



Institute for
Healthcare
Improvement

Demystifying Culture: Improving culture through behaviour

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New Quality Paradigm

Old way	New way
Quality is about compliance.	Quality is about continuous, systematic improvement.
Quality is a function of governance.	Quality is a shared responsibility.
Leadership creates standards.	Leadership creates culture.
Power is concentrated (in the hands of the checkers).	Power is distributed to patients and staff at the point of care.
Data is for assessment.	Data is for rapid adjustment.



Setting a course – 4 redefining issues



1. Strategy Matters
2. Culture
3. Embrace improvement (or you can't fatten a cow by weighing it*)
4. Create joy in work

5. * *Palestinian proverb*



In this session...

- **Explore how we can influence culture through behaviour**
- **Reflect on our individual leadership practice and develop core skills in creating trust and psychological safety**

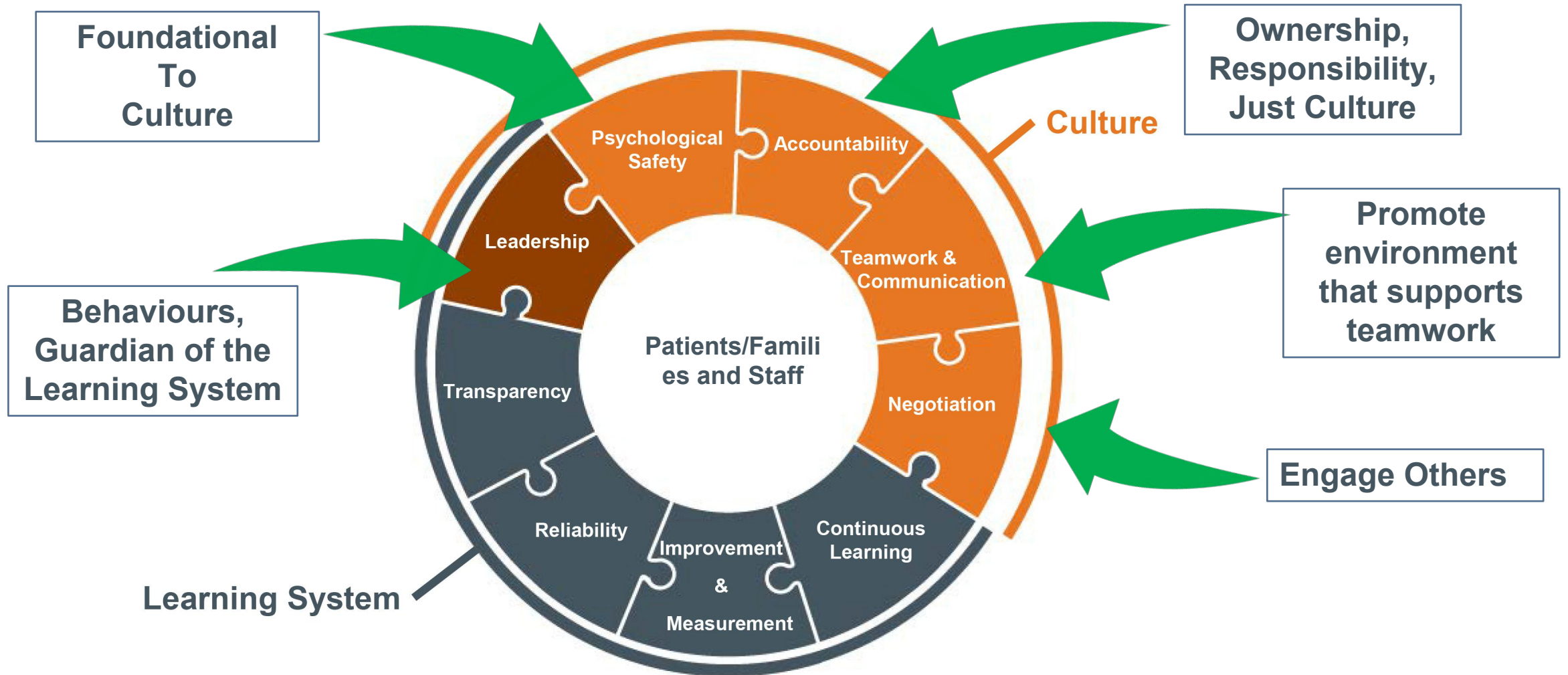


Culture

- The behaviours that people exhibit when no one is watching
- Culture is shaped by values and the behaviors that reinforce those values



