**Ovid® Synthesis**

Keys to foster sustainable innovation and improvement within healthcare

The word "innovation" isn't listed explicitly in most healthcare professionals' job descriptions, but it is necessary to meet the challenges of today's complex healthcare environment. Innovation can improve the patient experience, increase organizational performance, contain costs, and even transform the way students are trained in health professions.[1]

Despite successful implementation of innovation, it often does not result in widespread, long-term change.[2] Sustainable innovation is defined as continuing capacity for and delivery of an intervention that keeps producing benefits for individuals and systems — and maintains behavioral change as adaptations are made (even when the innovation's original champion or team is no longer involved).[3, 4] The most common reason innovation does not endure is that no plan exists to ensure sustainability.[3] Therefore, the concept of innovation continuity should be embedded into the earliest steps of evidence-based, quality improvement, and research efforts.[3]
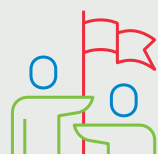
Sustainable innovation increases capacity, leadership, confidence, empowerment, staff satisfaction, and a greater sense of belonging to an organization.[5]

What factors are crucial for sustaining innovation?

Two recent studies that sampled a variety of healthcare organizations identified the most critical elements for sustainable innovation as:[2, 3]

- Adequate organizational structure
- Meaningful proposed intervention
- Empowered participants
- Multidisciplinary collaboration and engagement
- Inter-institutional partnerships
- Funding for sustainability
- Ongoing technical and managerial support.

Those elements align with the Institute for Healthcare Improvement's key factors for innovation.[1] Otherwise, innovation can result in "short-lived project ideation but not sustainable solutions."[5]

How do healthcare organizations sustain innovation in practical terms?

Establishing a support system is a key enabler of innovation; it attests to an organization's readiness to change.[5] At the other end of the process, dissemination and change management are the biggest keys to sustaining innovation. Amy Six-Means, MLIS, Medical Librarian at Children's Health Dallas, notes that Ovid Synthesis supports both the implementation of innovation and its plan for sustainability.

Change agents for sustainable innovation:

Quality improvement leaders

Clinical leaders

Academic leaders

Librarians

Prominent facilities that are sustaining innovation through the use of Ovid® Synthesis include:

Children's Hospital of Philadelphia

University of Alabama at Birmingham

Stanford Health Care

Children's Medical Center Dallas

Shriner's Hospital for Children.

Ovid Synthesis is a comprehensive workflow solution that walks users, step by step, through the initial question or aim of a research, evidence-based practice (EBP), or quality improvement (QI) project; the literature search and critical appraisal; build-out of evidence; reporting and dissemination of results in multiple formats. Collaboration between learner and mentor, or across teams and departments, is possible with Ovid Synthesis, which provides real-time capabilities for project discussions, reviews, and feedback. Administrators can see all projects enterprise-wide to ensure no wasted resources or duplicative effort occurs.

Ovid Synthesis also provides a single repository for all improvement activities so they can be measured, tracked, and spread to other units or facilities as appropriate. These features include functionality to aggregate return on improvement (ROI) data within and across projects. Users can see how improvement projects' ROI aligns with institutional goals, further justifying their programs and departmental investments.
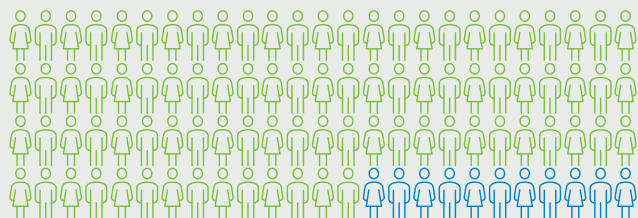
89%
of customers prioritize measurement of return on improvement (ROI).

Users attest to how Ovid Synthesis can accelerate and sustain innovation. At Children's Hospital of Philadelphia (CHOP), Ovid Synthesis has three distinct use cases: EBP, QI, and literature reviews to update policies and procedures. Many departments within CHOP, including librarians, EBP specialists, safety program managers, nurse residency leaders, and practice specialists, contributed input in their areas of expertise to customize Ovid Synthesis workflow templates for those three use cases.

Aleshia Harrison, Director of the Shared Governance & Magnet Program of Children's Hospital of Philadelphia, notes that Ovid Synthesis has increased collaboration, control, and a spirit of inquiry among staff. Access to each project is crucial in oversight and management, especially if the project originator moves to another role or organization. In the long term, she says the dissemination opportunities that Ovid Synthesis offers will continue to enhance the sustainability of improvement created from their projects.

How do you create an academic-clinical bridge for interdepartmental innovation?

Shea Polancich, PhD, RN, Professor and Assistant Dean for Clinical Innovation for Quality Improvement at the University of Alabama at Birmingham (UAB) School of Nursing, spearheaded the use of Ovid Synthesis and was instrumental in establishing and developing a collaborative academic-practice partnership between UAB Medicine, UAB Hospital, and the UAB School of Nursing. She states Ovid Synthesis offers a "quality link" that connects their academic and clinical enterprises.

Ovid Synthesis: A workflow solution for sustainable innovation in EBP, QI, and research. User feedback:

94%
report more streamlined oversight.

95%
report better standardization and guidance.

86%
report decreased time to complete projects.

95%
report an increase in collaboration.

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All the physicians and nurse leaders within UAB's quality structure are transitioning to use Ovid Synthesis for their projects. When UAB's librarians evaluated Ovid Synthesis's value of sustaining innovation for user access, curriculum support, accreditation, and enterprise-wide cost-effectiveness, they found it met all those goals. Additionally, they noted that Ovid Synthesis's communication tools have strengthened relationships between the clinical and academic sides of their vast organization.

> *"It's really exciting to take something that we originally were thinking of on the academic side and be able to spread it over to the clinical side … making it so much easier to disseminate information."*
>
> —Dr. Leslie Hayes, Chief Quality Officer, UAB Hospital Professor of Pediatrics, Division of Critical Care Medicine at the University of Alabama at Birmingham

Conclusion

Pursuing innovation through EBP, QI, and research is crucial to achieving departmental and enterprise-wide goals. Innovation has the potential to reach beyond a single organization's boundaries to effect widespread change — if it can be managed and sustained. As a valued tool in that effort, Ovid Synthesis supports every step of innovation — including its plan and roadmap for sustainability.

Scan the QR code to visit the Ovid Synthesis website to learn more, or contact sales@ovid.com for a personalized demo.

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Case in point: a collaborative academic-practice partnership

UAB's Equality Academy, which trains medical staff in QI methods

A quality improvement project that is central to UAB's DNP program

UAB master's program in Quality and Safety

Wolters Kluwer

References

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"Before we discovered Ovid Synthesis, I was trying to curate and maintain EBP and QI information on my own. The lesson learned was don't do that."

—Dr. Leslie Hayes, Chief Quality Officer, UAB Hospital Professor of Pediatrics, Division of Critical Care Medicine at the University of Alabama at Birmingham