CARE LEADS HERE

INNOVATION AND STAKEHOLDER BUY- IN: A CONSORTIUM'S EXPERIENCE

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IAQ ACADEMICIAN

OHIO UNIVERSITY Heritage College of Osteopathic Medicine

Goal

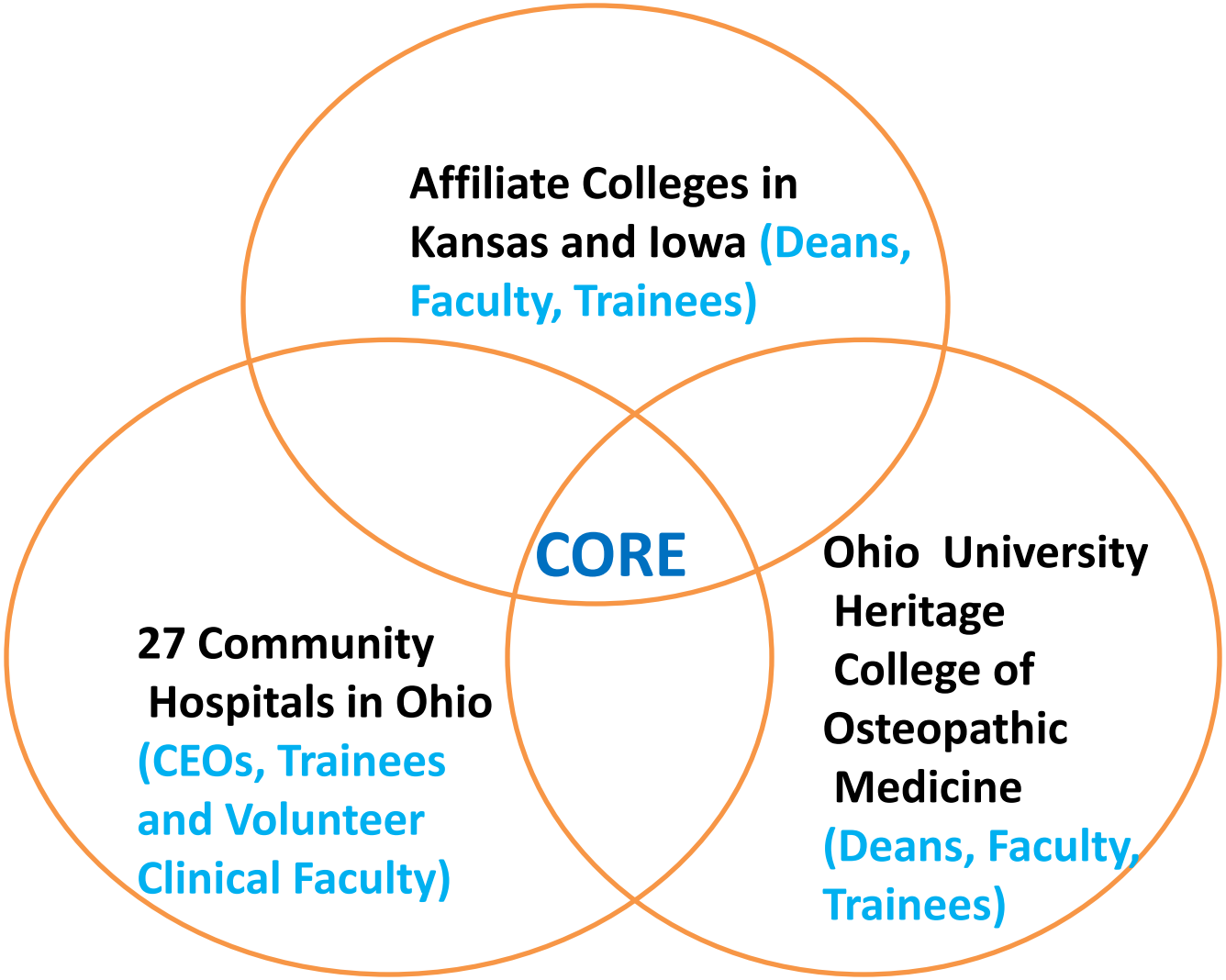
To provide an illustration on how innovation and buy- in from multiple and diverse stakeholders can be achieved using many quality improvement tools and techniques.