Framework for Safe, Reliable, and Effective Care

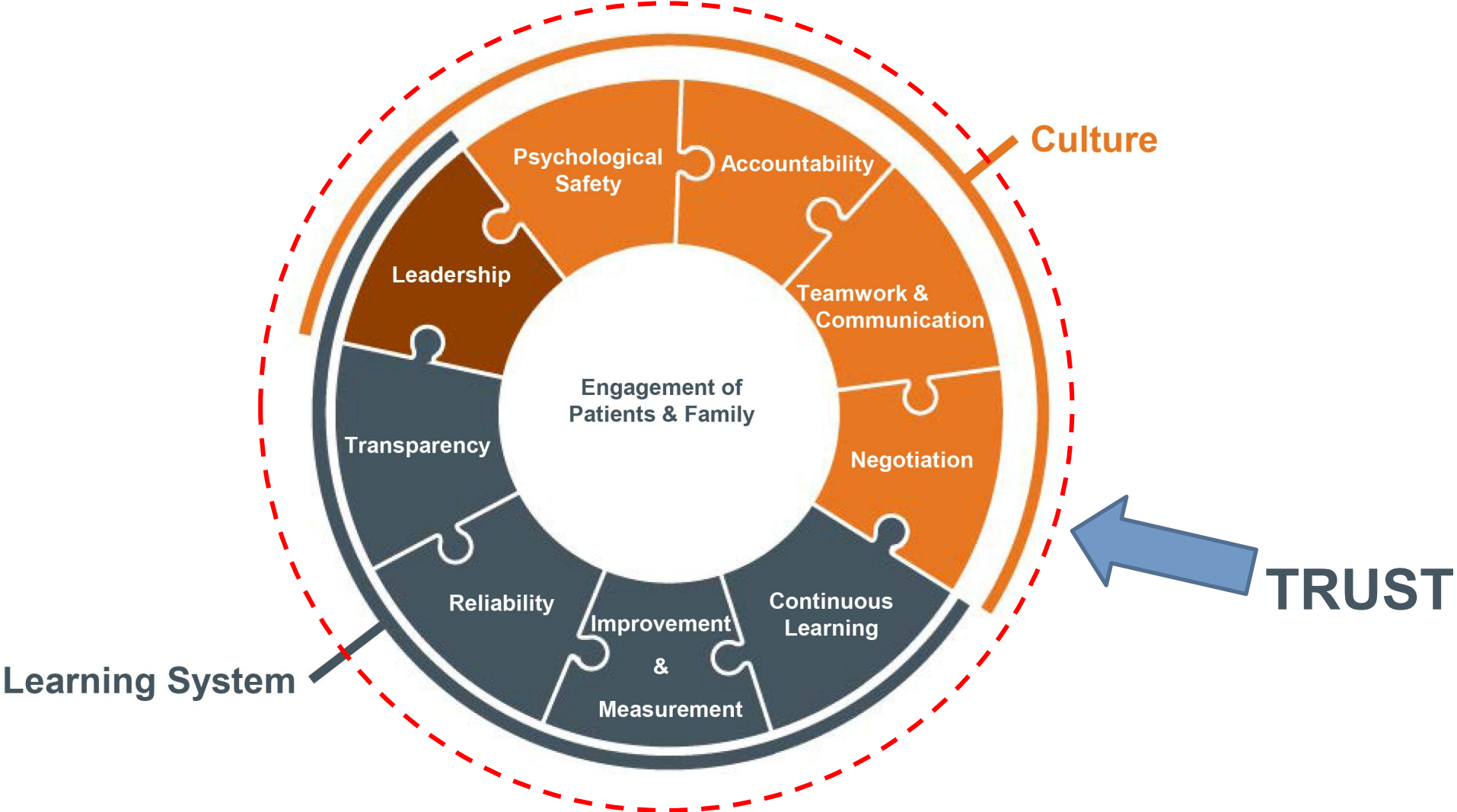


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Source: Frankel A, Haraden C, Federico F, Lenoci-Edwards J. *A Framework for Safe, Reliable, and Effective Care*. White Paper. Cambridge, MA: Institute for Healthcare Improvement and Safe & Reliable Healthcare; 2017. (Available at ihi.org)



