

CULTURE AND CULTURE CHANGE: Understanding Your Unique Roles

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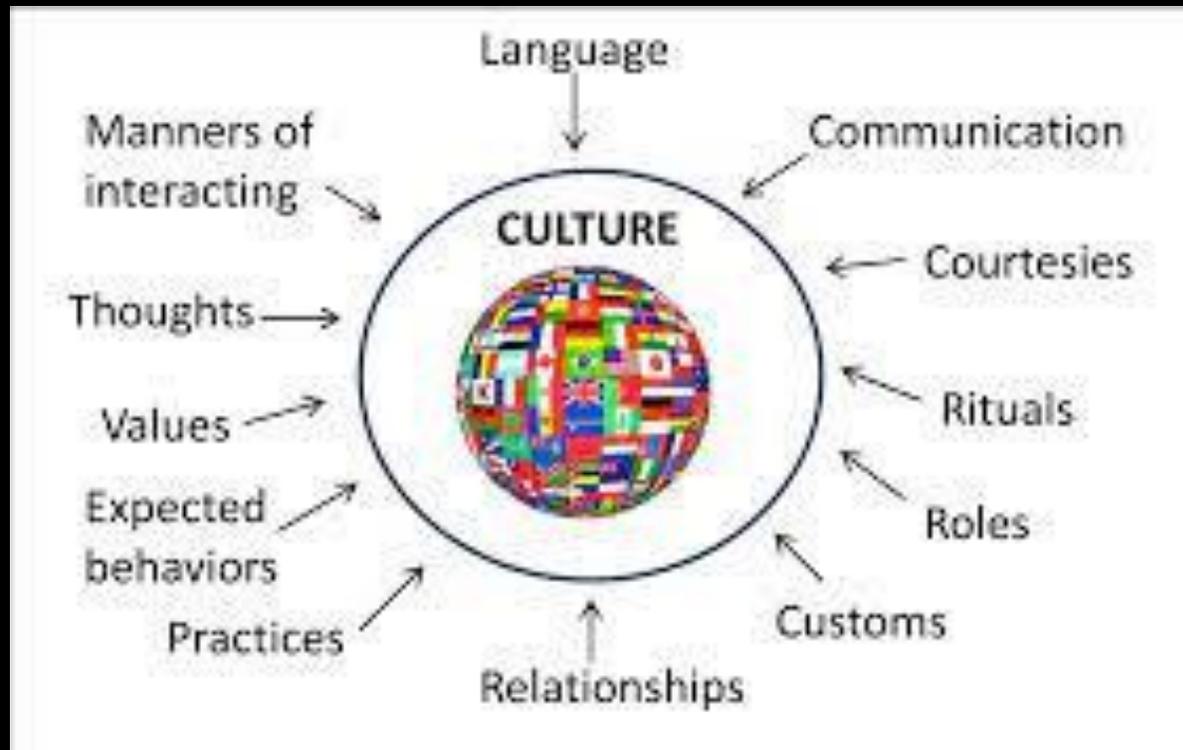