Specifically, the following will be discussed: Process Mapping and Needs Assessment, Voice of Customer, Strategic Vision, Evaluation.

Doctor of Osteopathy: Community Hospital-based Training Model

Characteristic	Allopathic	Osteopathic
Degree	M.D.	D.O.
Training	Medical school + Residency	Medical School + Residency
Medical License?	Yes	Yes
Training Characteristic	Traditional	Traditional + Manipulation
Training Site	**College owns Hospital**	**College partners with Community Hospitals**

CORE Medical Education Consortium



Case—Increase Research Activity

- Research is not popular
- No one wants to do it but they are required to do it.
- But it is critical for evidence-based practice.

Buy- In from Stakeholders

"How does this benefit me and my organization?"

Buy- In is Tough for an

Unpopular Initiative!!

What is Involved?

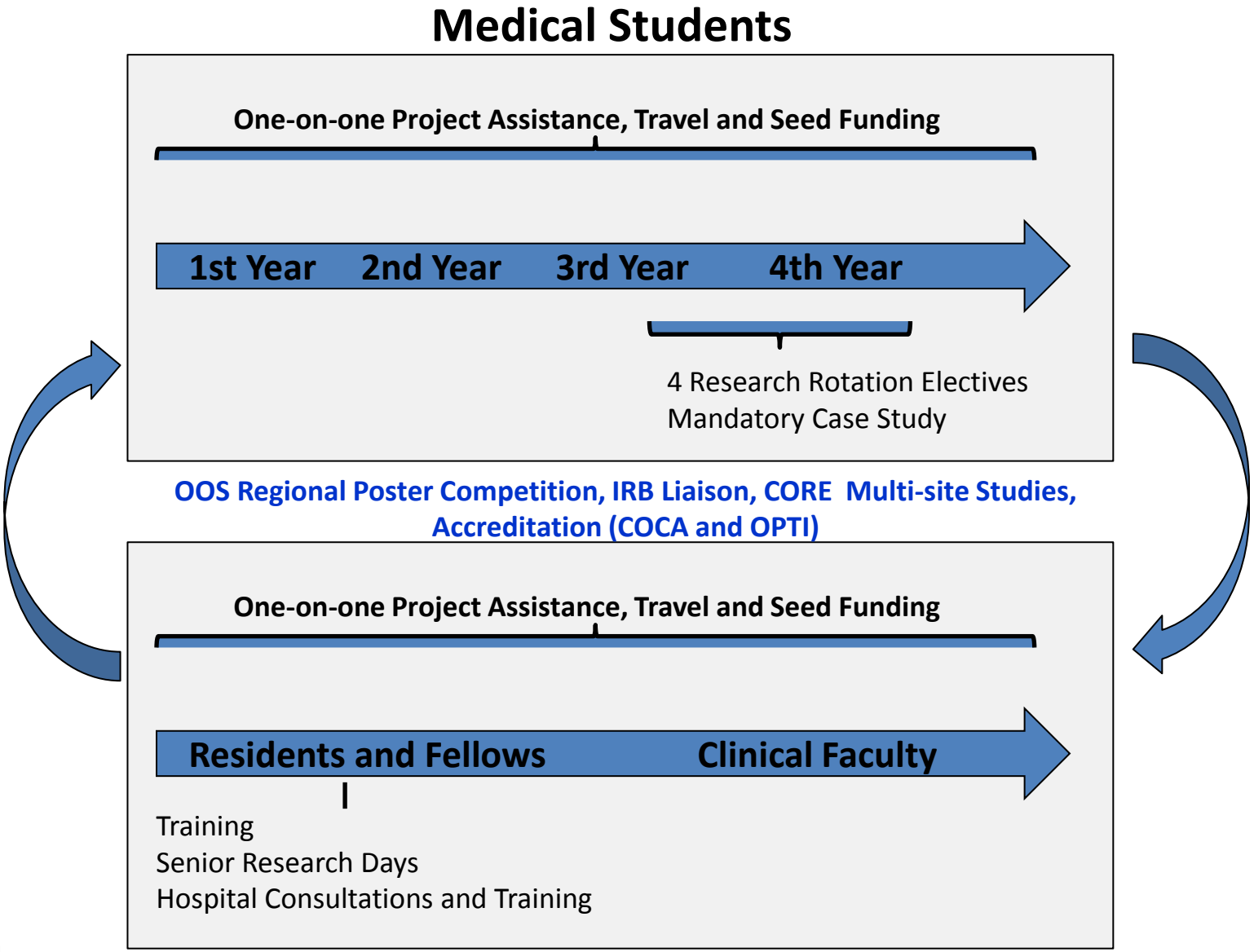
- Voice of Customer
- Process Mapping
- Needs Assessment
- Innovation
- Strategic Vision
- Continuous Evaluation
  - Surveys, Focus Groups, Dashboard, etc.

