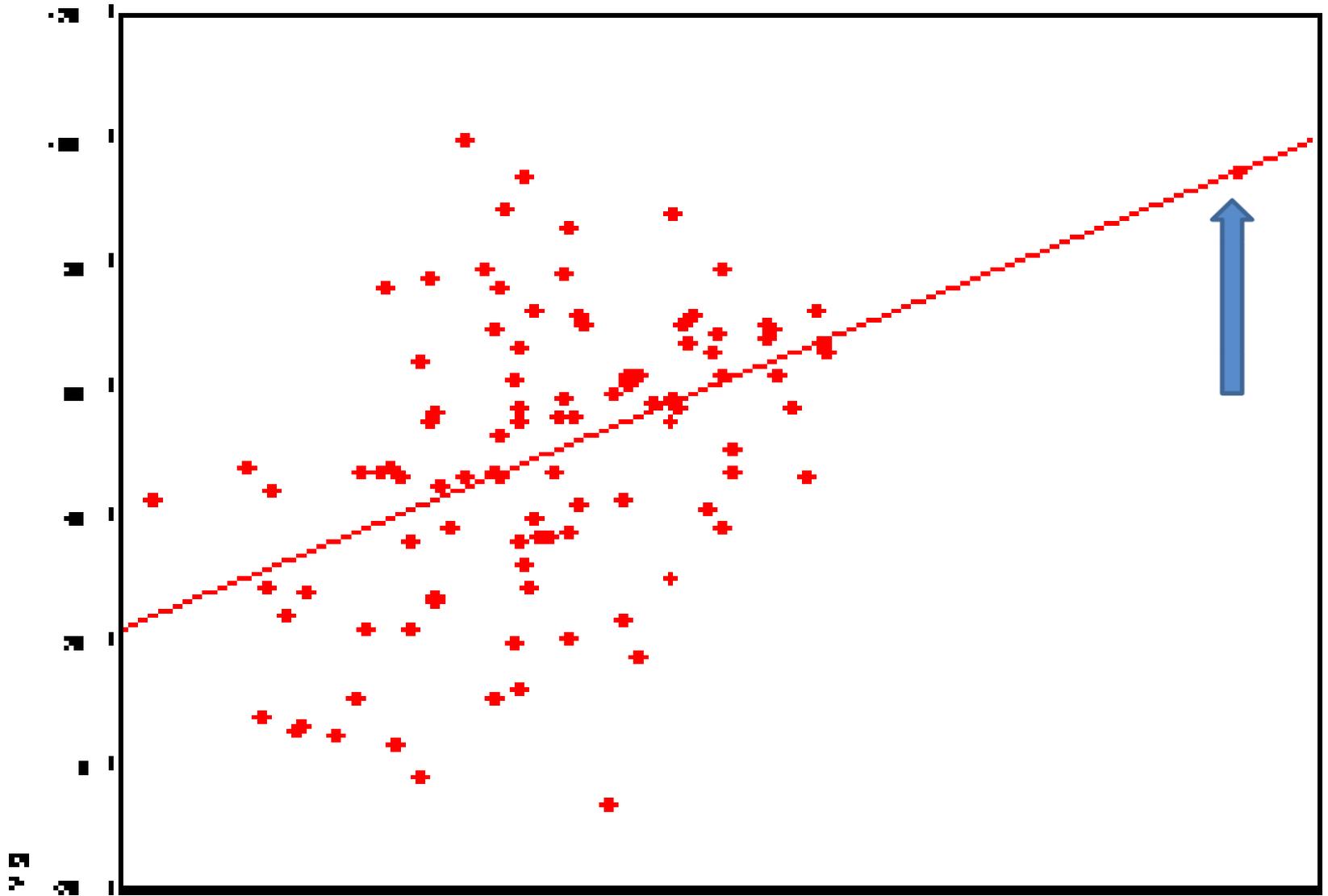
What are the necessary elements to apply positive deviance?

What would you need to use this methodology to inform improvement on your own clinical microsystem?

Positive Deviance is applied in settings where certain groups or individuals solve problems better than others given the same resources.

Assumes that there is an answer out there but not widely known

It critically hinges on correct identification of true positive outliers



How do you find positive outliers?

Reputational Scores

A photograph of a snowball rolling down a snowy slope. The snowball is in the lower right foreground, and the slope extends towards the background. The sky is bright blue with scattered white clouds. The overall scene is bright and clear.