Disclosures

- None

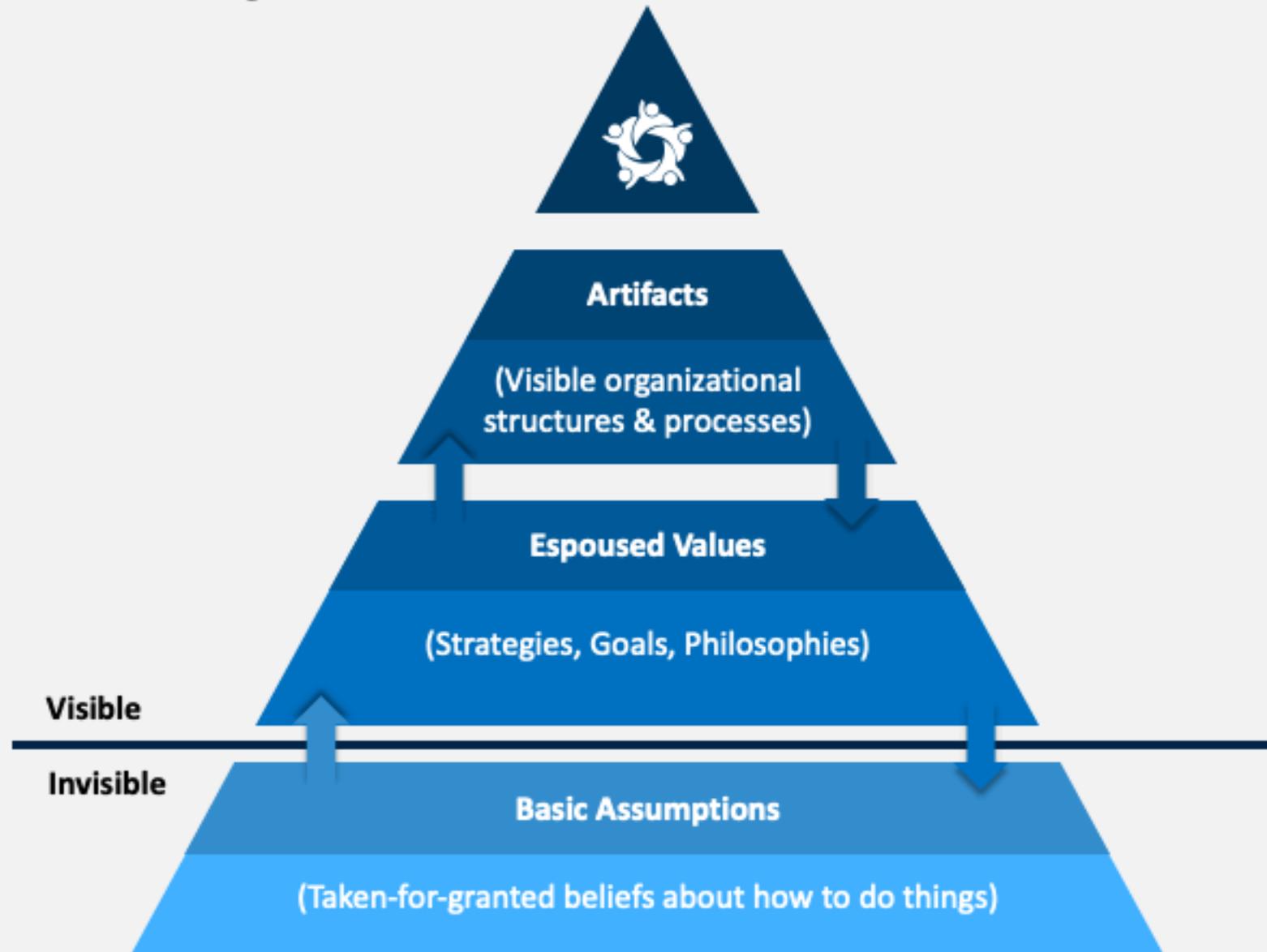
Culture

“The set of shared attitudes, values, goals, and practices that characterizes an institution or organization.”



SCHEIN LEVELS OF CULTURE

Schein Model of Organizational Culture



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

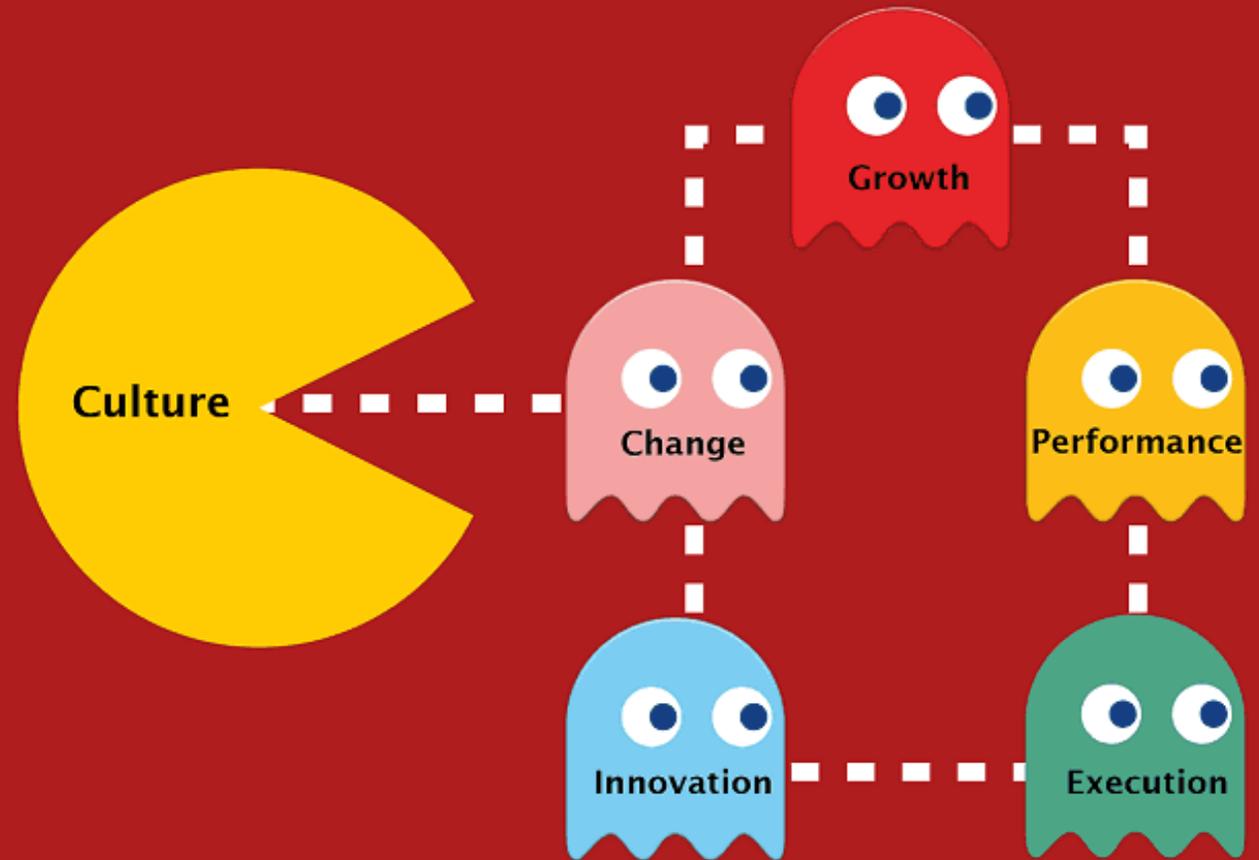
Policies

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.**

Organizational culture eats strategy for breakfast, lunch and dinner



EVERYONE IS
A RIPPLE IN
SOMEONE'S
LIFE.
WHAT YOU DO,
MATTERS.

