Culture in the Organization, Microsystem, and Team

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Read Pierce
(Thanks to Patrick Kneeland for content)

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Today’s Learning Objectives

• Explore models for understanding culture in the workplace

• Analyze how values and beliefs impact behaviors

• Explore key “cultural concepts” that enhance team performance, and select at least 1 to apply to your local work environment
Overarching Ideas About Culture
Interconnected Spheres of Culture

We have a culture of ________________

We want a culture of ________________
"Every system is perfectly designed to get the results it gets."
- Paul Batalden, M.D.
Culture Eats Strategy for...
How Culture Eats Strategy

CULTURAL BARRIERS
- Turf Issues
- Resistance to Change
- Hierarchy
- Bureaucracy
- Blaming and Excuses

Lack of:
- Bias for Action
- Trust
- Openness
- Teamwork
- "Can-do" Attitude
- Customer Focus

Many In

Low Results

Few Out

Initiatives
- New Strategy
- TQM
- Reengineering
- Restructure
- Merger
- New Leader

Source: BeyondLean.com
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What do we do?

We do this.

- HUMAN POTENTIAL
- IMPROVEMENT SCIENCE
- FINANCIAL PERFORMANCE
What do we do?

We do this.

HUMAN POTENTIAL

IMPROVEMENT SCIENCE

FINANCIAL PERFORMANCE

Sounds Good—

But

What’s The Secret Sauce?
What started off as a *calling*, is now in *doubt*.

50% of *nurses* would not choose the same profession if they had a chance to do it over*

34% of *physicians* would not choose the same profession if they had a chance to do it over**

The Four Levels of Organizational Intervention

Easiest

Ability to Influence or Change

Most Difficult

Durability of the Change

Short-Term

Physical
(Processes, tools, and structures)

Infrastructure
(Strategy, systems, measurements, and rewards)

Behavioral
(What groups and individuals do)

Cultural
(Deeply held assumptions, values, beliefs, and norms)

Framework for Safe, Reliable, and Effective Care

- Culture
  - Engagement of Patients & Family
    - Leadership
    - Psychological Safety
    - Accountability
    - Teamwork & Communication
    - Negotiation
    - Continuous Learning
    - Improvement & Measurement
    - Reliability
    - Transparency
    - Learning System

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Cultural Alignment Maturity Model

- Where are you today?
- Where do you want to be?

1. Chaos
   **Uncontrolled**
   - Culture developed organically
   - Lack of awareness as to how culture is impacting day to day business

2. Reactive
   **Fighting Fires**
   - Aware of aspects in culture that may help or hinder
   - Culture misaligned to goals
   - Programs implemented to address specific issues

3. Proactive
   **Focused and Measuring**
   - Culture viewed as an asset to be managed
   - Cultural traits that support business strategies have been identified
   - Ability to analyze trends in culture, predict issues
   - Programs in place - may be duplicative or working at cross purposes

4. Optimized
   **Aligned and Adding Value**
   - Desired elements of the culture are identified, ingrained and sustainable - "the way we work here"
   - Ability to adapt to changing business needs
   - Continually enhancing the employee & customer experience

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David Rock’s SCARF Model

**Status**
- I know docs haven’t historically been asked to do this....

**Certainty**
- The changes aren’t hard but to assure you feel supported we will have...

**Neutral**
- Put yourself in their shoes...

**Status**
- How is your proposed change threatening?

**Certainty**
- Frame your presentation of the change to address their needs.

**Autonomy**
- Make sure you can deliver on your promises.

**Relatedness**
- Fairness
Microsystem Culture
Deconstructing Your Culture
The Secret Sauce

IHQSE

What do we do?
We do this.

Aspiration and Aligning Around a Mission and Vision
Organizational Learning and Psychological Safety
Collegiality
Rewards and Recognition
Personal and Professional Development

HUMAN POTENTIAL

 IMPROVEMENT SCIENCE

FINANCIAL PERFORMANCE
To what degree are people in your microsystem bought into an overarching mission?

What are the mental models around “where we are going/what is important to us”?

What is your “origin story”?
Organizational Learning and Psychological Safety

• How comfortable are people in your microsystem speaking up? To what extent is the “hierarchy flattened” in your work environment?

• How do leaders in your work environment tap into knowledge about what is happening on the front lines?

• How safe do people feel to ask for help or support when they need it?

• What are the mechanisms for performance feedback in your work environment?
How would you describe the climate of friendship in your work microsystem?

