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Welcome to Business Breathers

Bridging the gap between knowledge and action to enhance organizational performance

Dr. Madelyn Law
Associate Vice-Provost, Teaching & Learning
Brock University

Taking businesses, careers and ideas to the next level

A 3D rendering of a puzzle. Most pieces are grey, but one piece in the center-right is bright red and stands out. The puzzle is set against a dark background that transitions to a lighter grey where the puzzle pieces are.

Bridging the gap between knowledge and action to enhance organizational performance

Business Breathers

July 15th, 2020

Madelyn Law

Agenda



Introduction



The Problem



Why should you care?



What can you do?



Key takeaways from this session

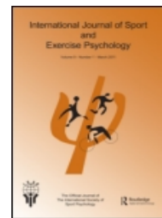
- Consider reflecting on how you might be able to engage with, develop and implement research to enhance organizational performance

Who am I and why am
I interested in this?



Anders Ericsson

**Deliberate practice
makes perfect**



International Journal of Sport and Exercise Psychology

ISSN: 1612-197X (Print) 1557-251X (Online) Journal homepage: <https://www.tandfonline.com/loi/rijs20>

Characteristics of expert development in rhythmic gymnastics: A retrospective study

Madelyn P. Law , Jean Côté & K. Anders Ericsson

Then....

Not the impact
I was looking for





The Problem

- “It now takes an average of 17 years for new knowledge generated by randomized controlled trials to be incorporated into practice, and even then application is highly uneven.”

IOM, 2001



Why should
you care? |



Performance

“the action or process of carrying out or accomplishing an action, task, or function.”

Google definition,
July 15, 2020

Journal
Human Performance >
 Volume 10, 1997 - Issue 2

Organizational Agility: The Key to Improve Organizational Performance

Author & abstract

Download

2 References

Related works & more

Corrections

Author

Listed:

Registered:

- Wageeh A. Nafei

5,319 527

Views CrossRef citations to date

Original Articles

Impact of Organizational Future Research

Philip M. Podsakoff & J. B. MacKenzie

Pages 133-151 | Published online: 05 Jul 2016

Download citation

<https://doi.org/10.1080/0898/10.1997.10555555>

The link between high performance organizational performance conceptualization model

Shatha M. Obeidat, Rehman A. Khan
 Employee Relations

Non-themed Articles

Relationships between strategic performance measures, strategic decision-making, and organizational performance: empirical evidence from Canadian public organizations

Raili Pollanen, Ahmed Abdel-Maksoud, Said Elbanna & Habib Mahama
 Pages 725-746 | Published online: 05 Jul 2016