@AgelessPassions



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

— Dalai Lama —

AZ QUOTES

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”

Ikigai: Finding Joy and Purpose in Medicine, [Lauren Spaeth, DO](#)
The Hospitalist, July 5, 2023









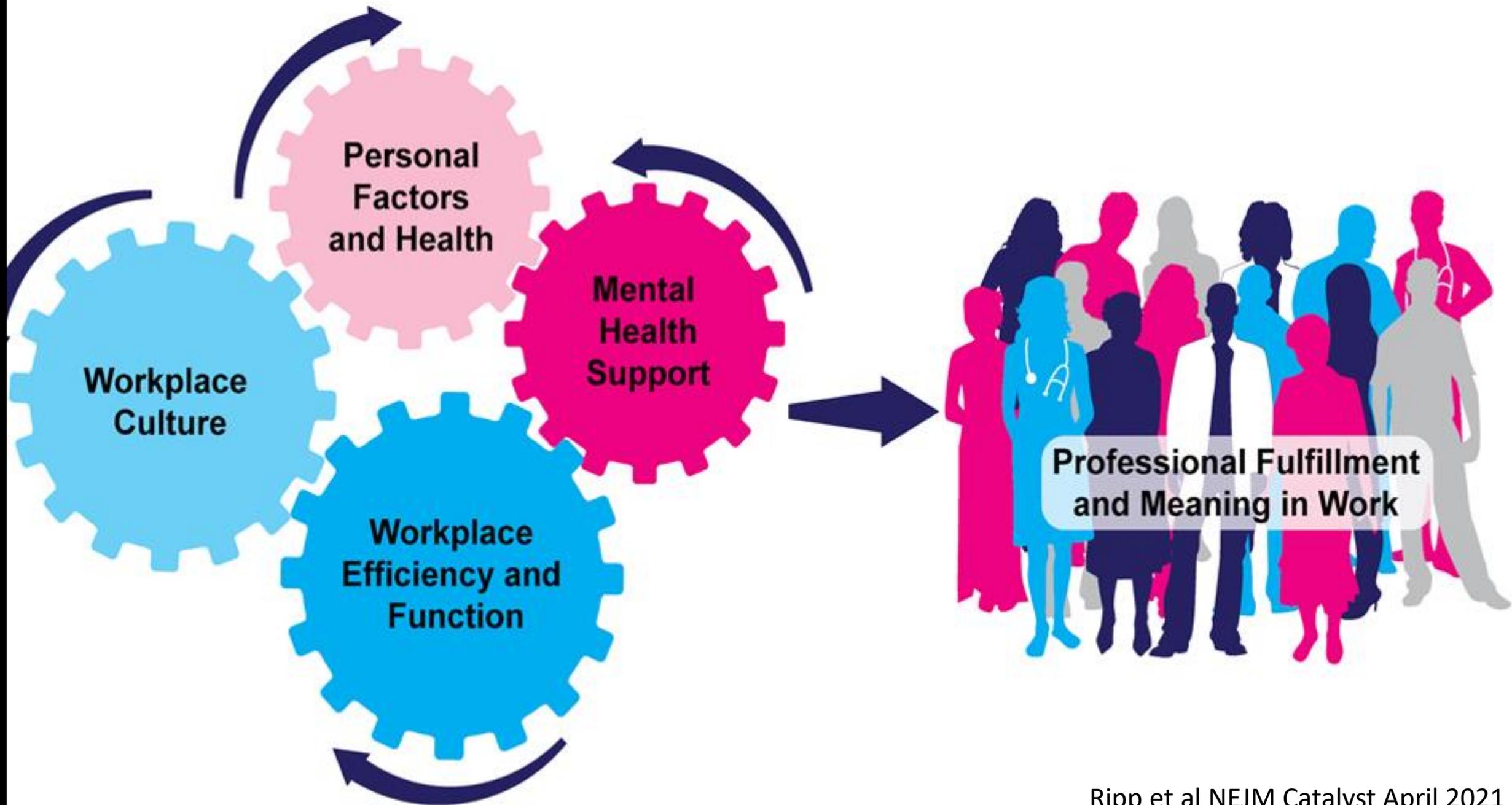
One Important Thing You Can and Must Do



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 multi-dimensional 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.”





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

 #ClinicianWellBeing

<https://nam.edu/publications-from-the-action-collaborative-on-clinician-well-being-and-resilience/>

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



while remaining stable in other U.S. workers.
(Shanafelt 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.

(Shanafelt et al. 2012)



Suicide rates among female physicians are

130%

higher than that of other females in the population.



Suicide rates among male physicians are

40%

higher than that of other males in the population.

(Center et al. 2003)

35% of hospital nurses have a high degree of emotional exhaustion.

