Positive Deviance

Guelph General Hospital

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Objectives

- Concept of PD
- PD practices and how it works
- Canadian PD Project
- PD work in Canada: SHN! collaborative

PD in a Nutshell

- A change methodology – works best
for seemingly intractable problems

- Originated in international development/public health, more recently healthcare

- Focus is on relationships, actions, existing solutions and is driven by the ‘touchers’ – those on the front lines

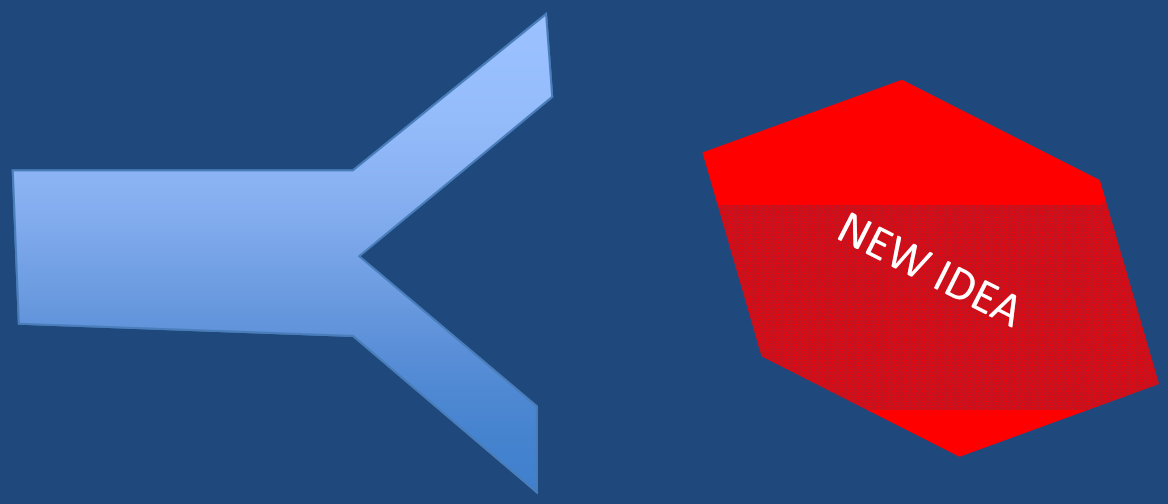
Why focus on a behaviour change approach?

- Current “top down” approaches have had limited success
- Traditional “best practice” approach has been disappointing (enviro cleaning, HH, education, etc).

