

# I suggest

**NCURA Spring Meeting**  
**Falmouth, MA**  
*May 4th, 2016*



# Agenda

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What is Isuggest – *Basic Overview*

Isuggest Portal - *Demo*

Forming Actionable Ideas/Suggestions – *Tips and Guidelines*

Questions

# ISuggest

## What is ISuggest *Basic Overview*



# What is Isuggest?



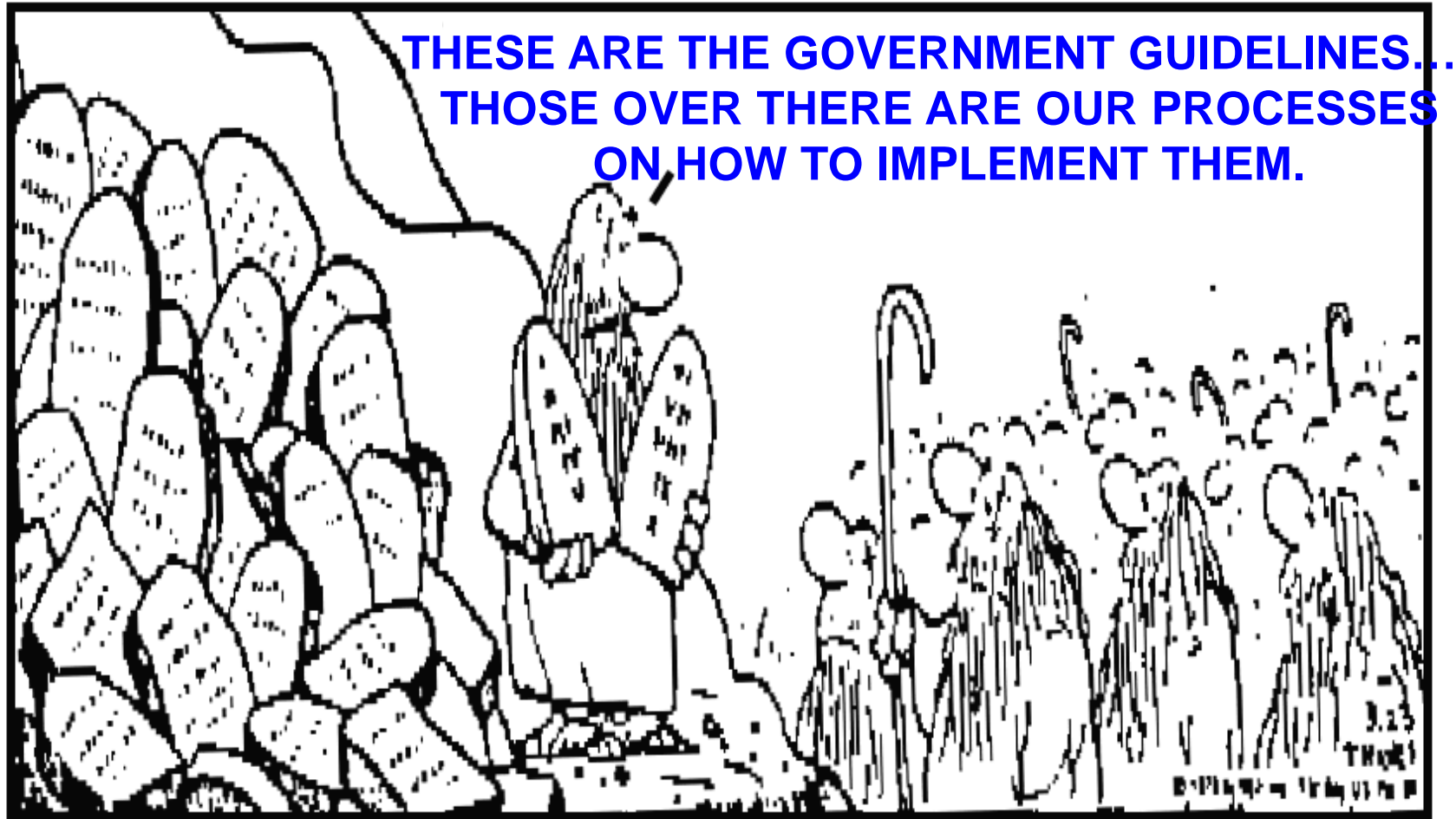
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**No Secret** – we spend a lot of time on administrative activities related to our jobs