(McHugh et al. 2011)



In a study of 1,171 registered in-patient nurses,

18%

had depression versus a national prevalence of approximately 9%.
(Levak et al. 2012)



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. ”

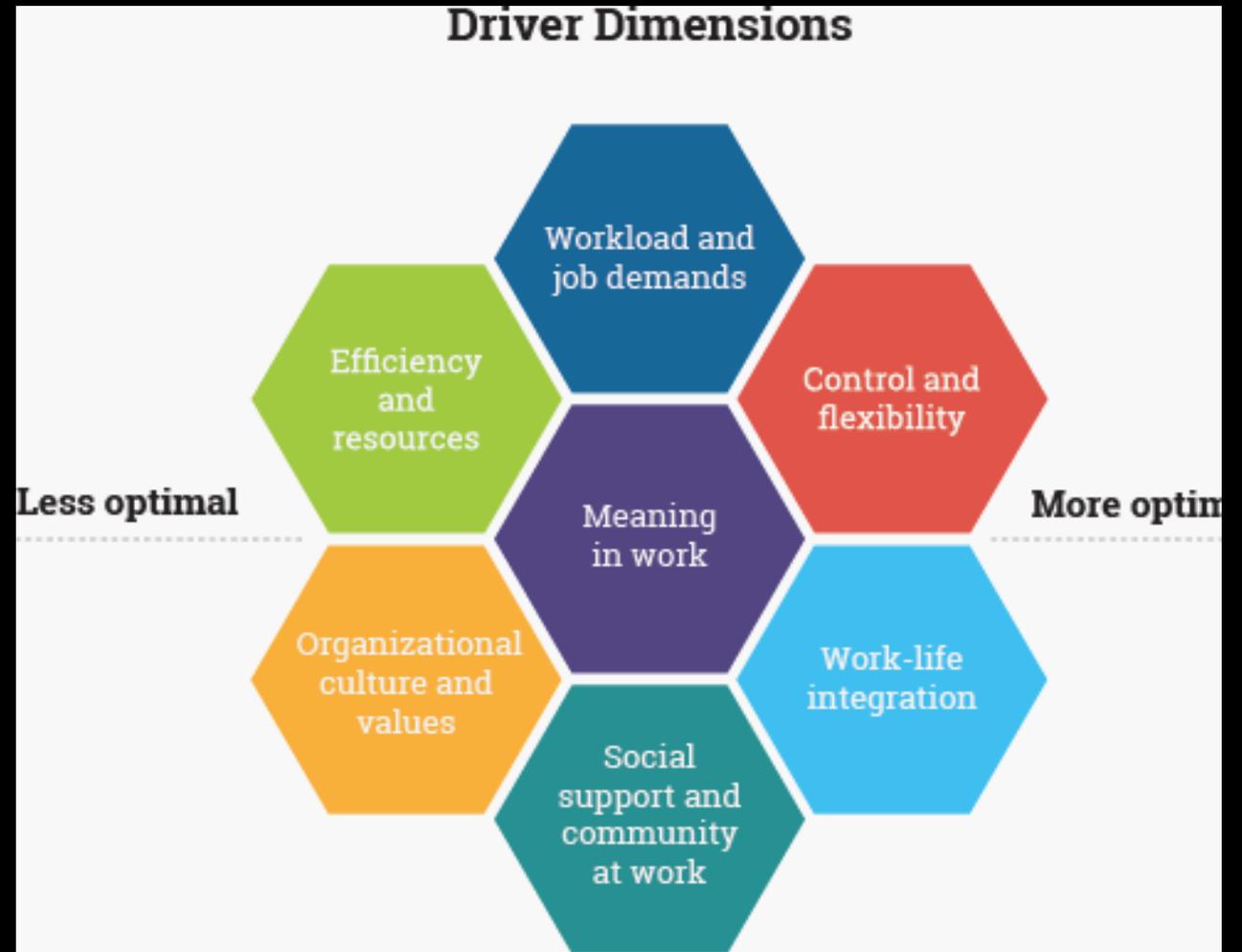
-Dyrbye et al., 2017

 #ClinicianWellBeing

Leader Burnout



Predictors of Well-being



Executive Leadership and Physician Well-being

Nine Organizational Strategies to Promote Engagement and Reduce Burnout

Tait D. Shanafelt, MD, John H. Noseworthy, MD, CEO

Published: November 18, 2016 DOI:

<https://doi.org/10.1016/j.mayocp.2016.10.004>

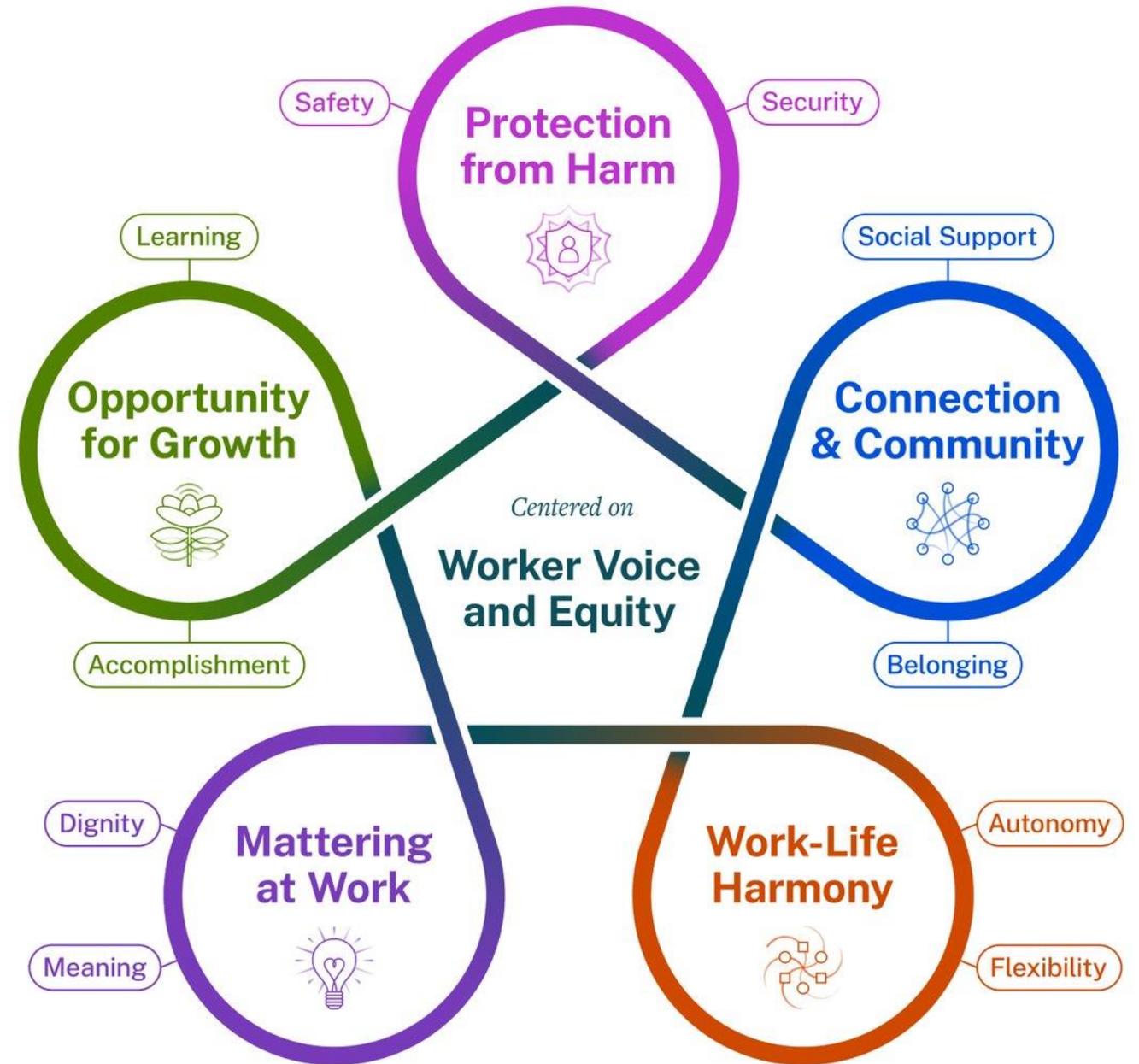
The Missing Aim



Figure 2. The Fourth (missing) Aim is improved clinician experience.

CHANGE
the **SCRIPT**

Five Essentials for Workplace Mental Health & Well-Being



Office of the
U.S. Surgeon General

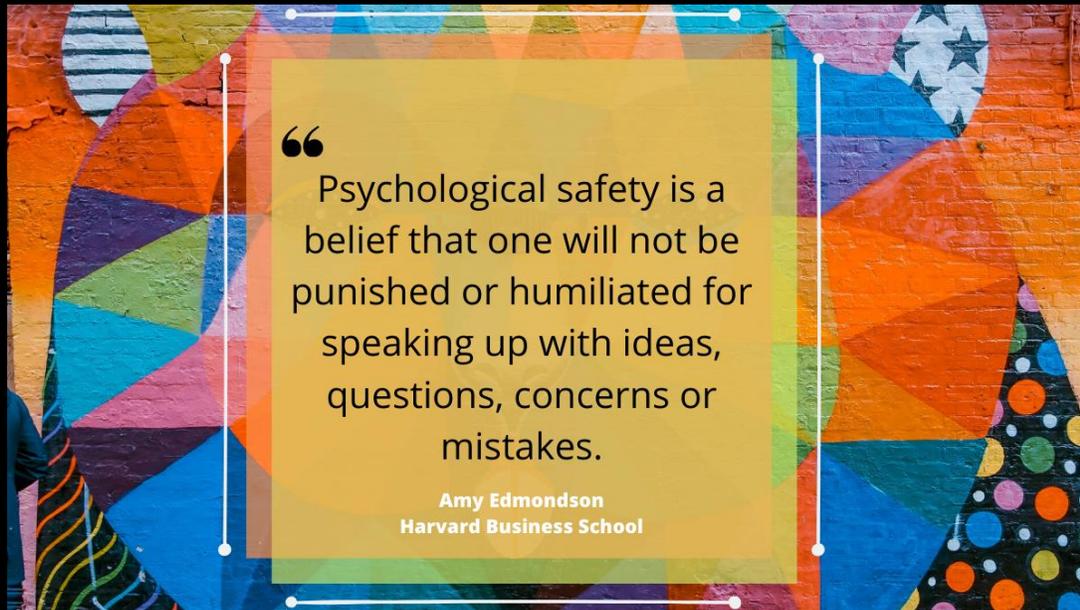
Psychological Safety

A close-up photograph of a person's eye looking towards the right. A hand is pointing at a sign that asks 'WHAT DOES IT MEAN?' next to a yellow sticky note with two vertical lines. The background is a light blue wall with a white grid pattern.