Voice of Customer

- What is it our customers Want and Need!
- Customer segmentation
  - Medical Students, Residents, Physicians
- Method: Interviews

	Medical Students	Residents	Faculty/ Attendings
Profile	Age 20-30 Some research	Age 25-40 Very little research	Age 30-65 No research
Research Attitude	Can be Motivated	Motivated by Requirements	Extremely Not Motivated
Needs	Case Report; Competitive for Residency	Research Requirements	Mentor Residents
Challenges	Some protected time	No protected time	No protected time

Process Mapping



Survey of Resident Research Capabilities

REPORTED RESEARCH ABILITIES

	N	Mean	Std. Deviation
Can Perform Lit. Review	54	2.31	.543
Can Evaluate an Article	54	2.22	.502
Can Write a Proposal	54	1.61	.656
Can Navigate IRB	54	1.57	.662
Can Write a Case Report	54	2.13	.616
Can Design Retrospective	54	1.87	.551
Can Design Prospective	54	1.70	.633
Can Design Poster	54	1.93	.578
Can Total	54	1.85	.596
Valid N (listwise)	54		

Scale: Completely Agree=3, Somewhat Agree=2, Disagree=1

Survey of Resident Research Needs

	N	Mean	Std. Deviation
Need Help w/Protocol	54	2.41	.714
Need Help w/Lit Review	54	1.89	.769
Need Help w/IRB Process	53	2.68	.547
Need Help w/Statistics	53	2.72	.495
Need Editorial Support	54	2.37	.681
Need Poster Support	53	2.49	.608
Need to Critically Evaluate Articles	53	2.17	.672
Need Total	54	2.63	.487
Valid N (listwise)	52		

Scale: Completely Agree=3, Somewhat Agree=2, Disagree=1

Building Relationships

- Work with stakeholders at different levels
  - College faculty, dean, and administrators
  - Hospital faculty, CEOs, and administrators
  - Students and Residents
- Takes Time
- Meet different needs

INNOVATION

CHECKLIST

RESEARCH CHECKLIST for CORE Family Practice Residents

PG Year	Quarter	Deliverable	Completion Status
PGY 1	Fall	Attend CORE PGY1 Orientation (will include basic info about the research process)	
		Complete CITI or NIH Training (depends on hospital requirement)	
		Submit CITI/NIH certificate to (core_research@ohio.edu)	
	Winter	Consult with Program Director and CORE Research regarding research ideas (e-mail dogbey@ohio.edu)	
		Register project at: http://research.ohiocore.org/index.do	
		Identify potential topics for research	
		Conduct literature search to refine ideas	
		Review ACOFP scientific paper guidelines at: http://www.acofp.org/membership/downloads/pds/sc_ppr_guide.pdf	
	Spring	Begin proposal writing (Introduction, Methods, References)	
		Work with CORE Statistician and Editor on proposal	
	Summer	Review the ACOFP-recommended JAOA Manuscript Checklist. http://www.jaoa.org/misc/chklst.shtml	
		Complete Institutional Review Board (IRB) application (cut and paste from final proposal)	
		Submit IRB application/Revise as needed	
PGY 2	Fall	Apply for seed funding if needed	
		Collect data	
	Winter	Collect data	
		Analyze and interpret results (work with Statistician)	
	Spring	Complete final paper 1. Change grammatical tense of proposal from future to past 2. Add Results, Discussion, Recommendation/Summary to initial proposal	
		Work with CORE Statistician and Editor to finalize paper	
		SUBMIT FINAL PAPER TO PROGRAM DIRECTOR FOR APPROVAL BY JUNE	
		Check if IRB and CITI renewals are needed. ***NOTE: do not let approval lapse!***	
	Summer	Receive program director approval on final paper	
		SUBMIT TO CEE WITH PROGRAM DIRECTOR'S AUGUST ANNUAL REPORT FOR APPROVAL	
PGY 3	Fall	Submit manuscript to target journal	
	Winter	Submit abstract to CORE Research for OOA Poster Exhibition	
		Create poster or final Power Point Presentation (contact CORE Research) Poster templates are at: http://www.ohiocore.org/research/frequently_used_forms.htm	
		Submit abstract to ACOFP for poster presentation at ACOFP Annual Convention in January	
	Spring	Apply for CORE travel funding to present research at conference	
		Present at ACOFP Annual Conference in March	
		Present at OOA in late April or early May	
	Summer	Complete final requirements as needed by Program Director	
		Graduation	

