

Positively Deviant!

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Objectives

- Introduce Elmhurst Hospital
- Explore the concept and use of Positive Deviance
- Positive Deviance in action –an approach to Performance Excellence
- Applying the Baldrige Excellence Framework as part of an evidence based means to achieve results



Elmhurst Hospital

2016 Bronze Award for Commitment to Excellence



Elmhurst Hospital



Deviance

- Deviance has traditionally referred to intentional behaviors that **depart from organizational norms in a negative way**, threatening the well-being of an organization and/or its members
- Stealing and workplace violence are commonly cited as examples of deviant, or harmful, behavior



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Positive Deviance

- Described in the business psychology literature
- Intentional behavior that departs or differs from an established norm and **contains elements of innovation, creativity, adaptability**
- Can **positively influence strategy** through interpersonal relationships, energizing the organization, positive emotions, and the creation of meaningful work
- One person can make a difference



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Positive Deviance in Action



The concept of *Positive Deviance* can be effectively applied to business process improvement strategies

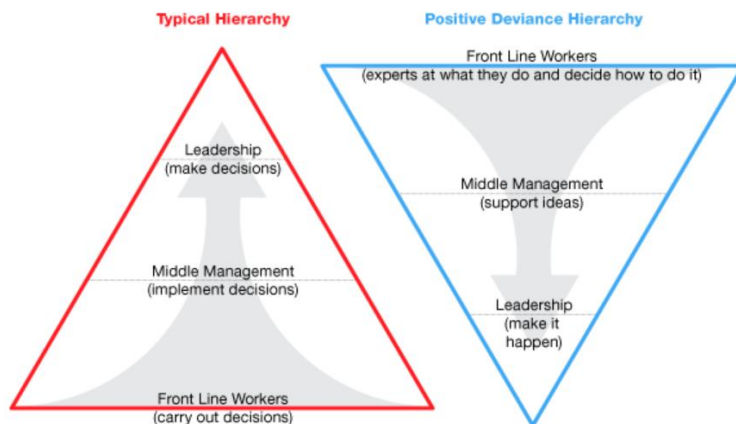
One person can make a difference



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Upside Down

A new lens for exploring how organizations conceive, implement, and sustain a strategy.



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Facing Resistance

Common ground

Elmhurst Hospital Leaders wanted to be at the leading edge of validated leadership, performance practice, and enterprise excellence –yet resisted applying “Baldrige” criteria

The organizational culture supported core values and concepts (beliefs and behaviors found in high-performing organizations)



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Desired State – A Focus on Core Values

- Systems perspective
- Visionary leadership
- Customer-focused excellence
- Valuing people
- Organizational learning and agility
- Focus on success
- Managing for innovation
- Management by fact
- Societal responsibility
- Ethics and transparency
- Delivering value and results



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Current State Analysis

Current State



- Senior Leaders resistant to “another program” - Baldrige
- Did not see the connection with High Reliability, Customer Service, Patient Safety, Patient Experience
- Change-weary employees
- Limited resources
- Inconsistent systematic approaches

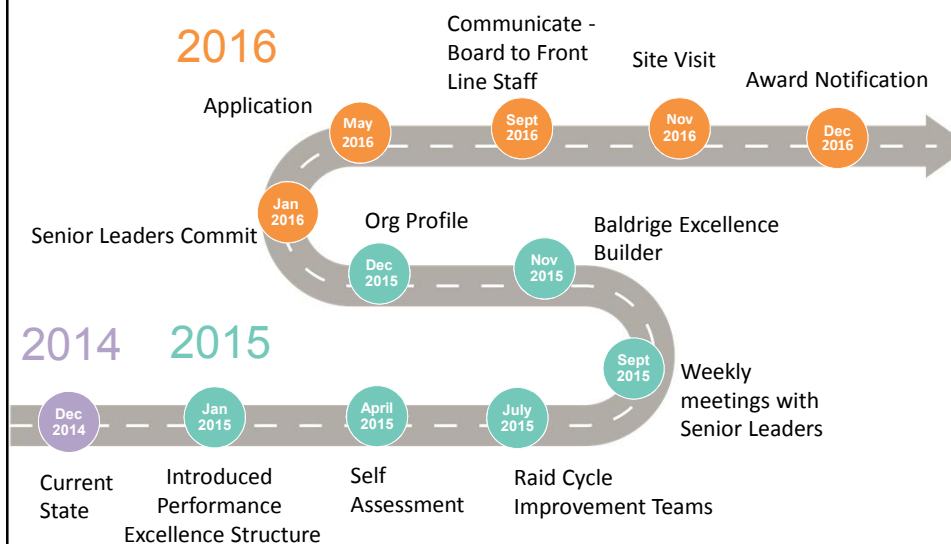
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Desired State