A recent study by the Federal Demonstration Partnership found that investigators spend 42% of their time on administrative activities

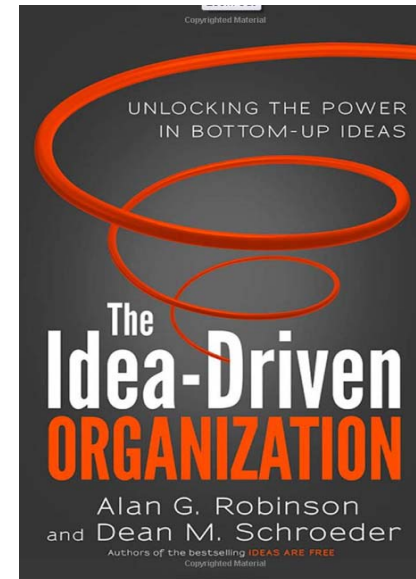
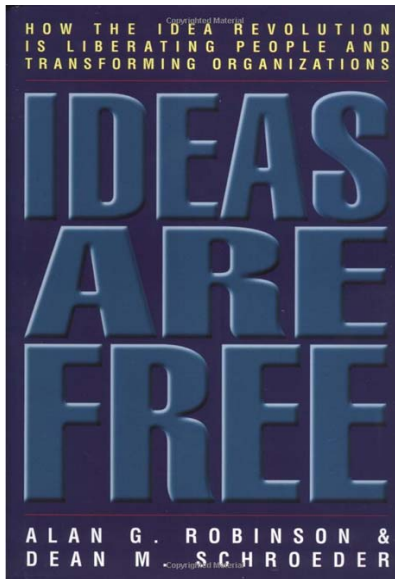
- IACUC & IRB proposals
- Grant proposals
- HR administrative functions
- Purchasing transactions
- Conflict of interest
- Etc.

**Isuggest** is **our** plan to reduce the administrative burden and improve organizational efficiency for the research enterprise at BWH, MGH and Partners



**Necessary - yes, but need smart implementation**

# What is Isuggest?



Front-line workers\* see a great many problems and opportunities that management does not.

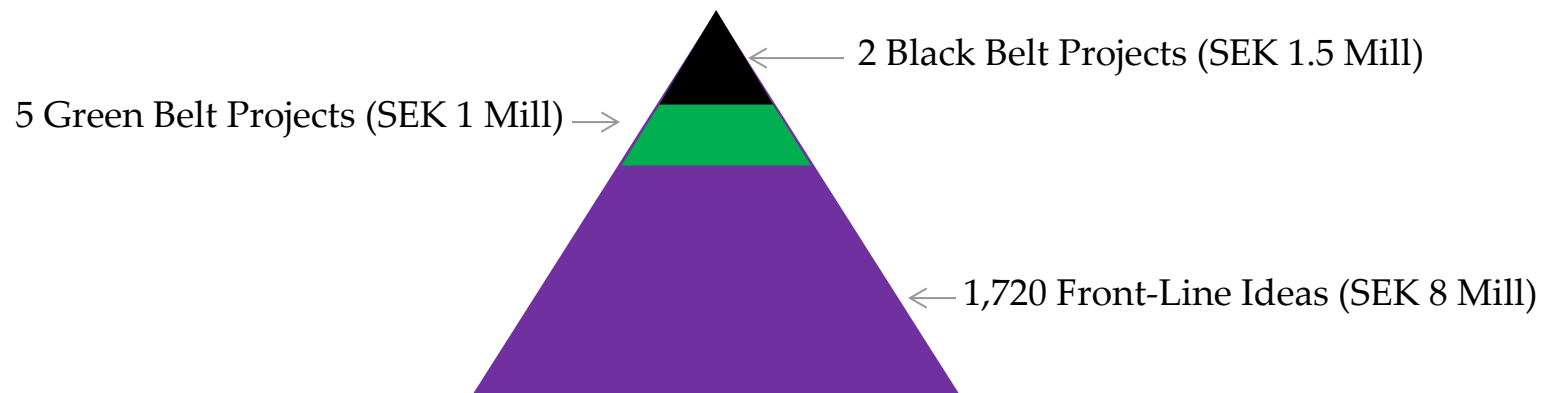
\* researchers and research support staff