11 July 2016

Reprints & Permissions



Evidence Based Management

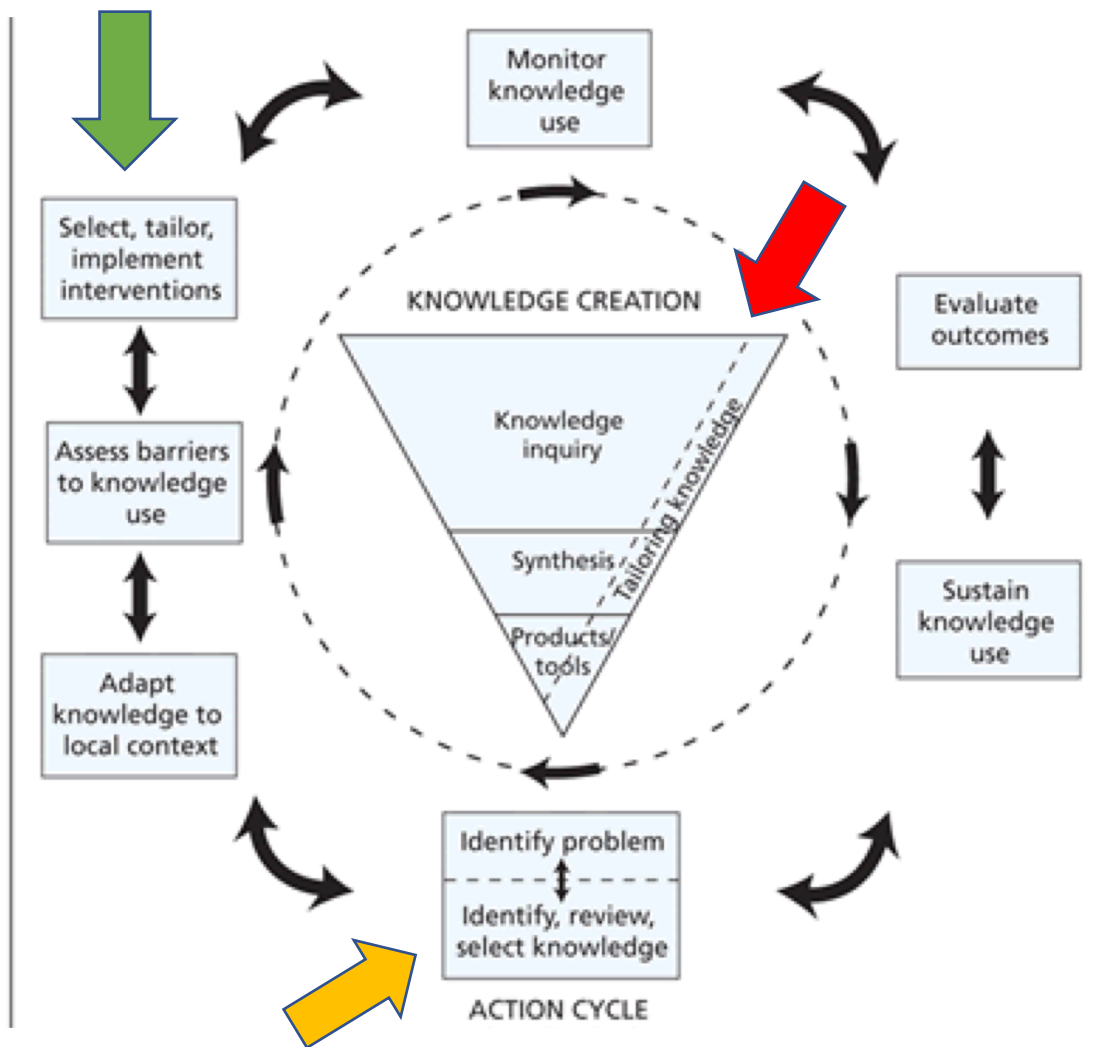
Pfeffer & Sutton



How can we
work together
to bridge the
knowledge to
action gap?

From Health Care: Knowledge Translation

- “...dynamic and iterative process that includes synthesis, dissemination, exchange and ethically sound application of knowledge to improve the health of Canadians, provide more effective health services and products, and strengthen the health care system.”



Knowledge to Action Framework

Strengthening



IN ONTARIO'S
PUBLIC HEALTH UNITS

Enabling continuous quality improvement in Ontario's public health units: A scoping review

This research project includes 19 public health units working together to understand how to strengthen continuous quality improvement (CQI) in Ontario's public health units.

Project Objective

To learn what critical elements (organizational structures, systems, processes and activities, as well as individual capabilities) are needed to create, support and sustain CQI in public health.

What We Did

A scoping review of key literature to identify key enablers and ideas for advancing CQI in public health settings.

QI Maturity Tool Survey Results: Ontario Report

This research project includes 19 public health units working together to understand how to strengthen continuous quality improvement (CQI) in Ontario's public health units.

Project Objective

To understand the current state of CQI in public health and provide a baseline assessment of CQI to public health units.