TEMPLATES

CENTERS FOR OSTEOPATHIC RESEARCH AND EDUCATION

The Title Of Your Poster Goes Here. Use Title Case. Do not use all CAPS (all CAPS makes title hard to read).

Author One, Degree, Author Two, Degree.

Institution Name, Dept., City, State. Make sure you list this information!

Co-authorship should be given to collaborators such as a Statistician, who have made intellectual contribution in terms of writing, research design, study implementation, and data analysis and interpretation

(E-mail address and web pages can be listed here, or as contact information under 'References' below)

Adjust text point size as needed.

OHIO UNIVERSITY Heritage College of Osteopathic Medicine

Grant Medical Center OhioHealth

(Affiliate hospital and organizational logos here.)
(Logos shown are EXAMPLES ONLY but can be used when needed)

Abstract

Helpful hints:

Body text: Calibri, 32point. To resize text blocks use the text box corner handles. Using top and middle handles can distort text. Re-sizing with corner handles is the better choice.

A 32 or 36 pt font size is easy to read at a 4 to 5 foot viewing distance. You can use a smaller pt font size if your poster is text heavy.

Remember that posters are much more readable if you:

- use text blocks that are not wide or cross more than two columns width (this is a 4 column template)
- limit your text content, make it read quickly, total poster viewing time averages between 7-10 minutes
- use visuals (graphs, tables and photos), and number or letter in sequence
- add figure legends(!) to all photos, diagrams, graphs and tables number or letter in sequence

Introduction or Methods

More helpful hints:

1. When using bullets (or numbers), adjust the 'text and bullet distance' using the blue indent slide bar located in the ruler displayed above the text block that you are working in. Look at the 'split' indent markers, use the bottom marker to adjust the distance between bullet and text. This will also 'line up your text' without using the 'space bar' *Never use the space bar to center or position text!*
2. Learn to use tab markers and the align text tools (icons for left, center and justified) these are located in the text tool bar and formatting palette). These tools will save you text editing headaches later!
3. There are 2 styles of text in the template, bold and regular. Examples are for you to choose. Remember a san serif font is easier to read on a large poster than a serif font (Times Roman is a serif font).
4. Turn off 'snap to' guides under View/Guides. They will drive you crazy. Really. Turn on Dynamic Guides. These are very helpful in lining up EVERYTHING. Learn to use them – you will learn to love them. Really.

Methods or Results

Table 1. This table was inserted from MS Word. To edit a Word table double click on the table and it will reopen in MS Word so that you can edit. Resize and make your format changes in Word, not PowerPoint. If you resize a Word Table in PowerPoint it will distort. Change the color, resize etc. in MS Word, save changes, return to PowerPoint. You will notice your changes have been made to the table.

	Week 1	Week 2	Week 3	Week 4
Coffee	48902	4883	3489.5	82938.5
Oil	[illegible]	[illegible]	[illegible]	49805.2
Water	4932	0090	4905.54	5900.1
Cider	59069	50039	51985	83988.6

currently being displayed.