- US News and World Report
- Award winners

Snowball methodology

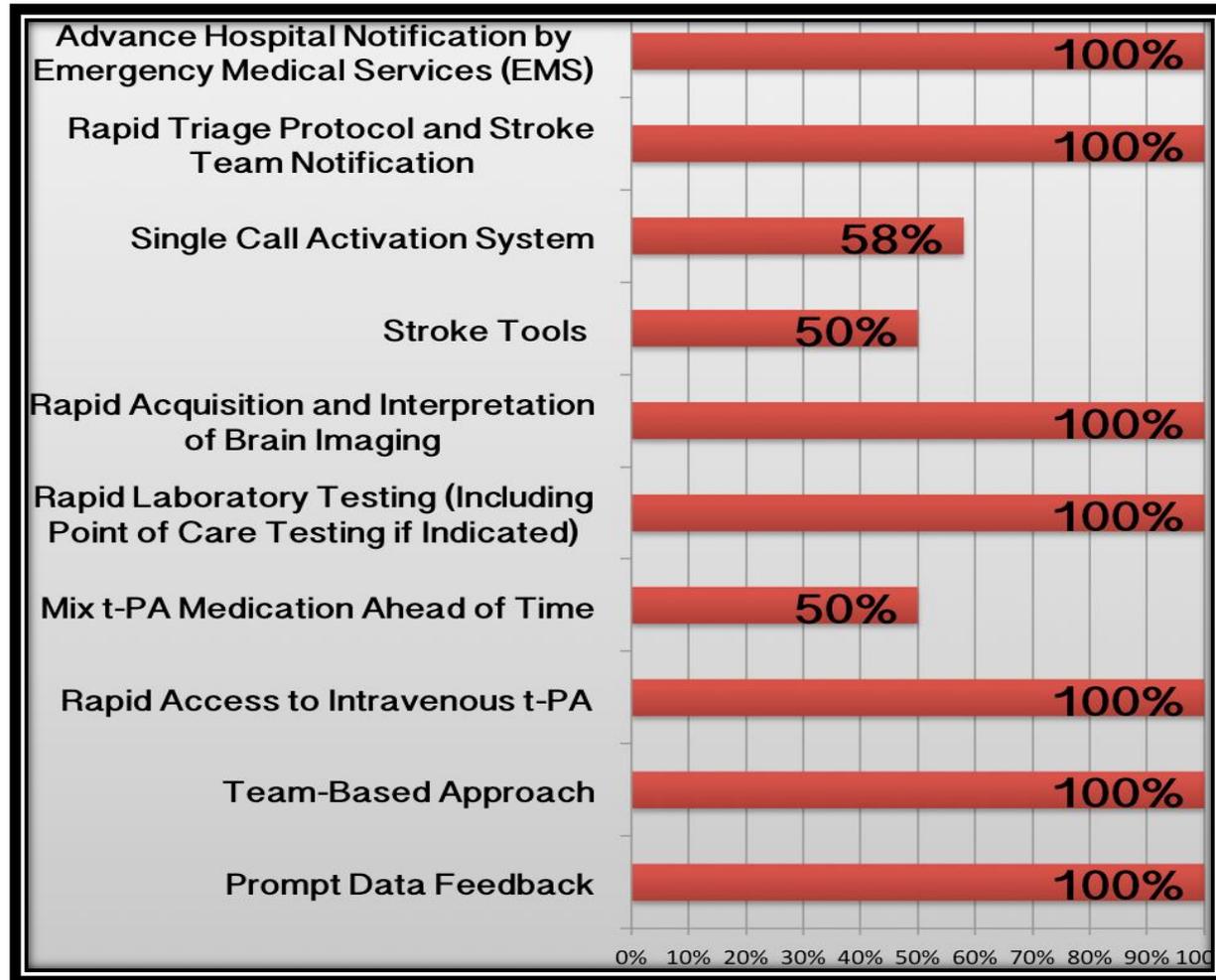
Outcome Metrics

- Disseminated, Verified, Objective
- Vizient rankings
- Target Stroke Honor Roll

