

# Learning from Appreciative Inquiry: What Differentiates Leading Organizations?

American Hospital Association/Health Research & Educational Trust

Hospital Improvement Innovation Network (HIIN) – Chicago, IL

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## Project Description

As part of CMS' Partnership for Patients Hospital Improvement Innovation Network (HIIN), HRET HIIN was presented with the opportunity to understand and spread effective practices from leading behavioral health and rehabilitation hospitals across the country. The aim of this project was to conduct site visits at leading organizations and to synthesize their work into a informational resource for the field.

## Appreciative Inquiry Methodology



Appreciative Inquiry is a strengths-based approach to organizational change that aims to learn about the best attributes of an organization or team. The Appreciative Inquiry approach uses intentionally positive questions to create constructive dialogue and builds on past and present strengths and successes.

This project focused on the *Define* and *Discover* stages of the 5-D Appreciative Inquiry model (see above).

## Results

Through Appreciative Inquiry interviews, group discussions with hospital teams, input from hospital leadership, and insight from behavioral health and rehabilitation experts in the field, HRET HIIN identified key practice areas that leading behavioral health and rehabilitation hospitals had in common that they believe lead to the provision of excellent patient care.

***Leading behavioral health hospitals provide safe, high quality patient care by:***

**Preventing Harm**

**Creating an Environment that Empowers Patients to Self-Manage Behaviors**

**Supporting Patient Transitions**

**Using Data to Drive Excellence in Care**

**Promoting Workforce Safety and Wellness**

**Engaging their Boards of Directors in Quality and Patient Safety**

***Leading rehabilitation hospitals provide safe, high quality patient care by:***

**Optimizing Patient Safety and Harm Prevention**

**Promoting Healing through Environment and Equipment**

**Engaging Patients, Families, and Caregivers**

**Supporting a Culture that Drives Quality with Transformational Leadership**

**Implementing Innovative Programming and Interventions**

## Project Design

Each hospital participated in a one-day site visit where teams comprised of both leaders and front-line workers self-led interviews and data collection to identify the strongest practices from their respective hospitals.

Through one-on-one interviews and group discussions focused on sharing each hospitals' unique strengths, multidisciplinary teams worked together to self-identify the practices, tools, and cultural and organizational attributes that contribute to the provision of high quality care.

All participating hospitals were freestanding, and the sample included hospitals with diverse payer mixes, patient populations, and geographies. Five behavioral health hospitals participated in the project, and 112 multidisciplinary hospital employees were interviewed. Seven rehabilitation hospitals participated, and 168 multidisciplinary hospital employees were interviewed.

## Next Steps

HRET HIIN published two resources to be disseminated to the behavioral health and rehabilitation fields. *Delivering High Quality Behavioral Health Care* and *Enhancing Rehabilitation Care: Structures and Processes from Leading Organizations*, are available for download on the HRET HIIN website.