Identify Culture

• Communication
• Behavior
• Rituals
• Tolerance

From Dr. Scott Ellner, St Francis Hospital & Medical Center, presented June 27, 2013
Culture eats strategy for lunch!
Improving Culture: Not as easy as it sounds

- Culture: How is it relevant to better care?
- What is current state
- TRIZ: a way to get the front line engaged
- Power distance index
Why culture?

• Silence Kills Study
• 90% of JAHCO never events linked to communication
• 17 years to implement best practice
• Reviews of academic literature conclude correlation between culture & outcomes

## Teamwork Climate Scores Across Facility

<table>
<thead>
<tr>
<th>Department</th>
<th>HCAHPS</th>
<th>Medication Errors per Month</th>
<th>Days between C Diff Infections</th>
<th>Days between Stage 3 Pressure Ulcers</th>
</tr>
</thead>
<tbody>
<tr>
<td>CCU</td>
<td>28</td>
<td>50</td>
<td>40</td>
<td>18</td>
</tr>
<tr>
<td>REHAB</td>
<td>33</td>
<td>6.1</td>
<td>121</td>
<td>52</td>
</tr>
<tr>
<td>OR</td>
<td>36</td>
<td>2.0</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>EMERG</td>
<td>41</td>
<td>121</td>
<td>121</td>
<td></td>
</tr>
<tr>
<td>5 WEST</td>
<td>45</td>
<td>121</td>
<td>121</td>
<td></td>
</tr>
<tr>
<td>6 WEST</td>
<td>45</td>
<td>121</td>
<td>121</td>
<td></td>
</tr>
<tr>
<td>PEDS</td>
<td>49</td>
<td>121</td>
<td>121</td>
<td></td>
</tr>
<tr>
<td>GERI</td>
<td>49</td>
<td>121</td>
<td>121</td>
<td></td>
</tr>
<tr>
<td>DIALYSIS</td>
<td>51</td>
<td>121</td>
<td>121</td>
<td></td>
</tr>
<tr>
<td>PERIOP</td>
<td>52</td>
<td>121</td>
<td>121</td>
<td></td>
</tr>
<tr>
<td>PHARM</td>
<td>55</td>
<td>121</td>
<td>121</td>
<td></td>
</tr>
<tr>
<td>3 WEST</td>
<td>62</td>
<td>2.0</td>
<td>121</td>
<td></td>
</tr>
<tr>
<td>ICU</td>
<td>62</td>
<td>2.0</td>
<td>121</td>
<td></td>
</tr>
<tr>
<td>NICU</td>
<td>73</td>
<td>2.0</td>
<td>121</td>
<td></td>
</tr>
<tr>
<td>SICU</td>
<td>75</td>
<td>2.0</td>
<td>121</td>
<td></td>
</tr>
<tr>
<td>PEDS</td>
<td>80</td>
<td>2.0</td>
<td>121</td>
<td></td>
</tr>
<tr>
<td>OB</td>
<td>98</td>
<td>2.0</td>
<td>121</td>
<td></td>
</tr>
</tbody>
</table>

Illustrative Data: Extracted from Blinded Client Data

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How positive is your culture?

Poll Everywhere

Morale and Culture
“the most common cause of failure in leadership is produced by treating adaptive challenges as if they were technical problems.”

Ron Heifetz
TECHNICAL

CULTURE/
ADAPTIVE
## Distinguishing technical problems and adaptive challenges

<table>
<thead>
<tr>
<th>Kind of Challenge</th>
<th>Problem Definition</th>
<th>Solution</th>
<th>Locus of Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical</td>
<td>Clear</td>
<td>Clear</td>
<td>Authority</td>
</tr>
<tr>
<td>Technical and adaptive</td>
<td>Clear</td>
<td>Requires Learning</td>
<td>Authority and stakeholders</td>
</tr>
<tr>
<td>Adaptive</td>
<td>Requires Learning</td>
<td>Requires Learning</td>
<td>Stakeholders</td>
</tr>
</tbody>
</table>

