CULTURE AND CULTURE CHANGE: Understanding Your Unique Roles

Susan Thompson Hingle
Associate Dean for Human and Organizational Potential
Chair, Department of Medical Humanities
Southern Illinois University School of Medicine
Disclosures

• None
Culture

“The set of shared attitudes, values, goals, and practices that characterizes an institution or organization.”
SCHEIN LEVELS OF CULTURE
Schein Model of Organizational Culture

Artifacts
(Visible organizational structures & processes)

Espoused Values
(Strategies, Goals, Philosophies)

Basic Assumptions
(Taken-for-granted beliefs about how to do things)

Visible

Invisible
Complexity and Levels of Culture

- Macroculture
- Organizational Culture
- Subcultures
- Microcultures
Core Elements of Organizational Culture

- Leadership
- Purpose and values
- Employee engagement and empowerment
- Holistic, inclusive well-being
- Opportunities for professional development and growth
- Communications
Organizational Culture is Impacted by

- Strategy
- Structure
- Practices
- Policies
- Processes
Why is Organizational Culture so important?

• The answer is simple.
  • Organizational Culture dominates **every facet** of the organization that you are in.
  • Organizational Culture will always eclipse organizational process, protocol, and strategy.
  • No matter how good any of it is, if your culture will not support and improve your processes, protocols and strategies **WILL NOT WORK.**
Everyone is a ripple in someone's life. What you do matters.

Just as ripples spread out when a single pebble is dropped into water, the actions of individuals can have far-reaching effects.

— Dalai Lama
Assumptions

- EVERYONE DESERVES TO BE PROFESSIONALLY WELL AND FULFILLED
- WE MUST CENTER PROFESSIONAL WELLNESS AS THE FOUNDATION OF OUR WORK, RATHER THAN ONE OF SEVERAL PILLARS OR AIMS
- WE MUST ACKNOWLEDGE THE INHERENT CULTURAL BARRIERS TO WELLNESS
- WE MUST BE SUPPORTED IN TURNING OUR EXPERIENCES INTO MEANING
- THE WORK CALLS US TO FIND OUR OWN PERSONAL AGENCY
 Ikigai

• 'Iki' in Japanese means 'life,'
• and
• 'gai' describes value or worth.

• Your reason for being

• Your “why”
One Important Thing You Can and Must Do

What's your ikigai?
Wellness

• Able to fulfill full potential while integrating all of your personal and professional needs and goals

• An evolving process of achieving full human and organizational potential through multidimensional approaches that foster health and well-being

• “Is about maximizing the quality of your life. It is about how much you enjoy yourself, how much you feel your work makes a difference in people’s lives, the quality of your relationships with the people most important to you.”

• Brady et al. *Acad Psychiatry*. 2018
Ripp et al NEJM Catalyst April 2021

Diagram showing the interrelatedness of Personal Factors and Health, Workplace Culture, Workplace Efficiency and Function, Mental Health Support, and Professional Fulfillment and Meaning in Work.
Why Pay Attention To Wellness?

Health care professional burnout represents real suffering among people dedicated to preventing and relieving the suffering of others. The high prevalence of burnout among health care professionals is cause for concern because it appears to be affecting quality, safety, and health care system performance. Efforts are needed to address this growing problem.

-Dyrbye et al., 2017

[Image of infographic]

Burnout Among Health Care Professionals: A Call to Explore and Address This Underrecognized Threat to Safe, High-Quality Care

A National Academy of Medicine Discussion Paper

Between 2011 and 2014, the prevalence of burnout increased by 9% among physicians while remaining stable in other U.S. workers. (Cordova et al., 2015)

Burnout is nearly 2 TIMES as prevalent among physicians as U.S. workers in other fields after controlling for work hours and other factors. (Cordova et al., 2015)

Suicide rates among female physicians are 1.30% higher than that of other females in the population. (Carter et al., 2016)

Suicide rates among male physicians are 40% higher than that of other males in the population. (Carter et al., 2016)

In a study of 1,171 registered in-patient nurses, 18% had depression versus a national prevalence of approximately 9%. (Cordova et al., 2015)

35% of hospital nurses have a high degree of emotional exhaustion. (Cordova et al., 2015)

Read more and download the full discussion paper: nam.edu/Perspectives

Leader Burnout

Executive Burnout is Real

- 53% of managers report feeling burned out at work.
- 70% of employees are seriously considering quitting for a job that better supports their well-being.