What We Did

34 out of **36** public health units participated in the QI Maturity Tool – Ontario Modified Version

1 Province-Wide Report

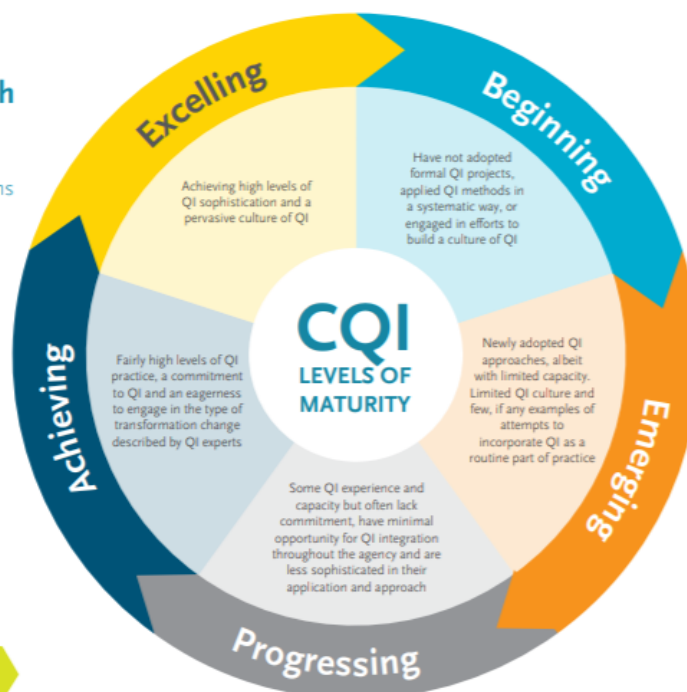
3,503 staff across all public health professions and divisions completed the survey

QI Maturity is assessed through **23** questions focused on:

QI Organizational Culture: the values and norms about QI that pervade throughout the organization relative to how the public health unit interacts with staff and stakeholders.

QI Capacity and Competency: the skills, functions, and approaches used to assess and improve quality in an organization.

QI Perceived Value: the perceptions of employees that QI is a priority in the organization and supported by leaders while also having the potential to impact services and the community.