- *We know what to do, but it hasn’t taken us all the way*

Sharing best practices

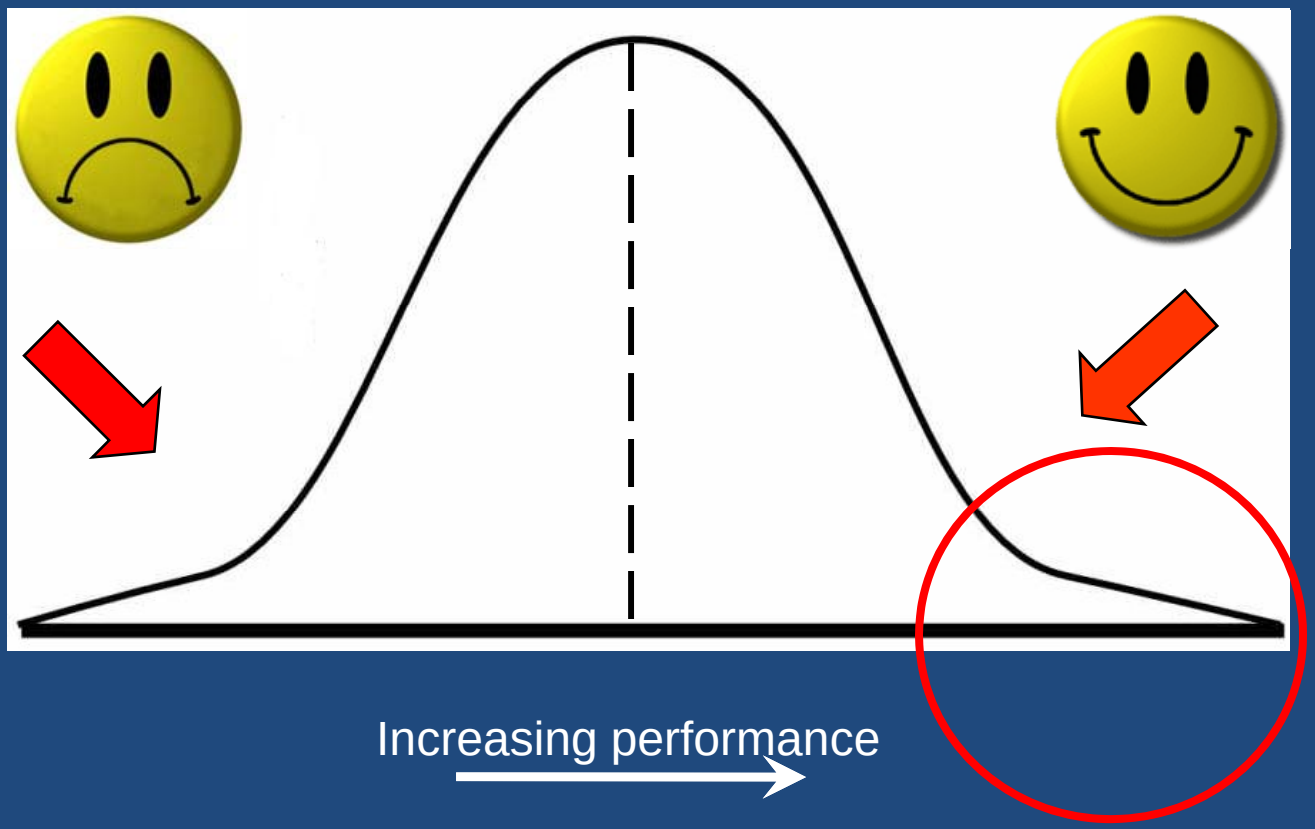
- Solutions imported from external sources result in “social immune response” in the same way that our body triggers an immune defense response



The Premise Of Positive Deviance

No matter how seemingly intractable a problem, in every community there are individuals whose uncommon practices/behaviours enable them to find better solutions to problems than their neighbours who have access to the same resources.