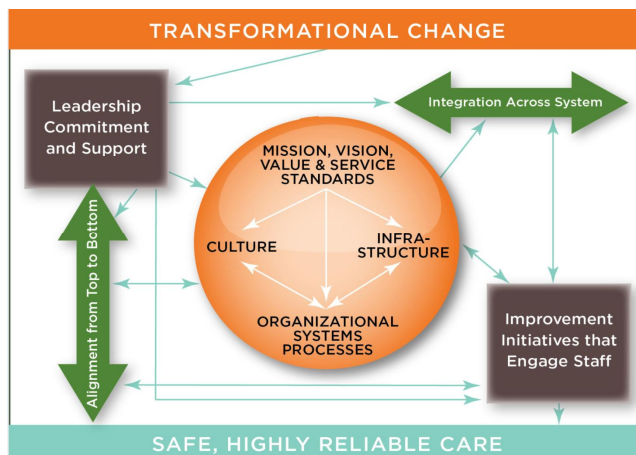


- Leaders support of evidence-based approach to achieve top decile performance
- Remove silos –connect existing initiatives
- Engage front line workers
- Optimize resources
- Leadership support of core values and behaviors
- Systematic approaches

Journey to Performance Excellence



Senior Leaders Commit

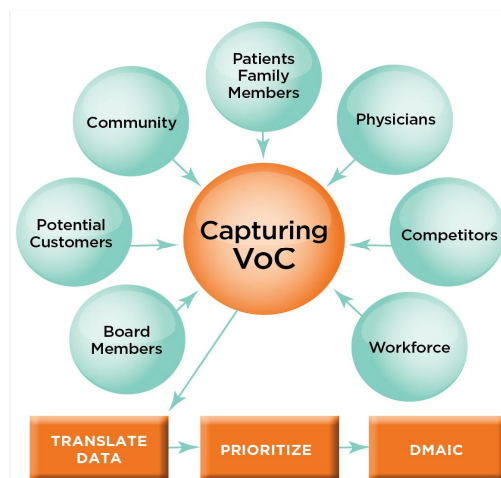


Adapted from:
 Lukas, C. V., Holmes, S.K., , Cohen, S. K., Restuccia, A. B., Cramer, J., Shwartz, I. E., Charns, M. P. (2007). Transformational change in health care systems: An organizational model. *Health Care Manage Rev*, 32(4), 309-320.

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VoC Connected to Patient Experience



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Tips and Tricks –Positive Deviance

- One person can make a difference and inspire others
- Positive Deviants must have the support of senior leadership and employees
- Instigating organizational change is not a one person challenge, the only way to sustain a culture of excellence is if everyone is on the same page



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Tips and Tricks – Value Added

- Don't treat the Baldrige Excellence Framework as an add-on, integrate with continuous improvement, Lean, or another improvement strategy
- The value is in the journey and improvements from implementing the framework
- If you apply, the feedback is invaluable



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Tips and Tricks –Leveraging Resources

- It is possible to go through the application and site visit process using existing resources and structures
- Don't make it all about the criteria



Questions?