What are the norms around socializing?

What is the predominant tone of communication in your work environment (sarcasm, humor, intellectual/formal, etc)?

How are ideas shared?

What is the predominant interpersonal tone in your work environment? (collaborative, competitive, communal, isolated/ing, fear-motivated, safe, etc). How does the tone change when working under pressure?

How are conflicts resolved in your work environment?
Rewards and Recognition
Rewards and Recognition

How do people in your unit perceive their worth or value?

How are people at all levels in your work environment recognized for what they do?

What are the explicit reward structures? What are the implicit reward structures?

What values does reward/recognition structure in your work environment reinforce?
Personal Development

Autonomy
Mastery
Purpose
Personal Development

In what ways does your work environment promote career progression and professional development of individuals?

What do people find meaningful about the work done in your work environment?

Is the overarching purpose explicitly stated or implicit?

To what extent does your work environment promote the ability for people to control how, when, where, and with whom people complete their work?
Organizational Culture
Reflect

What is Your Perception of the Larger Organizational Culture?
The Leader’s Challenge

Leverage situations where cultures of different parts of the organization helpfully reinforce one another.

Make sense of—and navigate—situations where cultural friction occurs.
Team Culture
On Our Team.....

• We **have** a culture of ____________________

• We **want** a culture of ____________________
Teams, Tribes and Patient Safety: Overcoming Barriers to Effective Teamwork in Healthcare

Postgraduate Medicine (90) 149-154, 2014 Weller, Boyd & Cumin

• Teach effective communication
• Train teams together
• Train teams using simulation
• Define inclusive teams
• Create democratic teams
• Support teamwork with protocols and procedures
• Develop an organizational culture supporting healthcare teams
A Continuous Process

- **Situation Monitoring (Individual Skill)**
- **Shared Mental Model (Team Outcome)**
- **Situation Awareness (Individual Outcome)**
A Shared Mental Model is...

The perception of, understanding of, or knowledge about, a situation or process that is shared among team members through communication.

“Teams that perform well hold shared mental models.”

(Rouse, Cannon-Bowers, and Salas 1992)
Shared Mental Model?
How Shared Mental Models Help Teams

• Help ensure that teams know what to expect, so if necessary, can regroup to get on the “same page”
• Foster communication to ensure care is synchronized
• Ensure that everyone on the team has a picture of what it should look like
• Enable team members to predict and anticipate better
• Create commonality of effort and purpose

“Shared mental models help teams avoid errors that place patients at risk.”
What Do You See?
Situation Awareness is...

The state of knowing the current conditions affecting the team’s work

• Knowing the status of a particular event
• Knowing the status of the team’s patients (projects)
• Understanding the operational issues affecting the team
• Maintaining mindfulness
Conditions that Undermine Situation Awareness (SA)

Failure to—
• Share information with the team
• Request information from others
• Direct information to specific team members
• Utilize resources fully (e.g., status board, automation)
• Document
Situation Monitoring
(Individual Skill)

Process of *actively scanning* behaviors and actions to assess elements of the situation or environment

- Fosters mutual respect and team accountability
- Provides safety net for team and patient
- Includes cross monitoring
Cross Monitoring is...

Process of monitoring the actions of other team members for the purpose of sharing the workload and reducing or avoiding errors

- Mechanism to help maintain accurate situation awareness
- Way of “watching each other’s back”
- Ability of team members to monitor each other’s task execution and give feedback during task execution

*Mutual performance monitoring has been shown to be an important team competency.*

*(McIntyre and Salas 1995)*
Team Events

• Briefs – planning
• Huddles – problem solving
• Debriefs – process improvement

Leaders are responsible to assemble the team and facilitate team events

But remember...

Anyone can request a brief, huddle, or debrief
Briefs

Planning

• Form the team
• Designate team roles and responsibilities
• Establish climate and goals
• Engage team in short- and long-term planning
• IHI – introductions, role and first names
• Two way communication – verify shared mental model
# Briefing Checklist

<table>
<thead>
<tr>
<th>TOPIC</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Who is on core team?</td>
<td>✓</td>
</tr>
<tr>
<td>All members understand and agree upon goals?</td>
<td>✓</td>
</tr>
<tr>
<td>Roles and responsibilities understood?</td>
<td>✓</td>
</tr>
<tr>
<td>Plan of care?</td>
<td>✓</td>
</tr>
<tr>
<td>Staff availability?</td>
<td>✓</td>
</tr>
<tr>
<td>Workload?</td>
<td>✓</td>
</tr>
<tr>
<td>Available resources?</td>
<td>✓</td>
</tr>
</tbody>
</table>
Huddle

Problem Solving

• Hold ad hoc, “touch-base” meetings to regain situation awareness
• Discuss critical issues and emerging events
• Anticipate outcomes and likely contingencies
• Assign resources
• Express concerns
Survival of Good Ideas

• What standardized process will your team use to assure that each team member’s good ideas are brought to the attention of the team?