# The 80/20 Principle of Improvement

In organizations with effective idea systems, roughly 80 percent of the potential for overall performance improvement comes from front-line ideas. Only 20 percent comes from management-driven initiatives.

Organizations which are not set up to listen to and act on large numbers of front-line ideas are using at best only a fifth of their improvement engine.

## Coca-Cola Stockholm



# What is Isuggest?



## MGH Continuous Research Operations Improvement (CROI) – Oct. 2012

582 Suggestions/Ideas Submitted

286 Implemented

### Impactful, Visible Examples

Streamlined eCOI

“No to all” button saves 100+ clicks

Warning when InfoEd and Insight about to Time Out

Prevents loss of unfinished applications and protocols

Professional Staff Non-Clinical Appointments

Annual re-credentialing no longer needed

More Timely Vendor Pricing Updates

Led to additional research contract specialist

**CROI → Isuggest**



# What is Isuggest?

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For all members of the research community at BWH, MGH and Partners

See an opportunity for improvement or see a problem with a research process or system

Submit ideas/suggestions electronically or by email

Ideas triaged and assigned to working groups in operational areas

Each working group is responsible for vetting suggestions for possible implementation

Senior leadership oversight

Research community engagement

- See and track progress of all suggestions
- Comment
- “Like”

# Isuggest – Operational Areas

## Starting with 14 Operational Areas

Animal Compliance and Care

Clinical Research

Communications

Development (Philanthropy)