WHAT
DOES IT
MEAN?

Amy Edmonson on Psychological Safety

<https://www.youtube.com/watch?v=eP6guvRt0U0>



Psychological Safety IS Being Able to



Give and receive feedback



Ask difficult questions



Raise issues and concerns



Ask for help



Disagree



Offer solutions to problems



Ask for clarification



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?



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

PSYCHOLOGICAL SAFETY

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



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

Sources: Edmondson, A. C. (2002). Managing the risk of learning: Psychological safety in work teams. Boston, MA: Division of Research, Harvard Business School, and Frazier, M. L., Fainshmidt, S., Klöngler, R. L., Pezeshkan, A., & Vracheva, V. (2017). Psychological safety: A meta-analytic review and extension. *Personnel Psychology*, 70(1), 113-165.



wendyhirsch.com

Benefits of Psychological Safety

Improved

Confidence

Creativity

Engagement

Patient safety

Problem solving

Productivity

Trust

Wellness

A top-down photograph of a white computer keyboard and a black stethoscope resting on a white surface. The stethoscope is positioned diagonally across the lower right portion of the frame, with its chest piece near the center and its earpieces extending towards the bottom right. The keyboard is partially visible in the upper right corner. The background is a clean, white surface, and the overall composition is minimalist and professional.

<https://www.sciencedirect.com/journal/human-resource-management-review>

<https://doi.org/10.1016/j.hrmmr.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

It's safe to:

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

Inclusion Safety

It's safe to:

- 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)

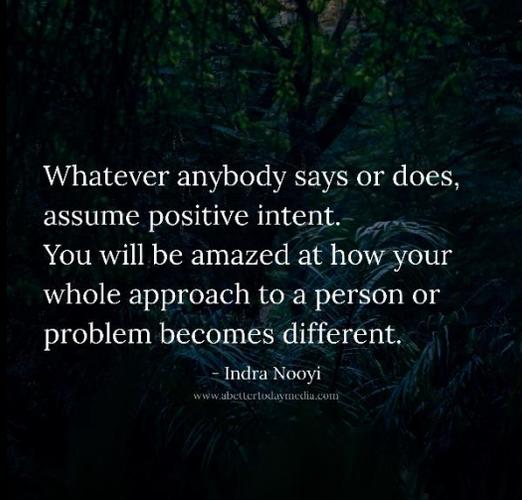
Foster support between co-workers/team members

Value your team members as humans

Establish rules

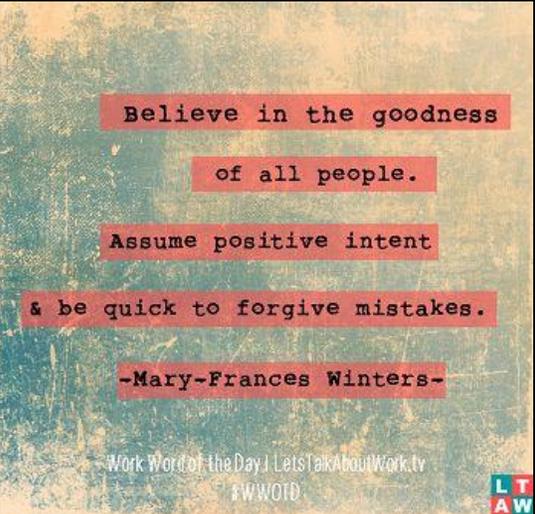
Another Important Thing YOU Can Do





Whatever anybody says or does,
assume positive intent.
You will be amazed at how your
whole approach to a person or
problem becomes different.

- Indra Nooyi
www.abettertodaymedia.com



Believe in the goodness
of all people.

Assume positive intent
& be quick to forgive mistakes.

-Mary-Frances Winters-

Work Word of the Day | Let's Talk About Work.tv
#WWOTD



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

YourQuote.in

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.
quoteslife.net



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 Kubler-Ross —

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 to thrive

Teamwork in Healthcare: Key Discoveries Enabling Safer, High-Quality Care

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National Cancer Institute, Rockville, Maryland

Few industries match the scale of health care. In the United States alone, an estimated 85% of the population has at least 1 health care encounter annually and at least one quarter of these people experience 4 to 9 encounters annually. A single visit requires collaboration among a multidisciplinary group of clinicians, administrative staff, patients, and their loved ones. Multiple visits often occur across different clinicians working in different organizations. Ineffective care coordination and the underlying suboptimal teamwork processes are a public health issue. Health care delivery systems exemplify complex organizations operating under high stakes in dynamic policy and regulatory environments. The coordination and delivery of safe, high-quality care demands reliable teamwork and collaboration within, as well as across, organizational, disciplinary, technical, and cultural boundaries. In this review, we synthesize the evidence examining teams and teamwork in health care delivery settings in order to characterize the current state of the science and to highlight gaps in which studies can further illuminate our evidence-based understanding of teamwork and collaboration. Specifically, we highlight evidence concerning (a) the relationship between teamwork and multilevel outcomes, (b) effective teamwork behaviors, (c) competencies (i.e., knowledge, skills, and attitudes) underlying effective teamwork in the health professions, (d) teamwork interventions, (e) team performance measurement strategies, and (f) the critical role context plays in shaping teamwork and collaboration in practice. We also distill potential avenues for future research and highlight opportunities to understand the translation, dissemination, and implementation of evidence-based teamwork principles into practice.