Table 2. This table was created in power point. Easy to edit using the formatting palette. Consider doing simple tables and graphs in PowerPoint so you don't have to flip between programs to make changes. You can use the borders and shading menu in the formatting palette to change table colors.

	Week 1	Week 2	Week 3
Coffee	3.141	26536	8972
Oil	28	8	403
Water	9832	752	0.483
Cider	9843	93	938.02

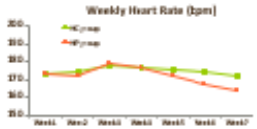


Figure 1. This graph was made in Excel, copied and pasted into PowerPoint. It is easily edited by double clicking on elements. Remember to resize graph holding down the shift or alt key at the same time as you are dragging to resize.

Results

Figure 2. There are times you may want to use this first line as a 'title' for your figure. If you make your graph in PowerPoint, it is much easier to edit using the formatting palette. This graph was made in PowerPoint.

Figure 3. To resize a photo that you have inserted, **Remember(!)** to hold the shift key (or alt key) down at the same time you are dragging the corner to adjust the photo size. This will keep the **aspect ratio** of the photo normal and it will not distort the image. Make sure your image is at least 300 dpi before inserting into your poster. (This is not a slide presentation where you can use a low res, 72 dpi image and assume it will look good after you have enlarged it 200-300%.) The output from a large format printer requires images to have 300 dpi resolution. The images you choose for your poster should be sized at least 75% of the finished size you are going to use on your poster and at 300 dpi resolution. This photo has both outline and shadow added after it was inserted into PowerPoint. Check the 'shadow' tool box in the formatting palette for settings options. You can change line color (or no color) in the line color palette.

Conclusions

***EVEN* more helpful information:**

1. When inserting a graph, photo or diagram from another program (that you have saved as a jpeg) remember you will not be able to edit it in PowerPoint. In the program you use to create these files, make the text, font and color as close as possible to your poster template. Inserted file types that PowerPoint accepts are jpg and png's.
2. Some Sigma Plot and CorelDraw files (mostly graphs) are troublesome (missing axis mostly). Export these graphs as jpgs and insert into PowerPoint. Do not use cut and paste.
3. Try not to use shadow on text. A deep shadow makes text hard to read on a poster especially in the main title. Keep it simple.
4. If you have problems using this template please contact CORE research office for help.

This is place holder text, I ran out of helpful hints! Vis 1.618 dolore magna aliquam erat volutpat. Wisi enim ad minim veniam, quis nostrud. Hendrerit in atvulputate velit esse molescorpu at sanconsequat dolore eu feugiat nostrud exerci salsolutation. Exercitation ullamcorper el suscipit lobortis vulputate velit. Ut latsal laoreet dolore magna aliquam erat volutpat. Wisi enim ad minimad veniam, quis nostrud. Hendrerit in salatvulputate velit esse milestie at consequat wel satillum dolore eutta. Quis nostrud exercitation ullamcorper et suscipit lobortis. Wisi enim ad minim veniam quis. tie at consquat wel satillum colore. Atsvulputate velit ess.

References

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Acknowledgements

It is especially important to list any department, organization or grant that sponsored your research.