• How do you deal with authority gradients to allow for the survival of good ideas?
Two-Challenge Rule
Two Challenge Rule

1) First challenge should be in the form of a question.
2) The second challenge should provide some support for the concern.

- The purpose is to stop the process if the project is becoming derailed.
- Standardized language is very helpful in creating psychological safety.
Please Use CUS Words but *only* when appropriate!

I am **Concerned**!  I am **Uncomfortable**!  This is a **Safety Issue**
Debrief

Process Improvement

• Brief, informal information exchange and feedback sessions
• Occur after an event or shift
• Designed to improve teamwork skills
• Designed to improve outcomes
  • An accurate reconstruction of key events
  • Analysis of why the event occurred
  • What should be done differently next time
Debrief Checklist

- Communication clear?
- Roles and responsibilities understood?
- Situation awareness maintained?
- Workload distribution?
- Did we ask for or offer assistance?
- Were errors made or avoided?
- What went well, what should change, what can improve?
Debrief – IHI Elements

• What has been learned about how the team functions?
• What would you change for next time?
• What worked well that you would assure is part of the next event?
• What is the action plan moving forward?
• “Appreciation & Critique”
<table>
<thead>
<tr>
<th>A Culture of….</th>
<th>Underlying Beliefs</th>
<th>Observable Behaviors</th>
</tr>
</thead>
</table>
| Competition    | “The best are rewarded”  
                 “The strong are valued”  
                 “There is not much room at the top”  
                 “Success is only valued when it is visible” | Lack of collegiality  
            Withholding of information  
            Sabotaging others’ work  
            “Showboating” one’s success  
            Lack of trust on teams  
            Individual success celebrated |
| Shame          | “Someone is to blame for all errors”  
                 “Mistakes should not happen” | Reluctance to report errors  
               Lying about errors  
               Individual error punished  
               Lack of trust on teams |
| Elitism        | “You must be part of the inner circle to be valued” | Abundance of gossip  
                  Heavy politics  
                  Lack of trust on teams |
| Support        | “We are all in this together”  
                 “If one fails, we all fail” | Back-Up Behaviors  
                  Team success celebrated |
| Growth         | “We are all learning”  
                 “You have expertise I need” | Healthy interdependence |
## Barriers to Team Effectiveness

**BARRIERS**
- Inconsistency in Team Membership
- Lack of Time
- Lack of Information Sharing
- Hierarchy
- Defensiveness
- Conventional Thinking
- Complacency
- Varying Communication Styles
- Conflict
- Lack of Coordination and Follow-Up with Co-Workers
- Distractions
- Fatigue
- Workload
- Misinterpretation of Cues
- Lack of Role Clarity

**TOOLS and STRATEGIES**
- Brief
- Huddle
- Debrief
- STEP
- Cross Monitoring
- Feedback
- Advocacy and Assertion
- Two-Challenge Rule
- CUS
- DESC Script
- Collaboration
- SBAR
- Call-Out
- Check-Back
- Handoff

**OUTCOMES**
- Shared Mental Model
- Adaptability
- Team Orientation
- Mutual Trust
- Team Performance
- *Patient Safety!!*
How do you know if you have a team culture problem?

Indicators of Challenging Team Culture

• Turnover – what do you exit interviews say?
• High error rate in care – poor performance on quality indicators
• Lack of clarity on team roles, responsibilities
• Individuals not working at the top of their scope (e.g. physicians tracking down paperwork)
• Reluctance of others to join your team
• Your team does not have a good reputation
Take ~15 minutes to reflect on your team culture

*Use your Playbook:*

- We **have** a culture of __________________
- We **want** a culture of __________________
- *In the next 2-4 weeks, we will try __________________ to move toward the culture we want. Be specific: What will you do? When will you try it? How will you learn if it was effective? How will you debrief?*