Faculty Development

Grants Management

Human Resources

Industry Collaborations

IT Services and Infrastructure

Research Management

Safety

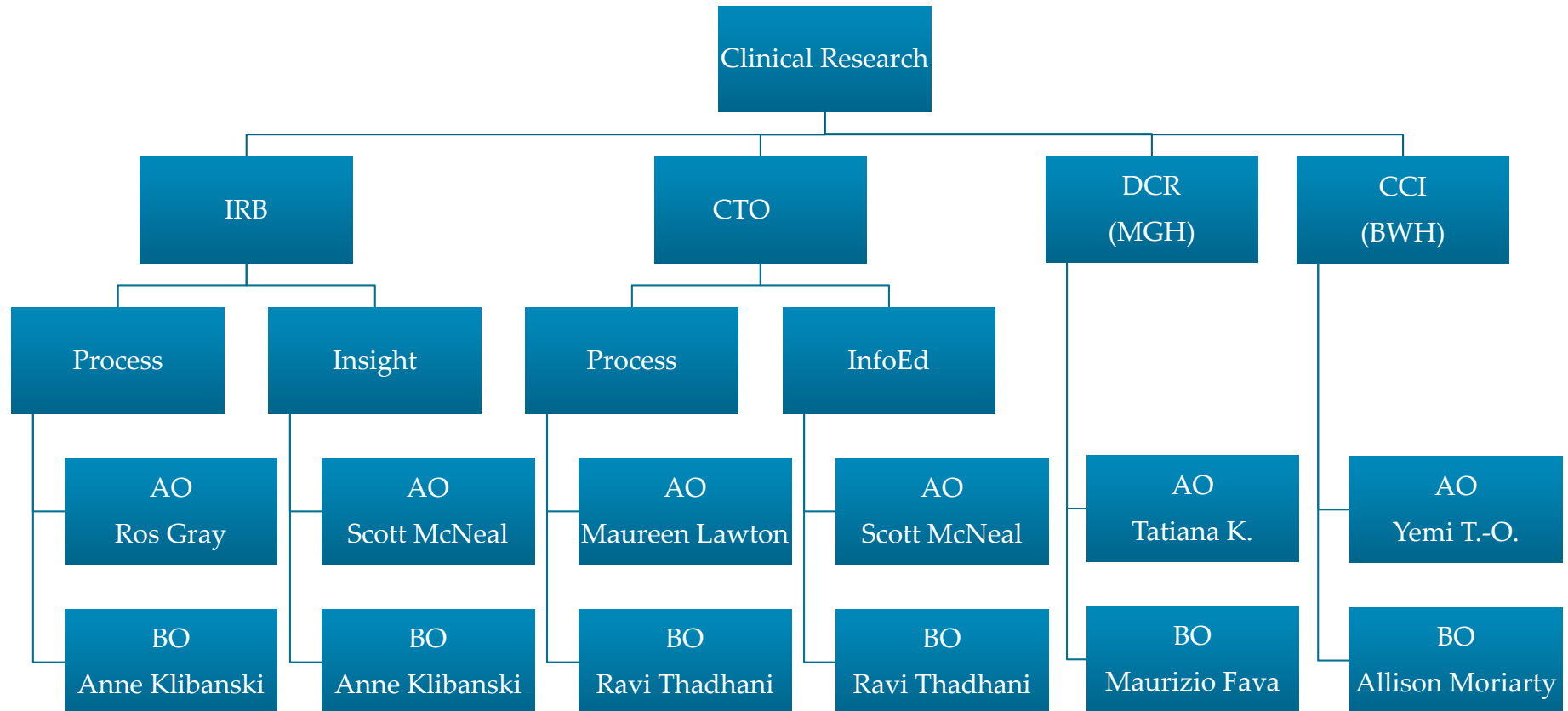
Space and Facilities

Supply Chain

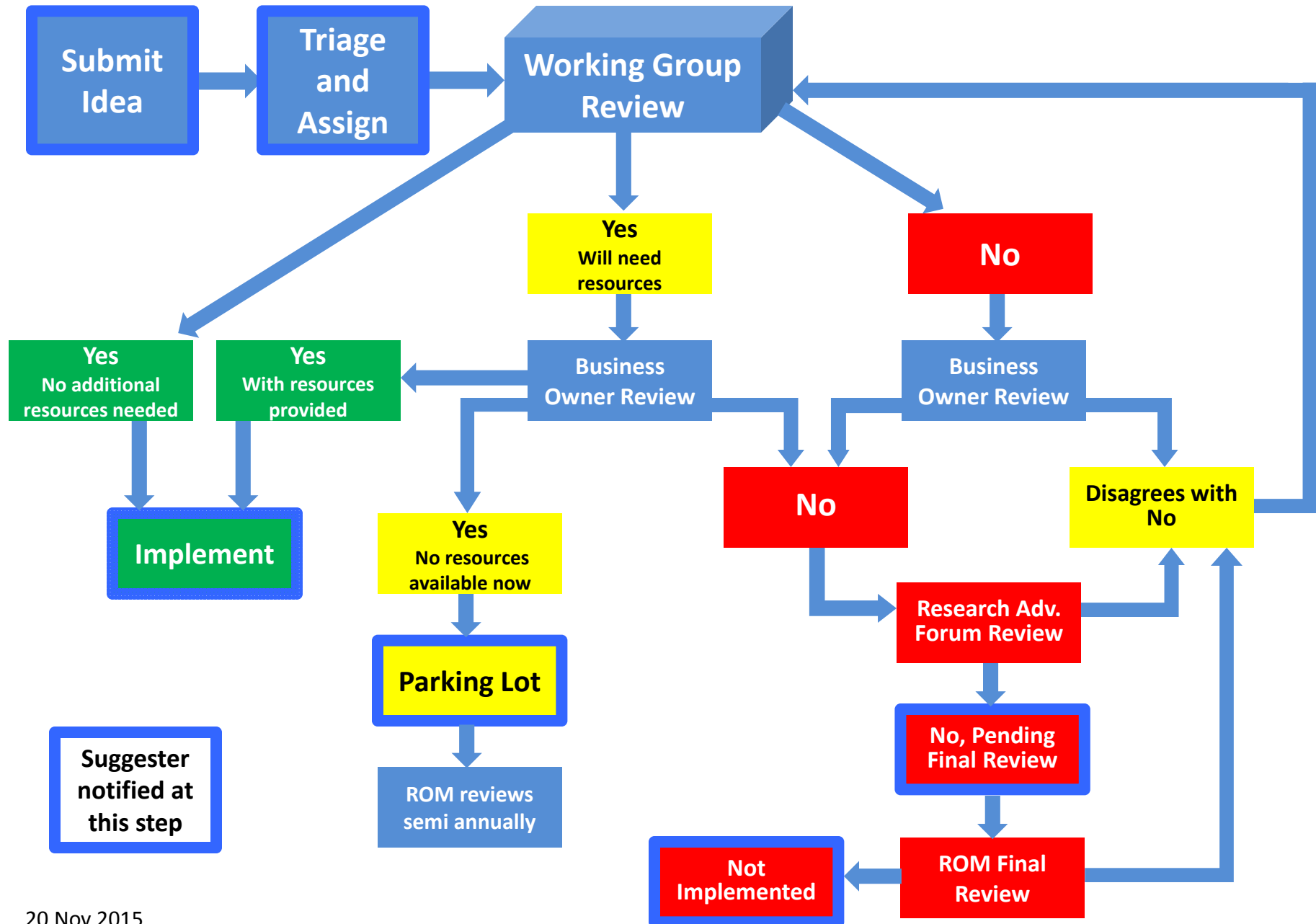
Training and Education

# Isuggest – Working Groups

## Example – Clinical Research Operational Area



# Isuggest Idea Workflow Process



# Isuggest

Web Portal

<https://isuggest.partners.org/>



# I suggest

## Forming an Actionable Idea/Suggestion *Tips and Guidelines*



# Forming an Actionable Idea/Suggestion

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## Tips

Ideas/suggestions - identify problems or opportunities with our research processes, policies, systems or make your work life easier. Propose solution.

Briefly describe the problem/opportunity and give your idea for improvement

Many small ideas can lead to big impact  
- Better chance of timely implementation

Tactics vs. strategies

Think about a actionable and/or measurable end point

Be brief, but specific

# Forming an Actionable Idea/Suggestion

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## Guidelines

Remember – All ideas are posted on the portal

Not for transactional issues

- My paycheck is wrong, my computer is frozen

One Idea per submission

Leave names out – unless positive

Leave emotions out

Ideas not related to research will be redirected or cancelled



# Forming an Actionable Idea/Suggestion

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## Examples of Actionable Suggestions

