Reflection and Health Care Improvement

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10:45-11:45
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Aim

• Three types of reflection
• Planned and unplanned reflective moments
• Structures and processes within micro and mesosystems
• Success versus Don’t Know Yet
• More team learning and more sustainable and continuous improvement
Reflection

• Widely accepted as a tool for learning
• Interconnections between observations, post experiences and judgement.
• Gives meaning to experiences and promotes learning because it encourages one to:
  – Reframe problems
  – Question your assumptions
  – Look at situations from multiple perspectives
• Reflection is a learned habit
  – Donald Schön and reflective practitioner
  – Types of reflection
  – How to reflect

The Violence of Modern Life

There is a pervasive form of modern violence to which the idealist...most easily succumbs: activism and over-work. The rush and pressure of modern life are a form, perhaps the most common form, of its innate violence. To allow oneself to be carried away by a multitude of conflicting concerns, to surrender to too many demands, to commit oneself to too many projects, to want to help everyone in everything is to succumb to violence. The frenzy of the activist neutralizes his (or her) work.... It destroys the fruitfulness of his (or her)...work, because it kills the root of inner wisdom which makes work fruitful.

• Thomas Merton
Reflection

Donald Schön – Reflective Practitioner
Learning to reflect –
‘reflection in action’ and ‘reflection on-action’

Types of Reflection

- Reflection-in-action
  – While in the midst of an activity
- Reflection-on-action
  – Occurs after completed action/encounter
- Reflection-for-action
  – Anticipate situations before being faced with them
  – Plan for the future to improve

- Talk with your neighbor-discuss when you have used or could use these types of reflection
Actions to Promote Reflection

- Questioning
  - Encourage critical thinking
  - Self evaluation, consider alternative perspectives and solutions
  - Exposes ingrained, “taken for granted” assumptions
- Written reflection
- Verbal reflection
  - Can you give any examples of written or verbal reflections you have used?

Structure and Processes

- Can help or hinder reflection
- Can be planned or unplanned
- Think about your daily work through the lens of the structure of your work and the processes.
  - Which structures or processes help you to reflect?
Structures that Promote Reflection

- Huddles
- Weekly improvement meetings
- Quarterly reports to the leaders
- Time outs before procedures
- Retreat

- Talk with you neighbor about other structures...
Primary Care

Process and Clinical Outcomes

Patient

Primary Care Medical Home
MD, NP, RN, NA

Home with VNA

Hospitalization

Long Term Care

Specialty Appointments

www.clinicalmicrosystem.org
Click Materials
Click Toolkits
“Getting Started”
http://www.clinicalmicrosystem.org/toolkits/getting_started/

Processes that promote reflection

Clinical Microsystem Improvement Workbooks

Microsystems At A Glance
Developed By Microsystem Members For Microsystem Members

www.clinicalmicrosystem.org
Reflective Thinking - Your Coaching Journal

Personal Coaching Autobiographies
Reflections, Tips, Questions, Resources

Emerging Reflective Opportunities

• Can’t always formally create the structure and processes
  – Can you think about “unplanned” reflective moments?
  – Can you recognize this and leverage the opportunity?

MMG
Conversational Reflection and Learning

- By this we mean the gradual evolution of making something through reflective "conversation" between interprofessionals engaged in improvement and the lessons and new insights gained.

_Learning as Reflective Conversation with Materials: Notes from Work in progress; Jeanne Bomberger and Donald A. Schön_  

Flipping Reflection... What Don’t You Know Yet?

Start a conversation about “What you don’t know yet” rather than what you know....
Socrates & Discovery Learning

• "... we shall be better, braver and more active if we believe it right to look for what we don’t know ..." (Meno 86.C)

• Unexpected nature of events that seemed to lead our participants beyond what they knew and even to recognize what they found as "the thing they didn’t know."

Under a sky the color of pea soup
she is looking at her work growing away there
actively, thickly like grapevines or pole beans
as things grow in the real world, slowly enough.
If you tend them properly, if you mulch, if you water,
if you provide birds that eat insects a home and winter food,
if the sun shines and you pick off caterpillars,
if the praying mantis comes and the ladybugs and the bees,
then the plants flourish, but at their own internal clock.

Connections are made slowly, sometimes they grow underground.
You cannot tell always by looking what is happening.
More than half the tree is spread out in the soil under your feet.
Penetrate quietly as the earthworm that blows no trumpet.
Fight persistently as the creeper that brings down the tree.
Spread like the squash plant that overruns the garden.
Gnaw in the dark and use the sun to make sugar.

Weave real connections, create real nodes, build real houses.
Live a life you can endure: Make love that is loving.
Keep tangling and interweaving and taking more in,
a thicket and bramble wilderness to the outside but to us
interconnected with rabbit runs and burrows and lairs.

Live as if you liked yourself, and it may happen:
reach out, keep reaching out, keep bringing in.
This is how we are going to live for a long time: not always,
for every gardener knows that after the digging, after
the planting,
after the long season of tending and growth, the harvest comes.

Presented to Marjorie Godfrey from Paul Batalden at her PhD defense Sept 2013
Good luck in your reflections!

Thank you