## Example
Implementing an Electronic Health Record

<table>
<thead>
<tr>
<th>Items</th>
<th>Adaptive or Technical</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-designing the fields</td>
<td>Technical &amp; Adaptive</td>
</tr>
<tr>
<td><strong>Engaging staff and clinicians</strong></td>
<td>Adaptive</td>
</tr>
<tr>
<td>Building the frame and programming</td>
<td>Technical</td>
</tr>
<tr>
<td><strong>Communicating along the way on progress</strong></td>
<td>Adaptive</td>
</tr>
<tr>
<td>Implementing tools to support quality of care</td>
<td>Adaptive</td>
</tr>
<tr>
<td>Evidence and guidelines from other AHR initiatives</td>
<td>Technical</td>
</tr>
<tr>
<td><strong>Leading this initiative:</strong></td>
<td>Adaptive</td>
</tr>
<tr>
<td>The WHY? (framing)</td>
<td></td>
</tr>
</tbody>
</table>
Adaptive in leadership style

- Ask more questions rather than issuing more directives
- Build extra time into meeting agendas so that the adaptive challenges do not get either bypassed in favor of more immediate concerns or treated with short-term technical fixes
- Expand the circle of individuals who need to be consulted in exploring possible solutions to the problem
- Stay close to those who oppose your ideas; spend time with them, ask for their input on your initiative, listen closely to their reality (especially when it differs from yours), and take their temperature.

Ron Heifetz, Practical Tools and Tips for Adaptive Leadership
The Discovery Process includes strategy, process improvement and culture change

Today
- Outcomes → Strategy → Practices
- Practices → Mindsets

Tomorrow
- Outcomes → Practices
- Practices → Mindsets

Source: McKinsey and Co
LEADERSHIP

MOTIVATE

CREATE

COMMUNICATE

DRIVE

CHANGE

John Kotter, Accelerate
<table>
<thead>
<tr>
<th>Leader</th>
<th>Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Copes with change</td>
<td>Copes with complexity</td>
</tr>
<tr>
<td>Challenges the status quo</td>
<td>Works with the status quo</td>
</tr>
<tr>
<td>Asks Why</td>
<td>Asks What</td>
</tr>
<tr>
<td>Plans long term</td>
<td>Plans short term</td>
</tr>
<tr>
<td>Aligns people</td>
<td>Organizes people</td>
</tr>
<tr>
<td>Motivates and inspires</td>
<td>Administrates and control</td>
</tr>
<tr>
<td>Focuses of people</td>
<td>Focuses on systems and structures</td>
</tr>
<tr>
<td>Communicates and delivers the Vision</td>
<td>Follows the vision</td>
</tr>
<tr>
<td>Looks into the future</td>
<td>Works in the present</td>
</tr>
</tbody>
</table>
7 TOXIC BELIEFS

Efficiency matters most
More conformance is better
Power trickles down
Individuals are instruments
Change is engineered
Data decides
Pragmatism beats passion

Source: Gary Hamel
WHAT MATTERS MOST
CONFORMANCE IS Overrated
POWER TRICKLES UP
INDIVIDUALS ARE TRANSFORMERS
CHANGE IS
PASSION

#mixmashup HOW WOULD YOU BUILD ON THIS LIST—ADD, DELETE, REFINE?
When you are dealing with an adaptive challenge that requires creativity, you have to tolerate the pains of processes that increase the odd that new ideas will lead to new adaptive capacity.