In any group…

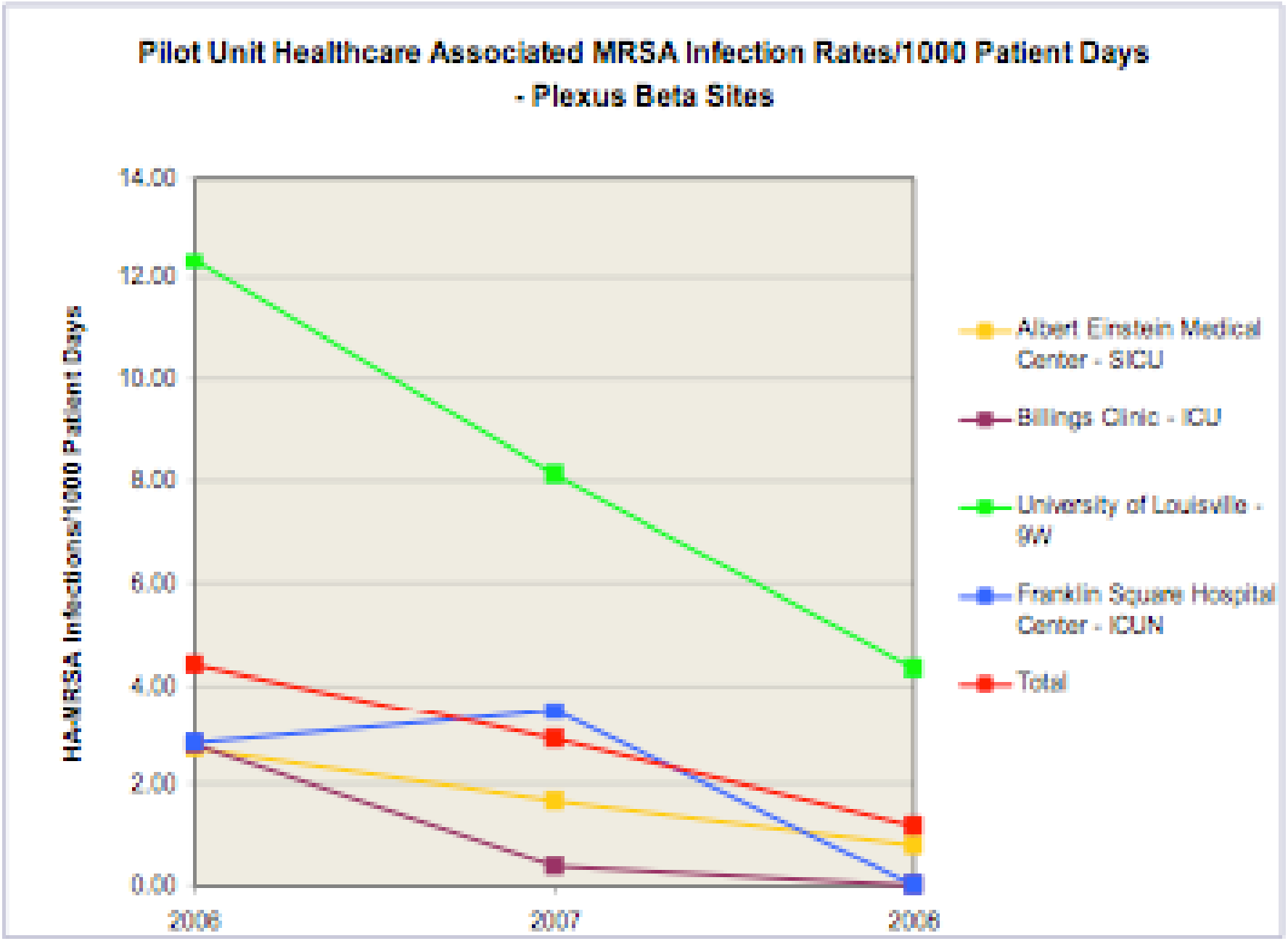


PD and MRSA

- US pilot project
- Implementation of PD followed by 20 month follow up period
- No attempt to decolonize patients
- 26-62% reduction in MRSA clinical infections