- **Create a semi-structured interview**
 - **Open-ended questions**

Look for uncommon behaviors not used by others which create better solutions

Target: Stroke Honor Roll Hospitals Compliance with AHA Best Practices



**Better Adherence to the “Best practices”
was not what makes Positive Deviants Exceptional**

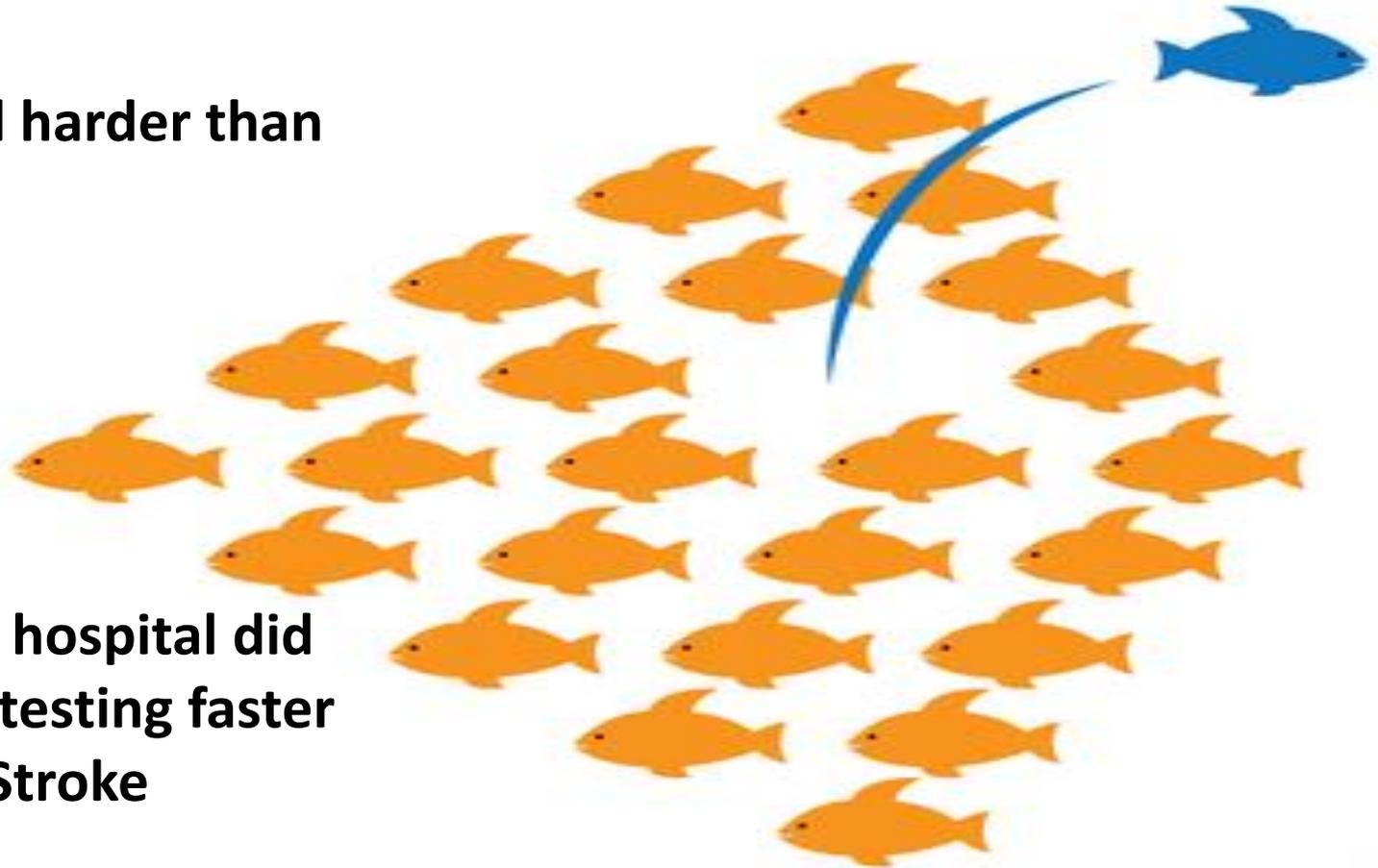
One deviant hospital did NOT have the same time goal as Target Stroke Benchmark

It made the goal harder than benchmark

Another deviant hospital did not perform lab testing faster than the Target Stroke Benchmark