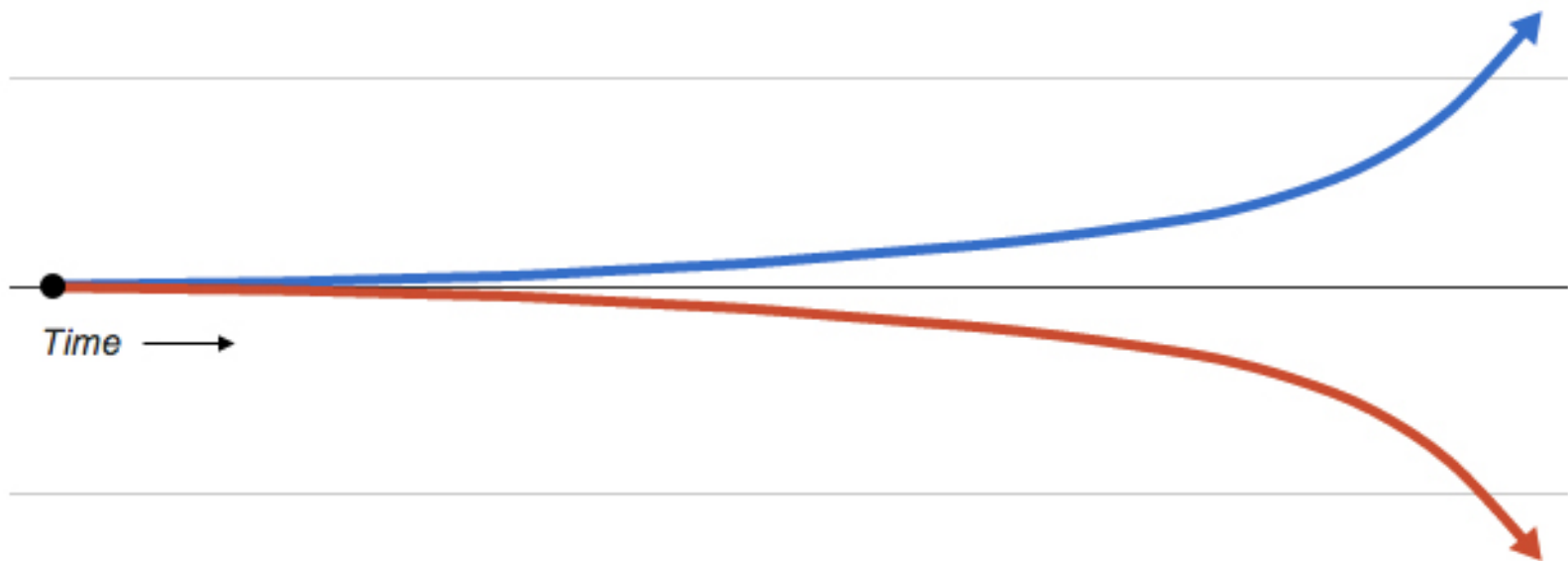
What We Found

Aggregation of Marginal Gains



Aggregation of Marginal Gains

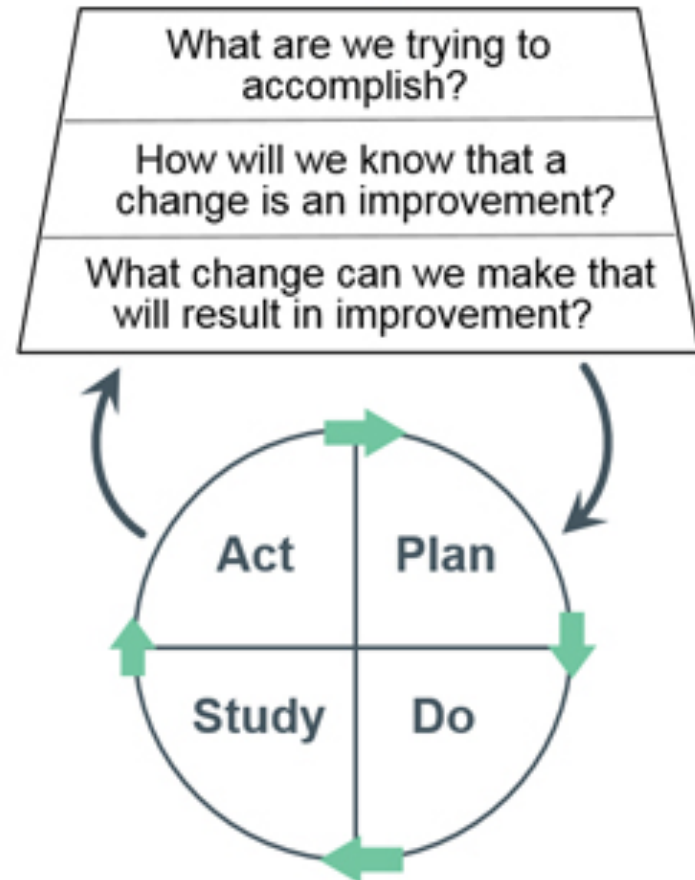
- 1% Improvement
- 1% Decline



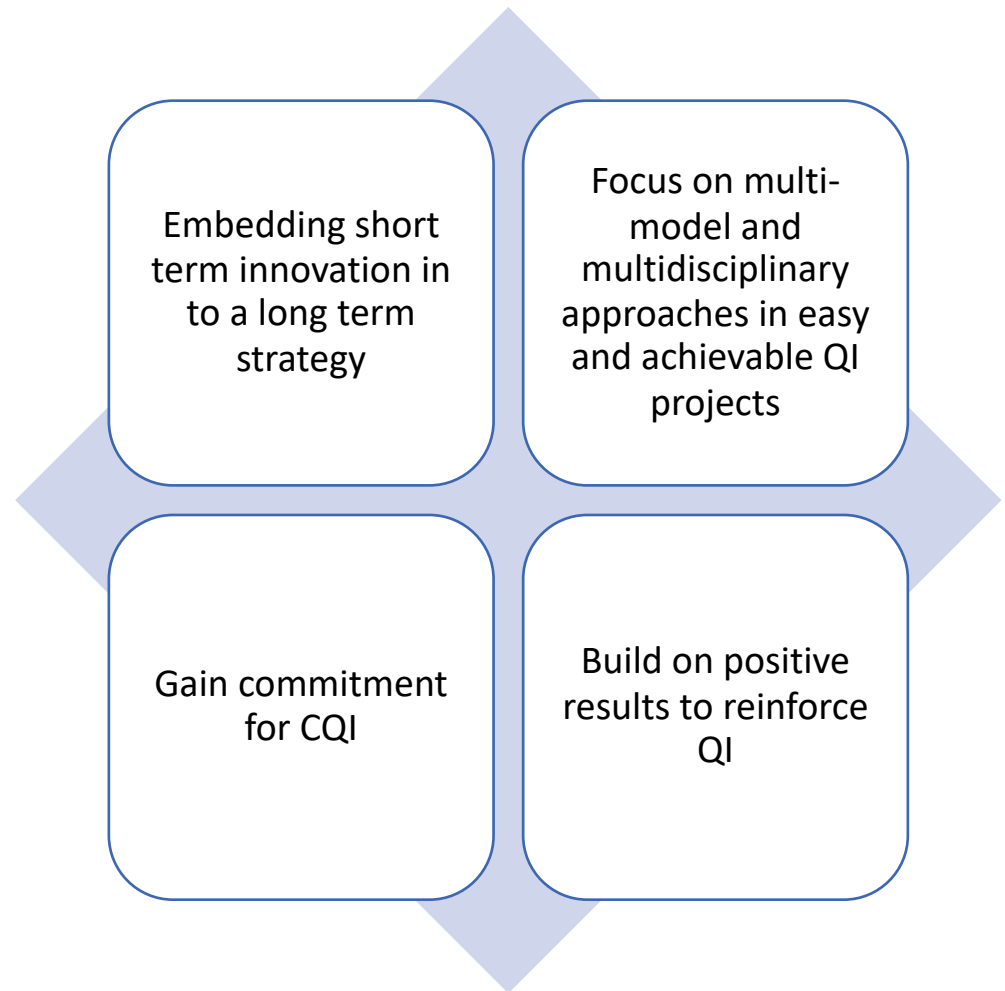
Model for Improvement

- Small scale changes
- Test out innovations and implement new evidence
- Use of sound research methods to guide decision making

Model for Improvement



CQI and Patient Safety in Pediatric Care





Lost in Translation: Improving the Flow of Information Between Physicians at Niagara Health

Jacqueline Gates¹, Anushka Lalwani¹, Brian Harvey¹, Dr. Johan Viljoen², Jane Doan³, Virginia Pullar², Caroline Bourque-Wiley¹, Nancy Fletcher², Madelyn P. Law¹
¹Brock University, Department of Health Sciences, ²Niagara Health



BACKGROUND

- Nearly 70% of sentinel events are caused by breakdowns in communication between physicians.¹
- An effort to increase communication about patients during transfers from one physician to another (PTDA) is underway at Niagara Health to create a multi-site, not-for-profit, and publicly funded organization.
- PTDA has been identified as a time-stamped, accountable, and publicly funded organization.
- PTDA is a Required Organization for Accreditation Canada. Successful completion of the 2019 Accreditation Cycle is the November 2020 deadline.

It's about being responsible to the patient, it's about being responsible to society, and responsive to the profession.²
- Leslie Flynn, MMed, FRCPC, FRCPC

PROJECT AIM

- To evaluate the implementation of the PTDA process at Niagara Health (NH).
- To determine if the PTDA process at Niagara Health is aligned with the Accreditation Canada standards.

at Niagara Hospitals

Taylor Ince¹, Lindsay Pietrangeli¹, Virginia Pullar¹, She Brock University Department of Health Sciences, ²Niagara Health

BACKGROUND

- To help organizations improve the services they provide to patients, hospitals in Ontario are required to collect patient data as part of the Gradient Care for All Act (GCA).
- Niagara Health (NH) uses a volunteer-administered inpatient survey to collect data on patient satisfaction for real-time responses and action.
- To meet funding and legislative requirements it is necessary to meet the Accreditation Canada Dimensions.
- Making changes to the current survey that reflect the volunteers, hospital staff and Accreditation Canada is a more synergistic process and allow for increased credibility of the survey.