Keywords: teamwork, health care, collaboration, health systems

In 1999, the Institute of Medicine issued a report that changed how health systems, providers, and researchers understand the occurrence of medical errors (Kohn, Corrigan, & Donaldson, 1999). Since the report's release, the U.S. health care industry continues to undergo large-scale

transformation to improve the value of care (Young, Olsen, & McGinnis, 2010). One factor, identified as a common contributor to medical errors, is the fragmented nature of how health care is delivered. Interventions and reforms vary but frequently include efforts to improve the coordination of

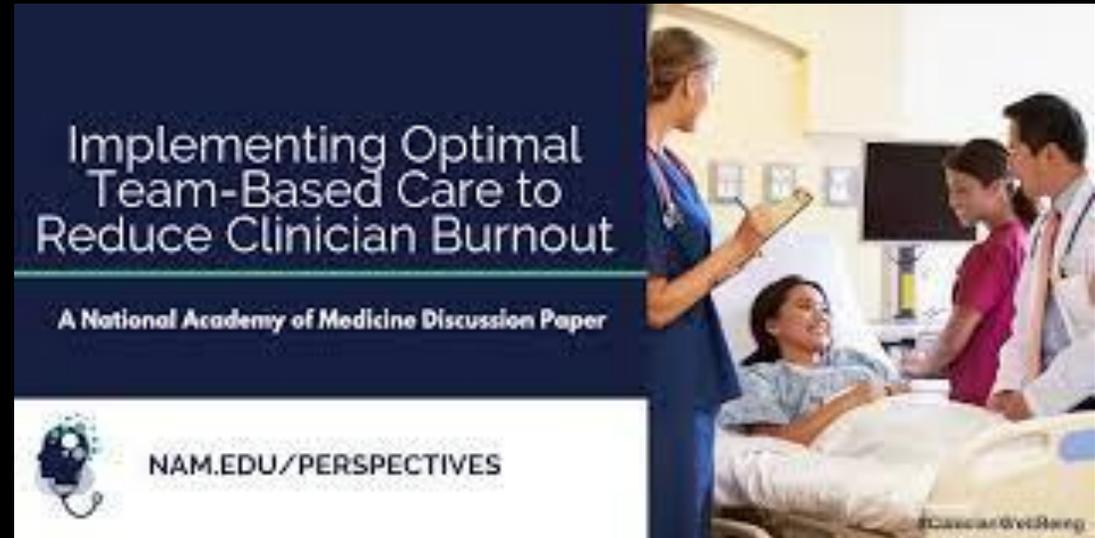
Editor's note. This article is part of a special issue, "The Science of Teamwork," published in the May–June 2018 issue of *American Psychologist*. Susan H. McDaniel and Eduardo Salas served as guest editors of the special issue, with Anne E. Kazak as advisory editor.

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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

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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