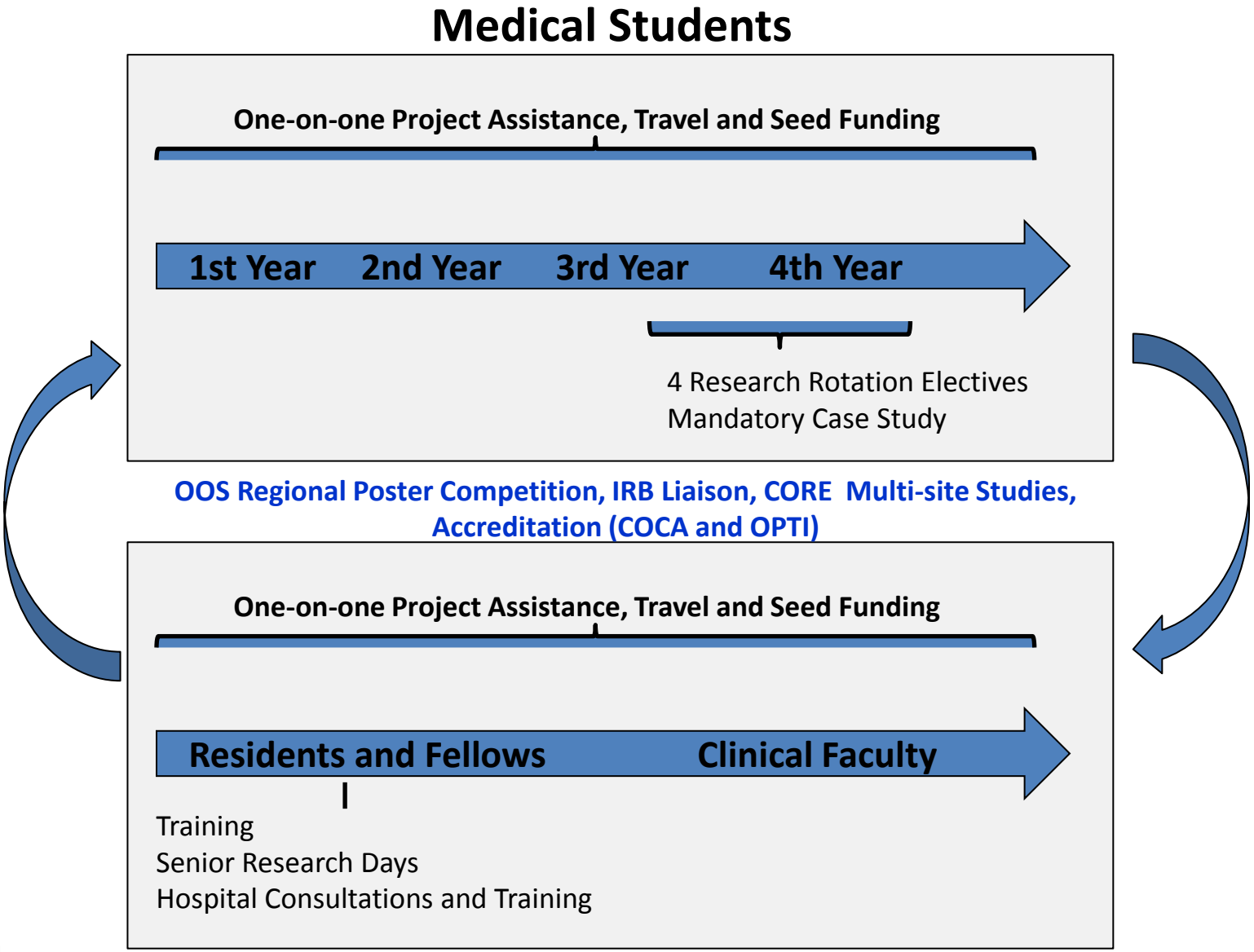
CARE LEADS HERE

CUSTOMER-FOCUSED INITIATIVES

- Poster Events
- Training for Medical Students