They treated without the lab results at all

One deviant hospital did not wait for the CT to begin mixing tPA



**Thrombolytic
treatment of
stroke has a 6%
risk of
symptomatic
intracranial
hemorrhage**

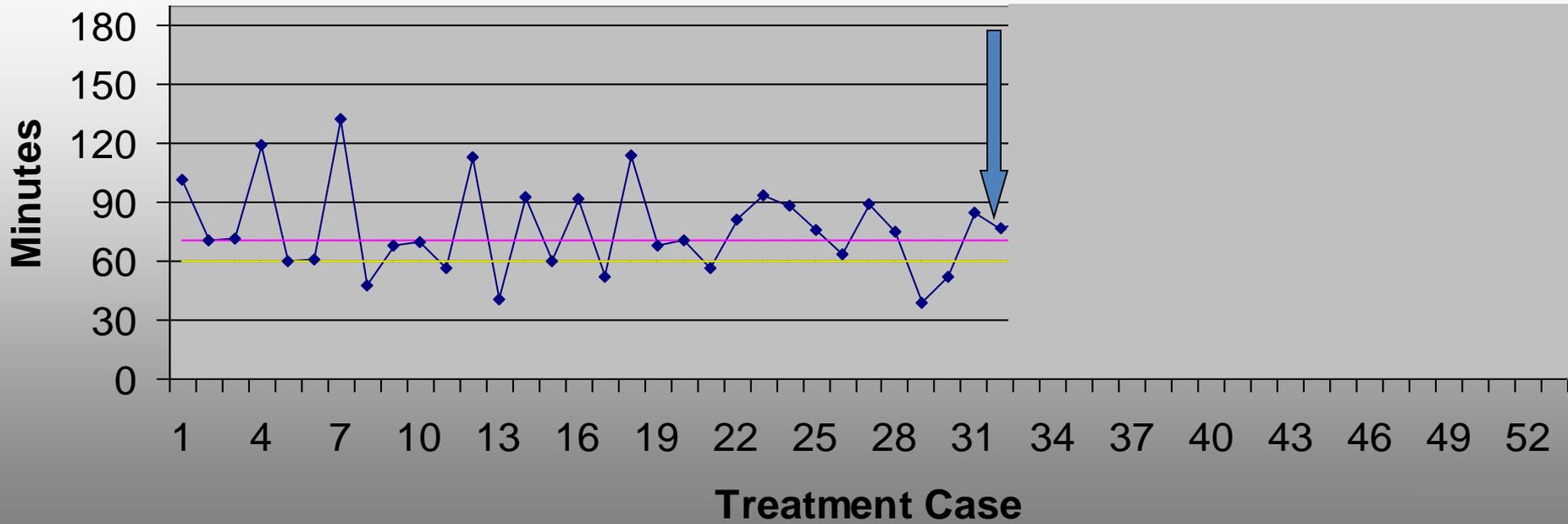


**Administering
it without
knowing the
coagulation
test results**

**Inconceivable...
Except to Deviants**

Time To Thrombolysis For Stroke

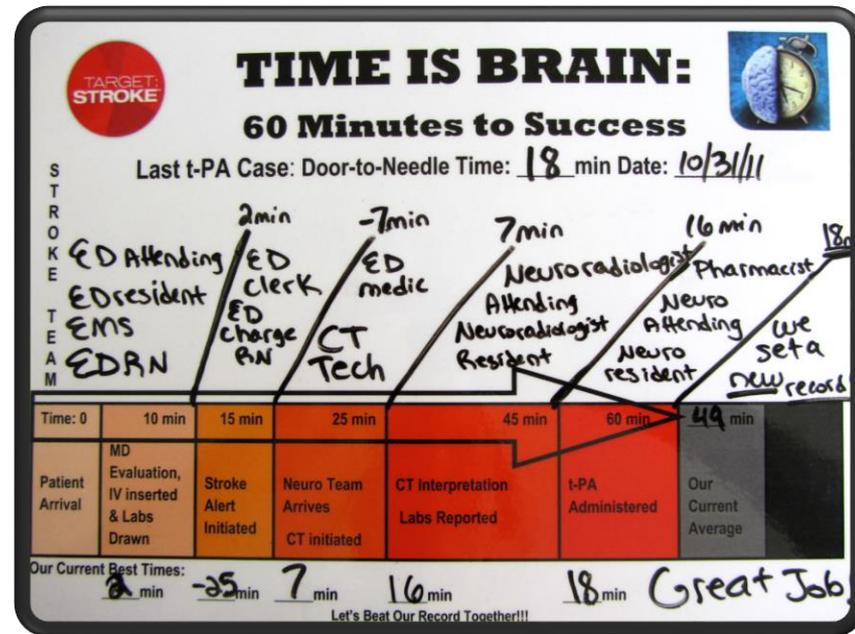
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This Hospital Life

Hospital Beats the Clock in Race against Stroke



“The leadership has established a culture and approach to quality care that is clearly embraced by all of the staff. They did, of course, save my life – but I entered as a patient and potential statistic, and left alive and well, and as a friend.”

-Rick



If you wanted to reduce time to treatment further. If you wanted to think like a deviant. What would you do next?





**We can be positively
deviant!**