Creating Positive Change with Appreciative Inquiry

Using Appreciative Inquiry in Healthcare & Quality Improvement

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Acknowledgments

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Welcome!
Objectives for Today

• Gain an understanding of what Appreciative Inquiry is and how it works.
• Hear about how Appreciative Inquiry has been used in health care.
• Learn how you can apply Appreciative Inquiry to your own work.
• Questions & Discussion
Introductions & Welcome

Appreciative Self-Inquiry:

Learning is a participatory activity where learners contribute at least as much as the “teachers”.

1) What would you like to learn from this webinar?

2) What can you contribute to others’ learning today?

3) Now imagine 1 hour into the future, what will have made this webinar a valuable experience for you?
Polling: Organization/Affiliation

What type of organization are you from?

a. Hospital  
b. Critical Access Hospital (CAH)  
c. SNF/Nursing Home  
d. AAA or Community Action Agency  
e. Payer  
f. Home Health  
g. Health Dept.  
h. Hospice/Palliative Care  
i. LTAC  
j. Trade Association  
k. Physician Organization  
l. Assisted Living  
m. Mental Health Organization  
n. Other? (type in chat)
Polling

How familiar are you with Appreciative Inquiry?

• Very familiar
• Somewhat familiar
• Not at all familiar
What is Appreciative Inquiry?

Appreciative Inquiry is . . .

a collaborative and highly participative, system-wide approach to seeking, identifying, and enhancing the “life-giving forces” that are present when a system is performing optimally in human, economic, and organizational terms.
Aptly Named

**Appreciate:**

- the act of **recognizing the best** in people or the world around us;
- affirming **past and present strengths**, successes, and potentials;
- to perceive those things that **give life** (health, vitality, excellence) to living systems

**Inquire:**

- the act of **exploration** and **discovery**
- to **ask** questions;
- to be **open to seeing** new potentials and possibilities
The Birth of Appreciative Inquiry

David Cooperrider & Suresh Srivastva in

With colleagues from Case Western University & Taos Institute

No problem can be solved from the same level of consciousness that created it. We must learn to see the world anew.

~ Albert Einstein
Same Goals . . . Different Approaches

**Problem solving** (deficit based change)

- “Felt Need”
  - Identify problem

- Conduct root cause analysis

- Analyze Possible Solutions

- Develop action plan (Treatment)

  Basic assumption: organization has problems, failures, gaps

**Appreciative inquiry** (strength based innovation)

- “Valuing the best of what is”
  - Appreciate

- Imagine (What might be)

- Dialogue and design (What should be)

- Create (What will be)

  Basic assumption: organization has solutions, strengths, infinite creativity

**Basic Assumptions**

- In every system, **something works** – and it’s vitally important that we understand what and how

- People have more **confidence & comfort** to move to an unknown future when they carry forward parts of the past

- What we carry forward should be **what is best about the past**.

- The **act of asking questions** influences the group in some way

- What we focus on becomes our reality
Deficit Focus: Consequences

- Fragmented, defensive responses
- No new positive images of future
- Negative frames are self-fulfilling
- Often visionless voice... Fatigue
- Little shared accountability & leadership
- Weakened fabric of relationships & defensiveness...negative culture
- Slow: puts attention on yesterday’s causes
- List of ‘why we can’t do [what the other guys did]’
The Positive Core

- Energy
- Enthusiasm
- Commitment
- Action

- Higher chances of collaboration
- Shared accountability
- Transparency
What is Appreciative Inquiry Good for?

- Strategic Planning
- Quality Improvement
- Staff Retention
- Evaluation
- Mentoring & Performance Management
- Leadership Training & Development
- Community Development
- Patient care
- Customer Service / Patient Satisfaction
- Culture Change & Transformation
Why It Works

• Identifies and builds upon, often overlooked, strengths and assets of the organization and its people.
• Doesn’t focus on changing people, but rather encouraging the best in people
• Invites people to engage in building the kinds of organizations and communities they want to live in.
• Helps everyone see the need for change, explore new possibilities, and contribute to solutions.
• Through alignment of formal and informal structures with purpose and principles, it translates shared vision into reality and belief into practice.
• Sparks collaborative innovation by energizing people around successes and opportunities.
Words Are Tools

To a hammer, everything is a nail
From: The Thin Book of Appreciative Inquiry, by Sue Annis Hammond
Sports

- Vivid visualization of one’s performance guides physical performance.
- Speed of learning when only correct images are reviewed.