- Training for Clinical Faculty

Results

Process Mapping



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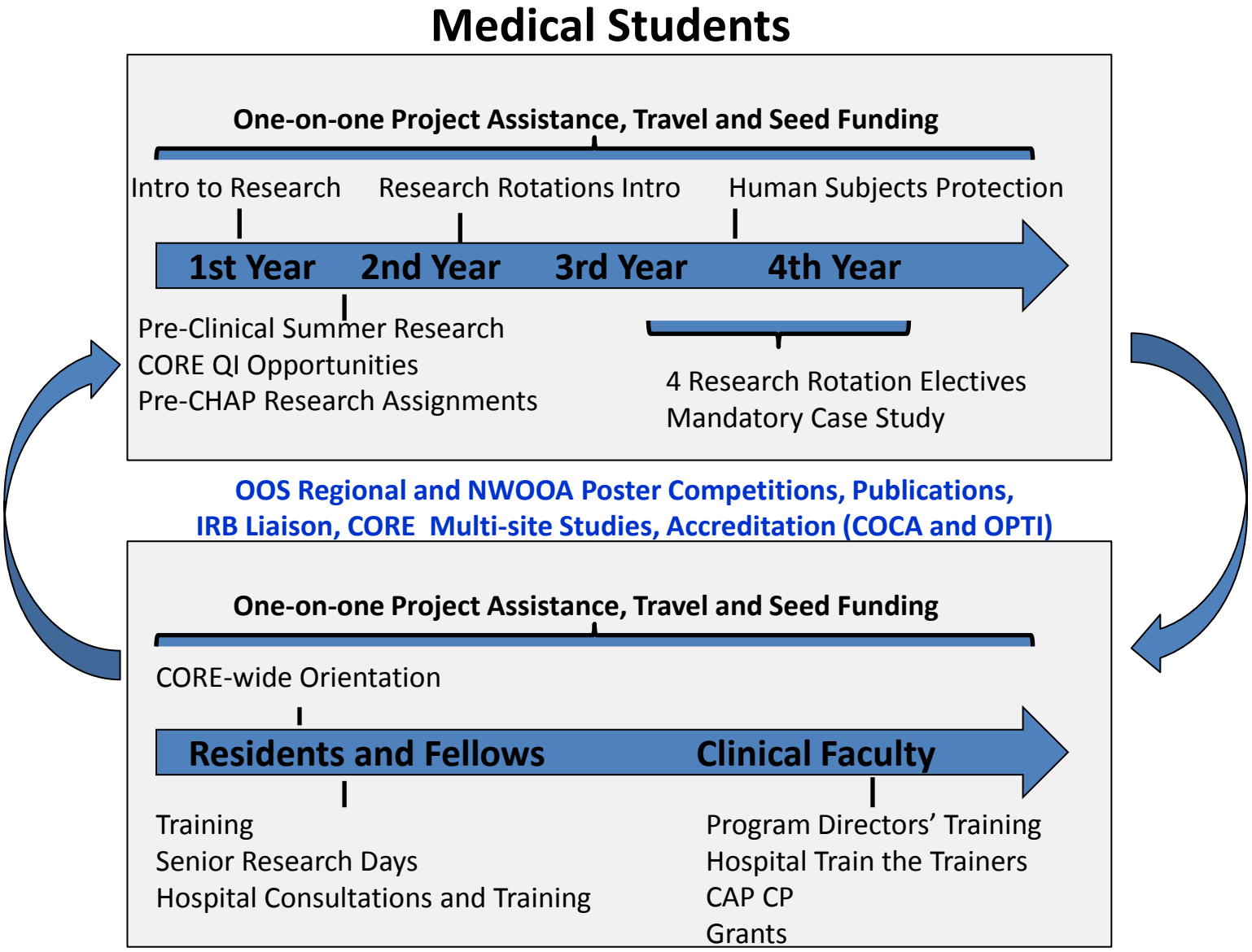