- 1 site had an 80% drop in MRSA infections

SHEA 2009

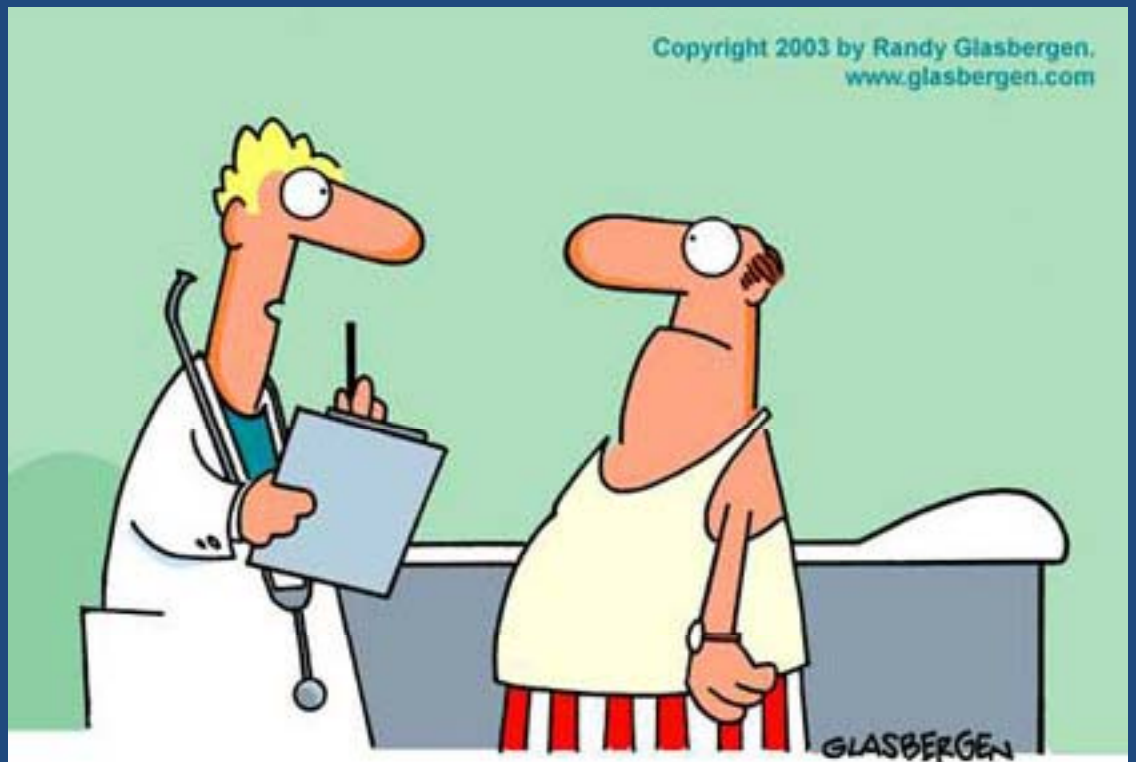

Pilot Unit Healthcare Associated MRSA Infection Rates/1000 Patient Days
- Plexus Beta Sites
HA-MRSA Infections/1000 Patient Days
14.00
12.00
10.00
8.00
6.00
4.00
2.00
0.00
2006
2007
2008
Albert Einstein Medical Center - SICU
Billings Clinic - ICU
University of Louisville - 9W
Franklin Square Hospital Center - ICUN
Total

This is about…

- Creating sustainable change
- Helping culture to shift
- Identifying existing and/or uncommon practices
- Developing new behaviours to overcome barriers

Acting your way into a new way of thinking

Time for an attitude adjustment…



"What fits your busy schedule better, exercising one hour a day or being dead 24 hours a day?"

How does it work?

- Invite those who are interested (focus is on front-line)
- Define the problem and what successful outcomes look like
- Create conditions for people to discover and adopt their own solutions
- Identify and analyze the positive deviants
- Create ways to spread peer to peer
- Track and publish results

Who is included?

Everybody who touches the problem

- Get the right people around the table
- Who isn’t here?
- “nothing about me without me”

PD Tools

- Kick offs
- Improvisation
- Sharing Stories
- Discovery and Action Dialogues
- Social Network Analysis
- Measurement and data tracking

Tracking Impact

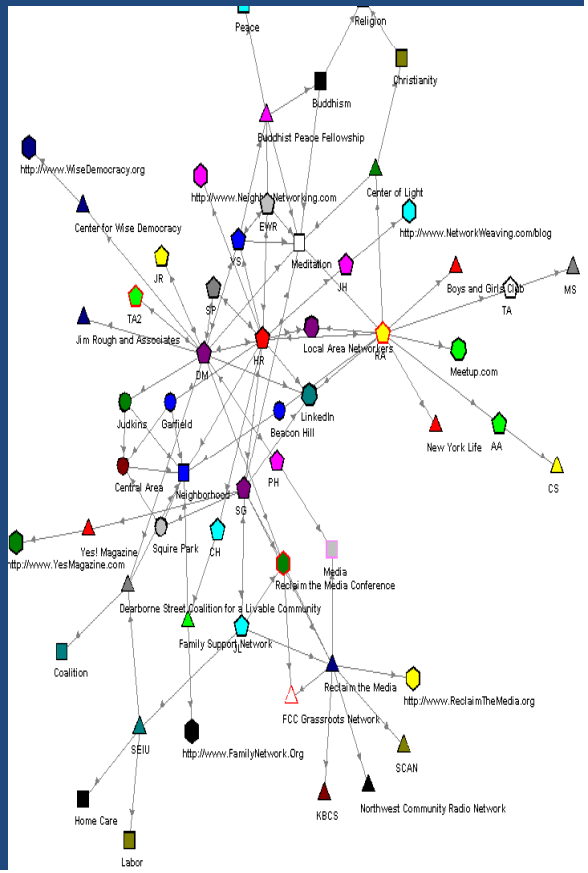
- Define the things you will measure together
- Data potluck – A Menu of Measures you generate to make sense of what is happening, encourage people to keep going, generate a sense of accomplishment, share stories and impact.