Team Building Exercises



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

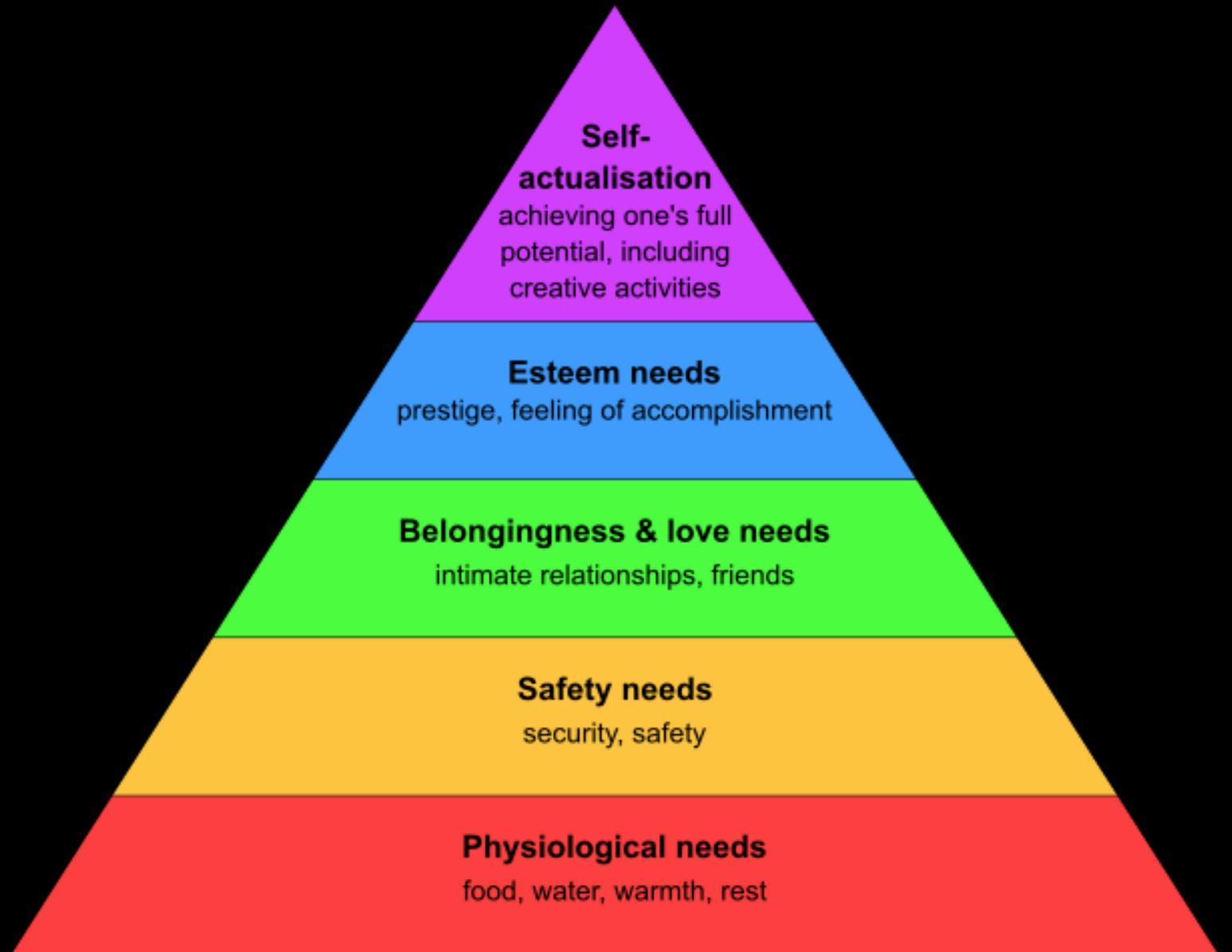


Taking the time to build community,
to get to know your people will have
long-lasting benefits.

— Clifton Fowlkes —

AZ QUOTES

Maslow's Hierarchy of Needs





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'

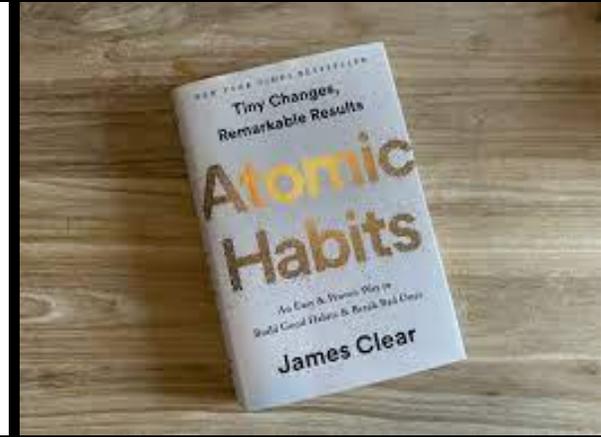


Lesson #3

THE 4 LAWS FOR BUILDING / BREAKING HABITS

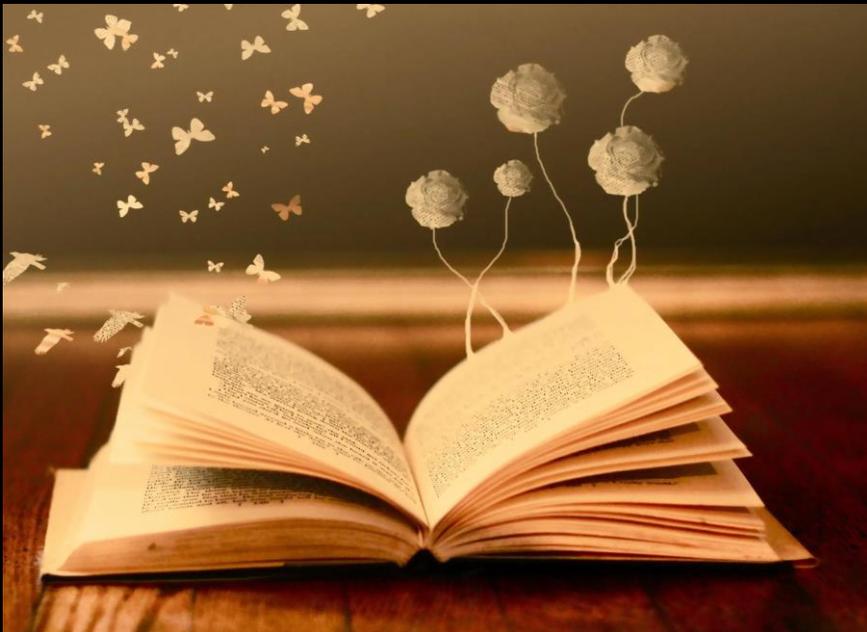


Building Good Habits	Breaking Bad Habits
1. Make it obvious	1. Make it invisible
2. Make it attractive	2. Make it unattractive
3. Make it easy	3. Make it hard
4. Make it satisfying	4. Make it unsatisfying



FORM GOOD HABITS WITH 4 KEY STEPS





Lesson #4

Humanities for healing

Stuckey HL, Nobel J. The connection between art, healing, and health: a review of current literature. *Am J Public Health*. 2010;100(2):254-263. doi:10.2105/AJPH.2008.156497

Lesson #5



It's a Sprint,
and a Marathon

Together We Can Build a
Culture of Caring and
Engagement So We Can
All Grow, Thrive, and
Succeed