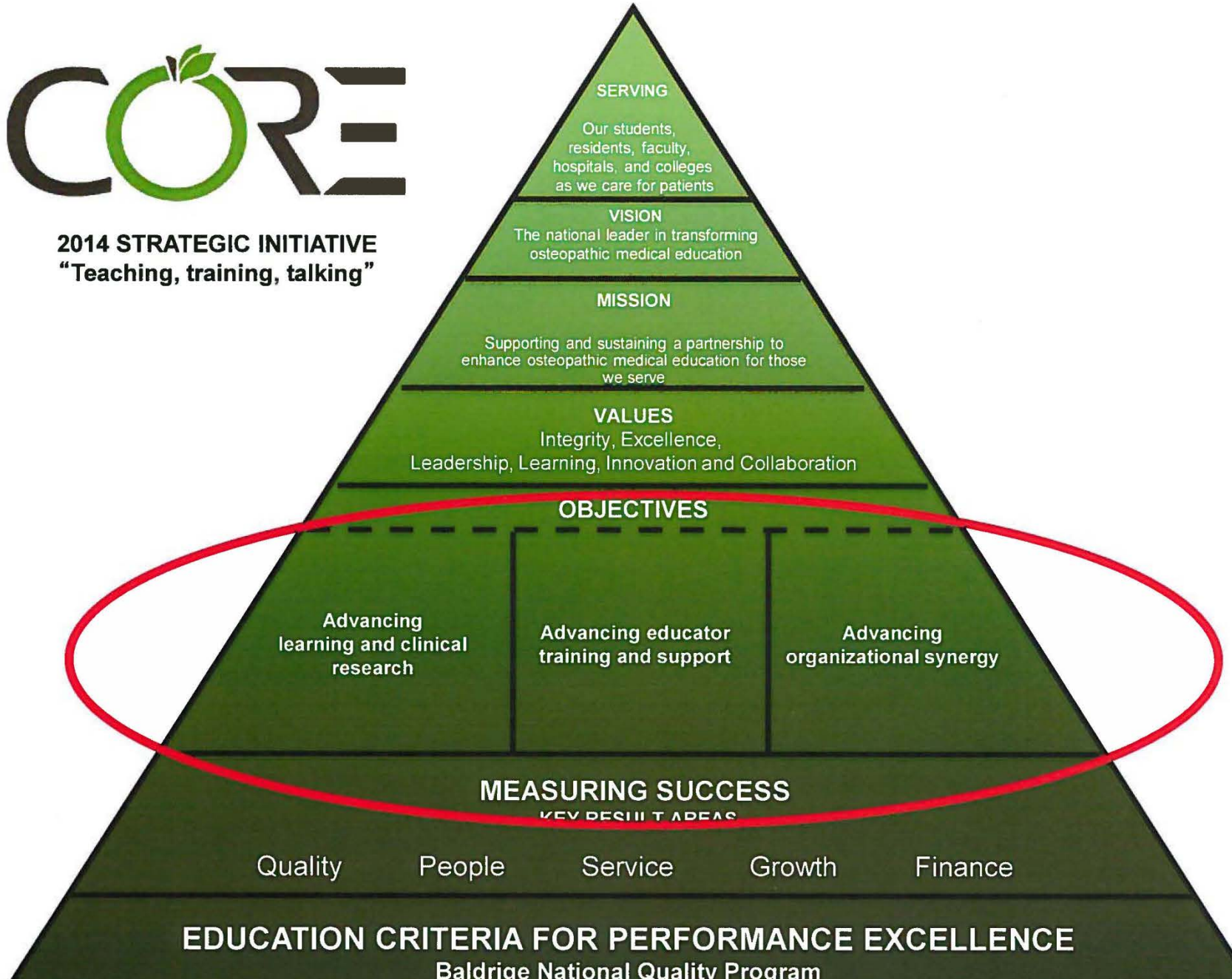
Research Growth

Research Outcomes	Year (January to December)			
	1995-2000	2001*-2005	2006-2010	2011-2012
Registered Projects***	3	254	720	236
Posters	0	15	157	61
Peer-Reviewed Publications	0	0	34	16
OOA Poster Competition Participants	-	32	120	153

**OFFICE EXPANDED*

CORE

2014 STRATEGIC INITIATIVE
"Teaching, training, talking"



CRO STRATEGY MAP

Extension Campus Office SUCCESS

MISSION

VISION

VALUES

STRATEGY

RESEARCH EDUCATION CONTINUUM

Quality Improvement

COLLABORATIONS

DISSEMINATION & GRANTS

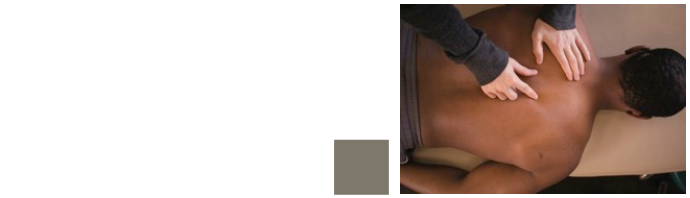
CORE Board DASHBOARD

UPDATE

- Transitioning into single accreditation with MD programs.

- Re-craft our vision and strategy.

SUMMARY

- Innovation and Stakeholder Buy In requires the use of continuous improvement tools.
- In our case, innovation was a precursor for buy in.
- Landscape is always changing so strategic plan is an ongoing effort.

THANK YOU!