Leader burnout symptoms can include:
- Emotional exhaustion
- Reduced efficiency
- Detachment
- Loss of motivation

“it’s lonely at the top.”

- You aren’t alone. Over 61% of CEOs believe loneliness hinders their job performance.
Predictors of Well-being
Five Essentials for Workplace Mental Health & Well-Being

- Protection from Harm
  - Safety
  - Security
- Connection & Community
  - Social Support
  - Belonging
- Work-Life Harmony
  - Autonomy
  - Flexibility
- Mattering at Work
  - Dignity
  - Meaning
- Opportunity for Growth
  - Learning
  - Accomplishment

Centered on Worker Voice and Equity
Psychological Safety

WHAT DOES IT MEAN?
Amy Edmonson on Psychological Safety
https://www.youtube.com/watch?v=eP6guvRt0U0

“Psychological safety is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes.

Amy Edmonson
Harvard Business School
Psychological Safety IS Being Able to

- Give and receive feedback
- Raise issues and concerns
- Disagree
- Ask for clarification
- Ask difficult questions
- Ask for help
- Offer solutions to problems
- Admit errors
WHAT'S THE DIFF?
Trust and Psychological Safety

Psychological safety is the belief that your environment is safe for interpersonal risk-taking. It’s similar, but slightly different from trust.

**TRUST**
Will **YOU** give others the benefit of the doubt when you take a risk?

**PSYCHOLOGICAL SAFETY**
Will **OTHERS** give you the benefit of the doubt when you take a risk?

"Bob is probably going to freak out if I disagree with him."

"My team expects me to speak up. It's how we do things."

Benefits of Psychological Safety

Improved
- Confidence
- Creativity
- Engagement
- Patient safety
- Problem solving
- Productivity
- Trust
- Wellness

https://doi.org/10.1016/j.hrmr.2017.01.001
Four Quadrants of Psychological Safety

**Learner Safety**
It’s safe to:
- Discover
- Ask questions
- Experiment
- Learn from mistakes
- Look for new opportunities

**Challenger Safety**
It’s safe to:
- Challenge the status quo
- Speak up
- Express ideas
- Identify changes
- Expose problems

**Collaborator Safety**
- Engage in an unconstrained way
- Interact with colleagues
- Have mutual access
- Maintain open dialogue
- Foster constructive debate

**Inclusion Safety**
- Know that you are valued
- Treat all people fairly
- Feel your experience, and ideas matter
- Include others regardless of title/position
- Openly contribute
Ways to Promote Psychological Safety

- Engage with others in authentic, considerate ways
- Don’t rush to fix things
- Interact with empathy, not ego
- Be open to feedback
- Transparency
- Approach problems and issues with curiosity
- Build a culture of team versus just talent
- Build a culture where mistakes are okay
- Actively listen
- Create a sense of belonging
- Meet basic human needs (like certainty, growth, and significance)
- Foster support between co-workers/team members
- Value your team members as humans
- Establish rules

Forbes December 7, 2020
(Expert Panel)
Another Important Thing YOU Can Do
Whatever anybody says or does, assume positive intent. You will be amazed at how your whole approach to a person or problem becomes different.

— India Hicks

Always assume people intentions to be good. Because it's better to assume good and be wrong than assume bad and be wrong.

— Bhavik Panchal

Believe in the goodness of all people. Assume positive intent & be quick to forgive mistakes.

—Mary-Frances Winters—
Accountability and understanding/empathy are not mutually exclusive.

They can and must co-exist.
If you see someone falling behind walk beside them. If you see someone being ignored, find a way to include them. If someone has been knocked down, lift them up. Always remind people of their worth. One small act could mean the world to them.

NEVER JUDGE SOMEONE WITHOUT KNOWING THE WHOLE STORY. YOU MAY THINK YOU UNDERSTAND, BUT YOU DON'T.

The most beautiful people we have known are those who have known defeat, known suffering, known struggle, known loss, and have found their way out of the depths. These persons have an appreciation, a sensitivity, and an understanding of life that fills them with compassion, gentleness, and a deep loving concern. Beautiful people do not just happen.

— Elisabeth Kübler-Ross —

AZ QUOTES
Importance of Teams

Is not only for the benefits on our work and for patients, teams are important for us as individuals

There is an epidemic of loneliness that worsened over the past 3 years. More than 25% of adults in the US experience loneliness.

Social isolation and loneliness are associated with about a 30% increased risk of heart attack, stroke, and death.