Social Proof

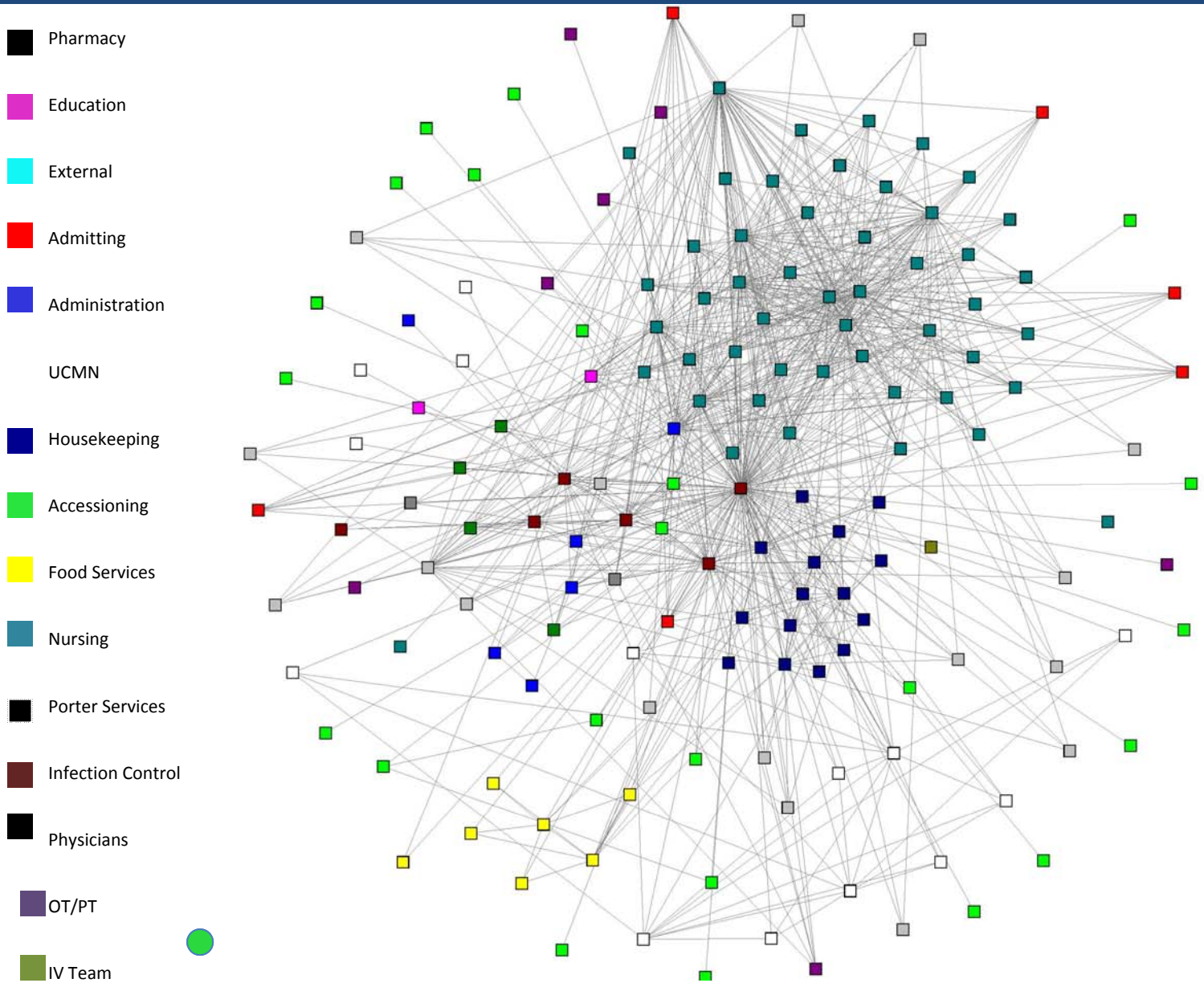
Social Network Analysis

- Reveals communicative patterns of complex groups and teams
  - Identifies the strength and frequency of connections

    (e.g., with whom and how often do you communicate about the problem you are working on)
  - Can describe current network in general & specific clusters of common interest in particular

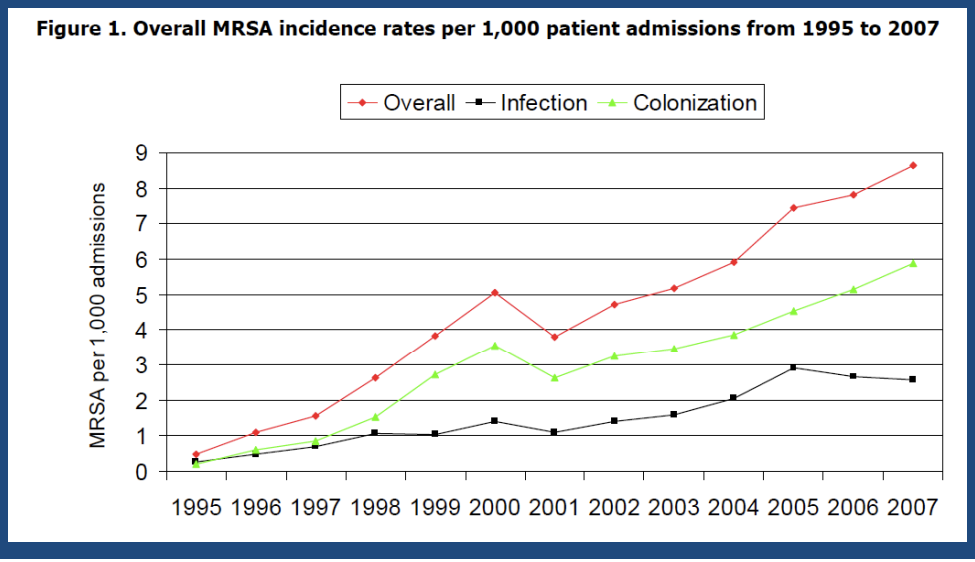


Who have you worked with to eliminate superbugs?



The power of storytelling

- *One death is a tragedy; one million is a statistic.*
- *Stories can capture the complexity of the situation.*



The Canadian PD Project

- 5 hospitals across Canada (2 in BC, 3 in ON)
- Started September 2009, will end Spring 2011
- All sites implementing PD with help from a coach and the project network
- Submitting data quarterly, and comparing against themselves
- Project goal is to reduce HAIs

Project Measurement and Tracking

Outcome Measures:

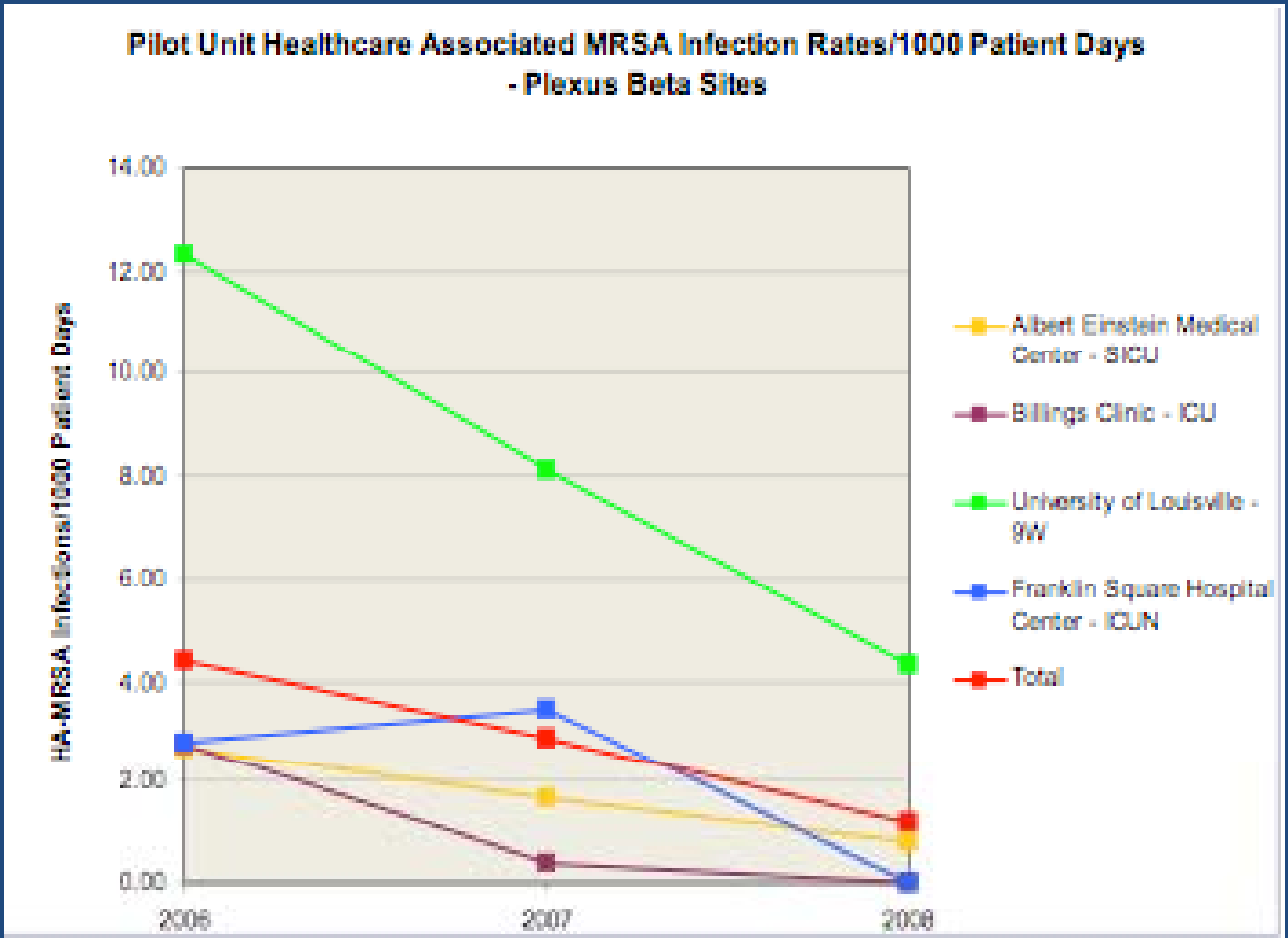
- New nosocomial MRSA clinical isolates
- New nosocomial VRE clinical isolates
- New nosocomial cases of healthcare-associated *C. difficile* infection
- (Using CPSI definitions)

Process Measures:

- ABHR, soap, gowns, gloves
- Social network mapping
- Attitudes and actions survey
- Optional: hand hygiene and housekeeping audits

Suspected outcomes?

We are hopeful – several US hospitals have had significant success



Final Thoughts

Interested?? ☺ Sign-up for the SHN!
National PD Collaborative