From: The Thin Book of Appreciative Inquiry, by Sue Annis Hammond
Sociology
The study of problems creates an increase in the number & severity of problems.

The opposite also occurs.

From: The Thin Book of Appreciative Inquiry, by Sue Annis Hammond
Placebo Effect
Help someone construct an image of how something might happen, and it drives behavior, which creates a change in that direction.

From: The Thin Book of Appreciative Inquiry, by Sue Annis Hammond
Internal Conversations
The internal dialogue of an organization is where you find the guiding image of the company -- the conversations we have with each other.

From: The Thin Book of Appreciative Inquiry, by Sue Annis Hammond
Polling

What is the positive to negative ratio in your organization? Or your team?

- 0:1
- 1:1
- 2:1
- 3:1
- 4 or more: 1
First, understand the **positive core of the system. What makes it most effective and vital, in economic, ecological and human terms?**

- We move in the direction of our deepest and most frequently asked questions.

**Positive guiding images of the future trigger action in the present.**

- Images are found in our dialogue with each other.
- Ratio of positive to negative statements is a success factor for change.
- Individuals & groups can then weave the best of what is into formal and informal practices.

**This approach to change, based on the power of the positive question, has emerged from revolutions in many fields**
One model for AI: the “4D” Cycle

Source: Cooperrider et al.
Constructing a Powerful Question

Less Powerful Questions  More Powerful Questions


Now consider the construction of the following questions: EXAMPLES

• Are . . .?  Do you . . .?
• Which . . .?
• What is it about . . .?
• How can you . . .?
• Why* did you take that approach?
• What if we got it right?  What if . . .?

As you move from simple yes/no questions to why to what if, the question stimulates more reflective thinking and more creative responses.

Appreciation to: Kansas Coalition Against Sexual and Domestic Violence
What is your focus?

Human systems move in the direction of what we study and talk about

• What are you talking about?
• What are you studying?
• How much do you know about the problems?
  – The barriers?
  – The failures?
• How much do you know about the system at it’s best? What factors contribute to it?
Applications
Around the world
In other industries
In healthcare
My experience
My Experience with AI

- First introduced through an initiative with SNFs in Colorado
- Certificate program through the Corporation for Positive Change
- Internal preparation for the QIO 8th SOW
- Aging Well in Boulder County
- What’s so great about Grand Junction?
- Transitions of Care Project
- Care Transitions Regional Learning and Action Events
- Studying community healthcare patterns - SIP
An appreciative inquiry approach to practice improvement and transformative change in health care settings.

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Abstract
Amid tremendous changes and widespread dissatisfaction with the current health care system, many approaches to improve practice have emerged; however, their effects on quality of care have been disappointing. This article describes the application of a new approach to promote organizational improvement and transformation that is built upon collective goals and personal motivations, invites participation at all levels of the organization and connected community, and taps into latent creativity and energy. The essential elements of the appreciative inquiry (Ai) process include identification of an appreciative topic and acting on this theme through 4 steps: Discovery, Dream, Design, and Destiny. We describe each step in detail and provide a case study example, drawn from a composite of practices, to highlight opportunities and challenges that may be encountered in applying AI. AI is a unique process that offers practice members an opportunity to reflect on the existing strengths within the practice, leads them to discover what is important, and builds a collective vision of the preferred future. New approaches such as AI have the potential to transform practices, improve patient care, and enhance individual and group motivation by changing the way participants think about, approach, and envision the future.

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Applications in Healthcare

AI in the Healthcare Sector

Sectors: Healthcare

Gain without Pain: Improving Patient Safety, Patient Care and Employee Satisfaction through Appreciative Inquiry
Author: Michael J. Feinson, Bernard J. Mohr
Innovation Partners International
Date: 09/05/2006

Annotation: This document describes how Newark Beth Israel Medical Center redesigned a patient handoff process by using Appreciative Inquiry. The hospital has results (described in the case) which demonstrate improved patient safety and nurse satisfaction.

Online Resources:
Innovation Partners International
Newark Beth Israel Medical Center

Resource Files:
NBIMC Case IPI 9-5-2006 (pdf)
(submitted by Michael Feinson)
Recommended Links

Ai Commons: http://appreciativeinquiry.case.edu/

http://www.youtube.com/watch?feature=player_detailpage&v=ZwGNZ63hj5k
Questions?

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