

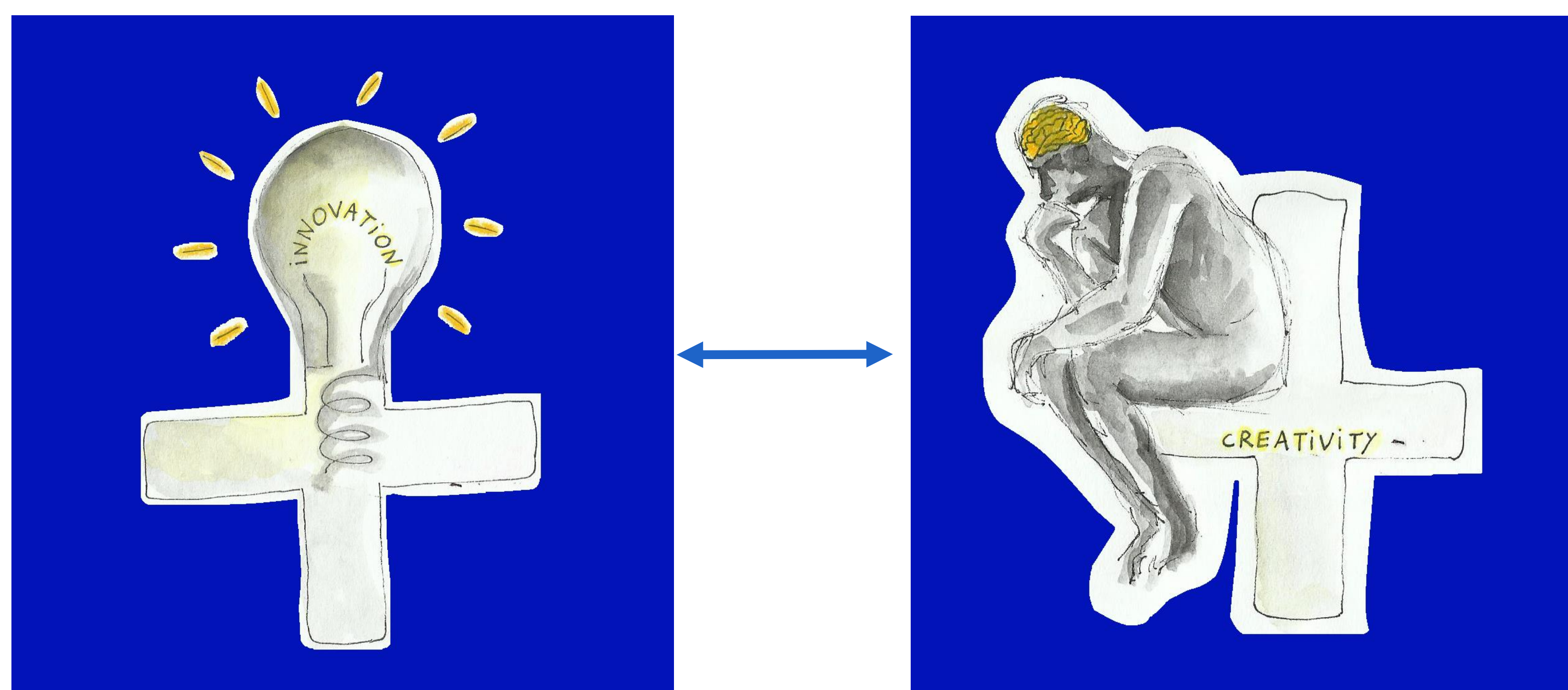
# CREATIVITY AND INNOVATION TO IMPROVE QUALITY AND SAFETY IN HEALTHCARE

Peter Vermeir, Sophie Degroote, An Mariman, Els Tobback, Renaat Peleman, Rik Verhaeghe, Jamie Anderson, Dirk Vogelaers, Dominique Vandijck

Ghent University Hospital - Ghent University, Faculty of Medicine and Health Sciences, C. Heymanslaan 10, B 9000 Ghent, Belgium

## BACKGROUND

Worldwide, contemporary hospital care is confronted by workforce challenges, increasing demands for access to care, improved patient centred care with high levels of quality and safety. Innovation and creativity are two important values in order to face these challenges and represent determinants of organizational performance.



**Innovation:** implementing ideas towards better procedures, practices or products<sup>1</sup>

**Creativity:** generation of novel and useful ideas<sup>1</sup>

**Quality of care:** degree to which health services increase the likelihood of desired health outcomes and are consistent with current professional knowledge<sup>2</sup>

### Benefits of promoting creativity and innovation? Better outcomes for nurses and for patients!

- ❖ Increased engagement
- ❖ Increased interaction
- ❖ Increased staff morale
- ❖ Increased passion
- ❖ Increased motivation
- ❖ Increased problem solving
- ❖ Increased productivity
- ❖ Increased team bonding and collaboration
- ❖ Reduced costs
- ❖ Improved care outcomes

## OBJECTIVES

The purpose of our study was to develop and test an innovation model that can be used by nurses in improving patients' health and can be extrapolated to patient populations as well as integrated into health systems.

## METHODS

In 2015, 2016 and 2017, a total of 222 Master of Science in Nursing and Midwifery students at Ghent University attended the Change Management course and were asked to perform a task regarding innovation, using a web-based tool that helps to create and select exceptional opportunities and innovative ideas. This study resulted in a structured business model, adapted to the health care sector and to be used by nurses to present an idea to higher hospital management.

## RESULTS

Nursing students presented individual innovative ideas using a new web-based tool. Creative thinking and idea development are key in this process. These are the first steps in introducing in the spectrum from optimizing patient care to improving safety and patient outcomes or simply creating efficiencies in day-to-day responsibilities and beyond. Number of innovating ideas: 2220 or 10 by each individual student. These innovative ideas were narrowed down to 20 feasible innovative ideas using peer review. These were integrated in a business model and presented to the whole group using pitches (short PowerPoint presentations). The ideas were screened and limited to 5 feasible innovative ideas using peer review (a 0 to 10 rating by all group members). Finally, these ideas were fine-tuned by means of the business model and implemented in daily nursing practice after having been launched in a pilot study.

## CONCLUSION

Innovations drive our nursing profession forward. The findings indicate that nurses' creativity in healthcare can lead to major changes of nursing practice and improvement of care and organizational performance. Therefore, we need to teach and empower our students and health care professionals to be creative and to think innovation in order improve patients' care outcomes and to reduce healthcare costs.

## REFERENCES

1. Anderson N, Potocnik K, Zhou J. Innovation and Creativity in Organizations: A State-of-the-Science Review, Prospective Commentary, and Guiding Framework. *J Manage.* 2014;40(5):1297-333.
2. Institute of Medicine. *Medicare: a strategy for quality assurance.* 1. Washington, DC: National Academy Press; 1990.