Table 1. NH Electronic Inpatient Satisfaction Survey

Question	Question
Did a doctor or nurse explain your care in a way you could understand?	When you use the call button, is the wait time usual or unreasonable?
Were you involved in decisions about your care as much as you wanted to be?	Overall, how would you rate the care you received at the hospital?
Would you recommend this hospital to your friend or family?	

 Accreditation Canada Dimensions and Accompanying NH Survey Questions | || 1. Patient Safety | Did a doctor or nurse explain your care in a way you could understand? |
2. Patient-Centered Care	When you use the call button, is the wait time usual or unreasonable?
3. Access to Care	Were you involved in decisions about your care as much as you wanted to be?
4. Patient and Family Engagement	Overall, how would you rate the care you received at the hospital?
5. Workforce	Would you recommend this hospital to your friend or family?



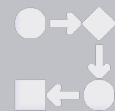
What can you do?



What can you do?



Reflect on what you are trying to achieve



Is it implementing something new?



Do you have a question that requires some research?



How might you be able to test this out with one of these frameworks?

Building a Partnership



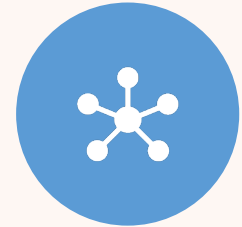
COMMON
LANGUAGE



COMMON GOALS



COMMON
STRATEGIC VISIONS



MAKING THE RIGHT
CONNECTION

Integrated Knowledge Translation

Fig. 2

From: [Integrated knowledge translation \(IKT\) in health care: a scoping review](#)

No wonder it is sometimes difficult to partner with academics!!!



Summary of IKT approaches, influencing factors, and outcomes

Gagliardi, A.R., Berta, W., Kothari, A. *et al.* Integrated knowledge translation (IKT) in health care: a scoping review. *Implementation Sci* **11**,38 (2015). <https://doi.org/10.1186/s13012-016-0399-1>

What can you do today?



- When the need for enhanced performance is being discussed...
 - Ask or think about what the evidence is to support the change?
 - Has it been tested?
 - Is there research evidence to help support this direction?
 - Do I need to dig deeper?

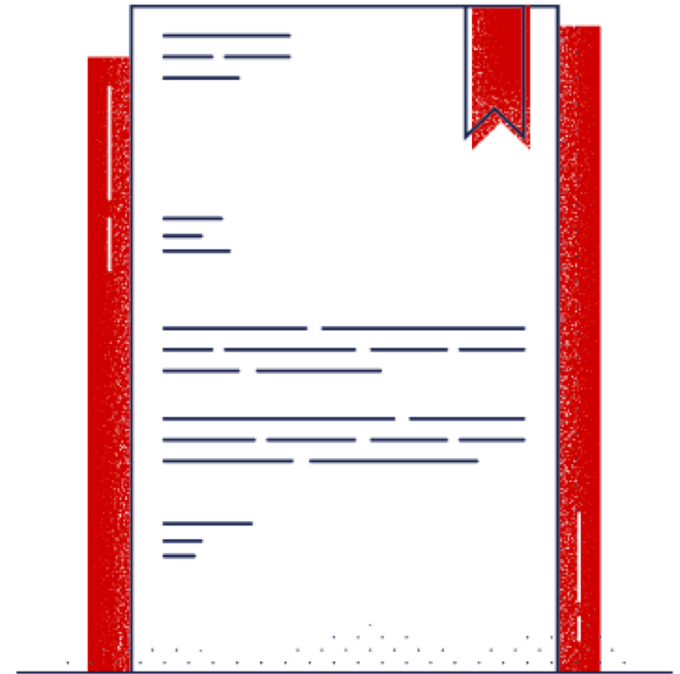


Key takeaways from this session

- Consider reflecting on how you might be able to engage with, develop and implement research to enhance organizational performance

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