Socially isolated women have a higher risk of heart failure than non-isolated women (HR, 1.23; 95% CI, 1.08–1.41)

People in collective communities are more likely the thrive

[Cene at al J Am Heart Assoc. 2022 Mar 1; 11(5): e022907. Published online 2022 Feb 22. doi: 10.1161/JAHA.120.022907]


RWJ and RAND reports 2018, 2022
Teamwork in Healthcare: Key Discoveries Enabling Safer, High-Quality Care

Michael A. Rosen, Deborah DiazGranados, Aaron S. Dietz, Lauren E. Benishek, David Thompson, Peter J. Pronovost, and Sallie J. Weaver

Implementing Optimal Team-Based Care to Reduce Clinician Burnout

By Cynthia D. Smith, Celynne Balatbat, Susan Corbridge, Anna Legreid Dopp, Jessica Fried, Ron Harter, Seth Landefeld, Christina Y. Martin, Frank Opelka, Lew Sandy, Luke Sato, and Christine Sinsky

September 17, 2018 | Discussion Paper
Questions for Team’s to Work on Together

- What can we count on each other for?

- What is our team's purpose?

- What is the reputation we aspire to have?

- What do we need to do differently to achieve that and fulfill our purpose?
A Balint group is a purposeful, regular meeting among clinicians, with a trained facilitator or leader, to allow discussion of any topic that occupies a clinician’s mind.

**Benefits of Balint Groups**

**Personally:** Increased ability to:
- Tap into resiliency & self-efficacy
- Differentiate unconscious reactions from authentic responses
- Become aware of one's own beliefs, assumptions & narratives
- Self-reflect effectively

**Relationally:** Expanded capacity to:
- Empathize with patients & colleagues
- Develop novel responses to challenging patients
- Identify emotions in others
- Appreciate and learn from group experience
- Build group cohesiveness
Colleagues Meeting to Promote and Sustain Satisfaction (COMPASS) Groups

• Small groups to promote clinician well-being in a scenario with discussion topics provided, but without trained facilitators, with protected time and meals

• Results: At 6 months after completion of the intervention (12 months from baseline), the rate of overall burnout had decreased by 12.7% (31/62 to 19/51) in the intervention arm versus a 1.9% increase (25/61 to 24/56) in the control arm (P<.001). The rate of depressive symptoms had decreased by 12.8% (29/62 to 17/50) in the intervention arm versus a 1.1% increase (20/61 to 19/56) in the control arm (P<.001). The proportion of physicians endorsing at least moderate self-reported likelihood of leaving their current practice in the subsequent 2 years had decreased by 1.9% (17/62 to 13/51) in the intervention arm and increased by 6.1% (14/61 to 16/55) in the control arm (P<.001). No statistically significant differences were seen in mean changes in burnout scale scores, meaning, or social support, although numeric differences generally favored the intervention.

Another Important Thing YOU Can Do

Taking the time to build community, to get to know your people will have long-lasting benefits.

— Clifton Taulbert —
Maslow’s Hierarchy of Needs

- **Physiological needs**: food, water, warmth, rest
- **Safety needs**: security, safety
- **Belongingness & love needs**: intimate relationships, friends
- **Esteem needs**: prestige, feeling of accomplishment
- **Self-actualisation**: achieving one’s full potential, including creative activities
My journey
Lesson #1

• Practicing self-care does not mean you are choosing yourself over your loved one. It means that you are simply being mindful of your own needs, so you are better able to support the people you care about. When you take care of yourself, you are better able to meet the needs of others.
Lesson 2: Validate and embrace the whole of emotional experience, ‘holistic view’
Lesson #3

THE 4 LAWS FOR BUILDING / BREAKING HABITS

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<thead>
<tr>
<th>Building Good Habits</th>
<th>Breaking Bad Habits</th>
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<tbody>
<tr>
<td>1. Make it obvious</td>
<td>1. Make it invisible</td>
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<td>2. Make it attractive</td>
<td>2. Make it unattractive</td>
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<td>3. Make it easy</td>
<td>3. Make it hard</td>
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<td>4. Make it satisfying</td>
<td>4. Make it unsatisfying</td>
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FORM GOOD HABITS WITH 4 KEY STEPS

- Make the Cue Visible
- Make the Habit Attractive
- Make the Steps Easy
- Create Instant Satisfaction
Lesson #4
Humanities for healing

Lesson #5

It's a Sprint, and a Marathon
Lesson #6

Adopt healthy lifestyle behaviors (Back to the basics!)
Together We Can Build a Culture of Caring and Engagement So We Can All Grow, Thrive, and Succeed