



Reflect on your practice....

What is one thing you would change that would make your work more meaningful or give you joy in your work?

children in Vietnam under five were starving.

Yet, in one village some of the children were healthy and well nourished.

**How could that be?**

hands whenever they were dirty and prior to food preparation.

Well-nourished children had tiny shrimp and crabs and greens from sweet potato plants added to their food.

differed from the norms, but yielded life-saving results.

What did you hear in this story that made it possible for villagers to change their circumstances?



**Positive Deviance** focuses on those who demonstrate **exceptional performance**, despite facing the **same constraints** as others.



What started in one village spread to **150 villages** impacting **2.2 million people**.



**It is easier to ACT your way into a new way of thinking than it is to THINK your way into a new way of acting.**



In 2006, a large hospital in Pittsburgh had an MRSA problem.

Except....Two nursing units were able to eliminate MRSA.

Other units, however, did not see a decrease.

**Why?**



**Handwashing!**



units use their voices to promote change?



What if bacteria were NOT invisible?

What was the difference?

Two Units: **Self-discovered**

- Identified positive deviant behavior
- Owned their practice through performance
- Change came from within

Other units: **Imposed**

- Given data
- Told the practice
- Provided education
- Thinking did not translate into acting

The uptake of a superior practice is limited when it is imposed and not **SELF-DISCOVERED**.



How could we move our way into a new way of thinking?

How could we become fully in charge of our practice?

Institute for Healthcare Improvement  
2016 Initiative: Breaking the Rules for Better Care

**"If you could break or change one rule in service of a better care experience for patients or staff, what would it be and why?"**

**Reflection Activity**

**Question #1**

What was the one thing that you identified at the beginning that you would change?

Institute for Healthcare Improvement  
2016 Initiative: Breaking the Rules for Better Care

**What percentage of changes you and others have identified do you believe are imposed by outside agencies?**

Institute for Healthcare Improvement  
2016 Initiative: Breaking the Rules for Better Care

In reality **only a quarter of the rules were imposed** by regulatory agencies. 75% were a misinterpretation or were self-imposed.

**75% of rules are within our influence.**

What does your change need?



Clarity



Redesign



Advocacy

### Reflection Activity

#### Question #2

Could the one thing that you identified change with clarity, redesign, or advocacy?

How can we nurses use our voices to act?



reading and interpreting regulations. Why?

**I like to use my voice to challenge the status quo.**





gotten a daily physician's order for non-violent or med-surg restraints?

I was told we did this because CMS says it has to be done.

regulations 10 times.

I reviewed the Joint Commission standards.

I again used my voice and sent an email to CMS and the Joint Commission.



Here's what CMS said:

**"There is no requirement for a daily renewal order for non-violent/non-self-destructive restraints. This is up to the organization to define per policy."**

## Our words and actions radiate possibility.



**Project Goals**

**AA&I Academy**  
Clinical Science Investigator™

- Reduce patient falls
- Decrease staff injuries
- Improve HCAHPS scores
- Increase staff perception of adequate staffing

**How did they take action?**

- Defined workflow for each shift
- Defined responsibilities for all staff
- Built in communication between RN and NA during the shift
- Built in reward and recognition

**Outcomes**

**AA&I Academy**  
Clinical Science Investigator™

- Reduced falls 50%
- Reduced staff injuries 81%
- Increased staff satisfaction by 43%

<http://www.aacn.org/clinical-resources/staffing>

**Unintended Outcomes**

- No CAUTI for 18 months
- No CLABSI for 24 months
- Reduced C-diff to only 1 incident in 12 months
- Reduced HAPU from 6 to 2 in 12 months

How can you use your voice to act?

**"Take the first step in faith. You don't have to see the whole staircase, just take the first step."**

- Dr. Martin Luther King Jr.

**Reflection Activity**

**Question #3**

How will you use your voice to take control of your practice and bring about change?

...the strength we have when we use our voices to take control of our practice and improve the lives of our patients.

**Our Voice  
Our Strength:  
Powerful Beyond Measure**

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