Ron Heifetz
Where the magic happens

Your comfort zone
TRIZ

DESIGNING A PERFECTLY ADVERSE SYSTEM

THE WORST POSSIBLE RESULTS FROM YOUR WORK
<table>
<thead>
<tr>
<th>Impromptu networking</th>
<th>TRIZ</th>
<th>What a debrief</th>
<th>Conversation café</th>
<th>Appreciative interviews</th>
<th>1-2-4 rapid conversation</th>
<th>5-whys</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ecocycle planning</td>
<td>Shift &amp; share</td>
<td>25 &gt; 10 cloudsourcing</td>
<td>Min - specs</td>
<td>Wise crowds</td>
<td>Wicked Q's</td>
<td>Purpose to practice</td>
</tr>
<tr>
<td>Agree/certainty matrix</td>
<td>What I need from you</td>
<td>User experience fishbowl</td>
<td>Heard, seen, respected</td>
<td>Smart network webbing</td>
<td>Design with storyboards</td>
<td>Open space technology</td>
</tr>
<tr>
<td>Integrated autonomy</td>
<td>Generative relationships</td>
<td>Critical uncertainties</td>
<td>Graphic recording</td>
<td>Panarchy</td>
<td>Troika consulting</td>
<td>Helping heuristics</td>
</tr>
<tr>
<td>Celebrity interview</td>
<td>Stories To Patterns</td>
<td>15% solutions</td>
<td>LS</td>
<td>Improv prototyping</td>
<td>Discovery and action dialogue</td>
<td>Simple ethnography</td>
</tr>
</tbody>
</table>
Why do we use TRIZ?

• Creative destruction

• Challenge the status quo & sacred cows

• Gives permission to discuss taboo subjects

• Builds trust
TRIZ – First Step

Be creative! Make yourself laugh! This is SERIOUS FUN.....

Reflect in your small group, make a list of “to do’s” in answer to:
Pick one you like!

How will we make the best ideas fail?

How will we stifle creativity in our staff?

How can we be sure that our staff morale is rock bottom?

How do we ensure that we do not harm patients when they are here?
TRIZ – Second Step

Go down the list and ask:

*Is there anything on this list that we currently practice, even remotely?*
*Is there an element of truth in here?*

Cross out the ones that you are not doing EVER.
TRIZ – Third Step

Look at your list...what items do you want to commit to avoiding?

*Pick your top two. What will you do to avoid those items?*

Do you need leadership or organizational help? What needs to stop or change? Be as concrete as you can.
Culture Change Toolbox
General Healthcare
Awareness Iceberg

4% known to top leaders
9% known to middle managers
74% known to supervisors
100% known to the front line & patients/families

Adapted from study conducted by Sidney Yoshida, initially presented at the International Quality Symposium
Power Distance Index
“Power distance is the extent to which less powerful members of organizations and institutions accept and expect that power is distributed unequally.”

A high power distance score accepts a hierarchical order in which everyone has a place that needs no further justification.

The higher the power distance in a culture, the less likely those in subordinate roles will question the actions or directions of individuals in authority.

Geert Hofstede’s Power Distance Index
www.Clearlycultural.com
High Power Distance Index Cultures

- Authority and demonstrate rank.
- Subordinates expect clear guidance from above.
- Subordinates are expected to take the blame for things going wrong (Collateral damage).
- The relationship between boss and subordinate is rarely close or personal.
- Class divisions within society are accepted.
WHO WE ARE CANNOT BE SEPARATED FROM WHERE WE'RE FROM

AND WHEN WE IGNORE THAT FACT, PLANES CRASH
Can hierarchy cause plane crashes?
Boeing and Airbus design modern, complex airplanes to be flown by two equals.

Malcome Gladwell,
Outliers – The Story of Success
Power Distance Index
American culture is marked by interdependence and value placed on egalitarianism.

Lack of overt status and/or class distinctions in society.

Hierarchy in organisations is established for convenience.

Superiors are always accessible and managers rely on individual employees and teams for their expertise.

Managers and staff members consult one another and share information freely.

With respect to communication, value a straightforward exchange of information.

Power Distance Index

Score = 40
What do you see in a high power distance index?

• Senior-level people get limited information
• Senior leaders perceive that everything is going well
• Junior-level people do not bring ideas forward.
• Staff ask for permission every step along the way.

It’s hard to innovate under these conditions.

Geert Hofstede
http://geert-hofstede.com
Questions to ask yourself?

• Are you aware of how others react to you?
• Do they start or stop talking when you enter the room?
• Do you feel you can not talk to higher levels in the organization without permission.
• Does your organization encourage the use of titles and position.
“Top down is a serious disease but it can be treated”

Celine Schillinger
@celineschill

Source of image:
Leadershipfreak.wordpress.com
Questions?
Marlies van Dijk

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Alberta Health Services

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References

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• http://www.liberatingstructures.com/
• https://www.youtube.com/watch?v=Tcjav84GSJr0