InfoEd times out too quickly and without warning. I propose extending the time out period and/or providing a warning.

**IMPLEMENTED**

I recently submitted a request to the IS Helpdesk. I received a system generated email that said my request was resolved and if I had any questions to call the Helpdesk. The email did not include the phone #. I spent a significant amount of time locating the phone #. I suggest that the Helpdesk phone # be added to their system generated emails.

**IMPLEMENTED**

Information necessary to compare health plans during open enrollment is only available behind the firewall. Since the choice of benefits may be a family decision, information necessary for comparing benefits should be available outside the firewall on the internet.

**IMPLEMENTED**

# Forming an Actionable Idea/Suggestion

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## Example - more strategic and challenging

Improve clinical research

- IDC too high
- Space inadequate
- Central source of information
- Better mentoring
- Internal mechanism for peer review
- Biostats support
- Research pharmacy core
- Flexible subject fee policy to promote recruitment

# Final Thoughts

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## Carlsons Law

Top-down innovation is orderly but dumb.

Bottom-up innovation is chaotic but smart.

(Bottom-up innovation gets results but requires an organized vetting and implementation process)

Be creative or be simple or both

Don't be discouraged if your idea is not implemented

Problem Solving → Problem Finding

- Culture change
- Workouts
- Idea Mining

# I suggest

Thank You!

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