Framework for Safe, Reliable, and Effective Care



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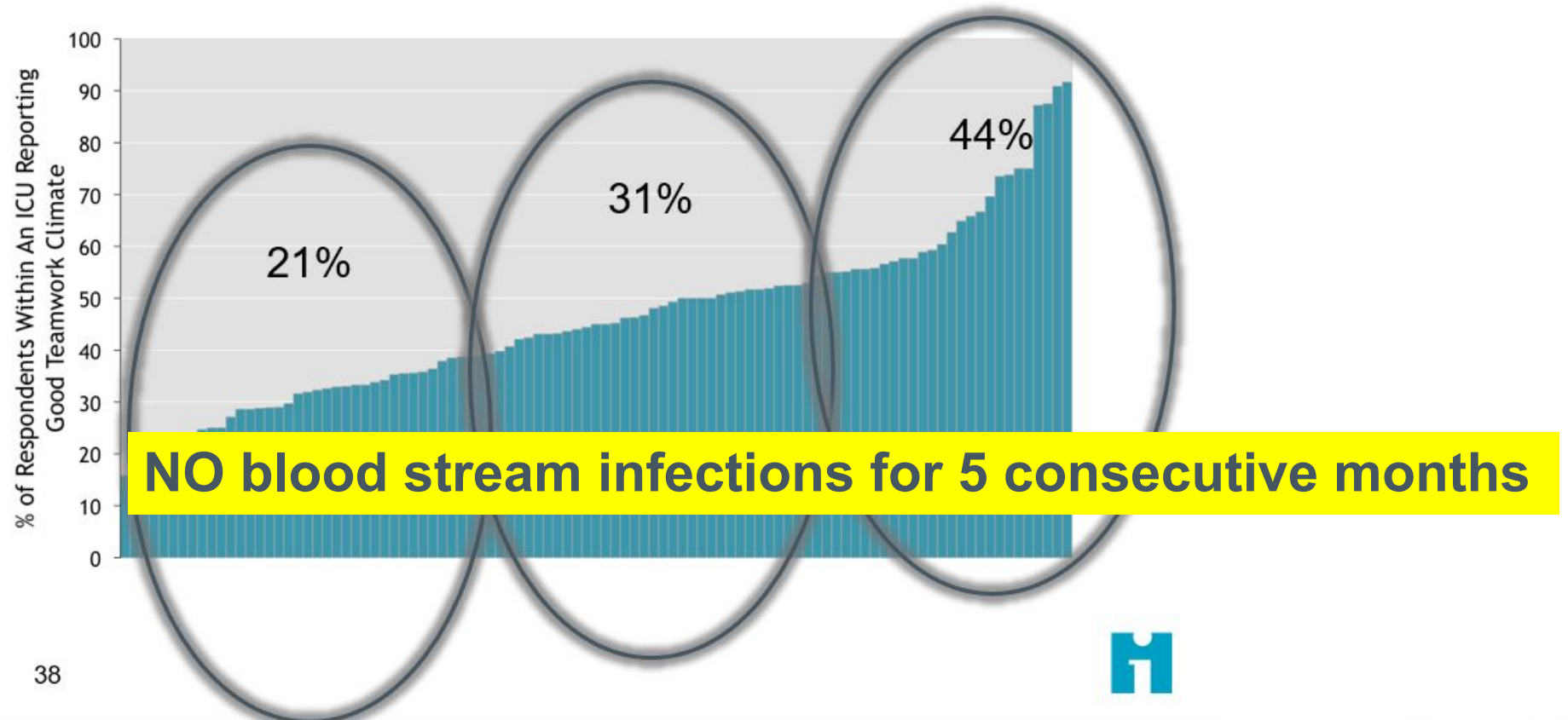
Connecting Culture & Outcomes

- Role of culture in our work: Impact of culture on outcomes



Why is a culture of safety necessary to improve patient safety?

- Role of culture in our work: Impact of culture on outcomes

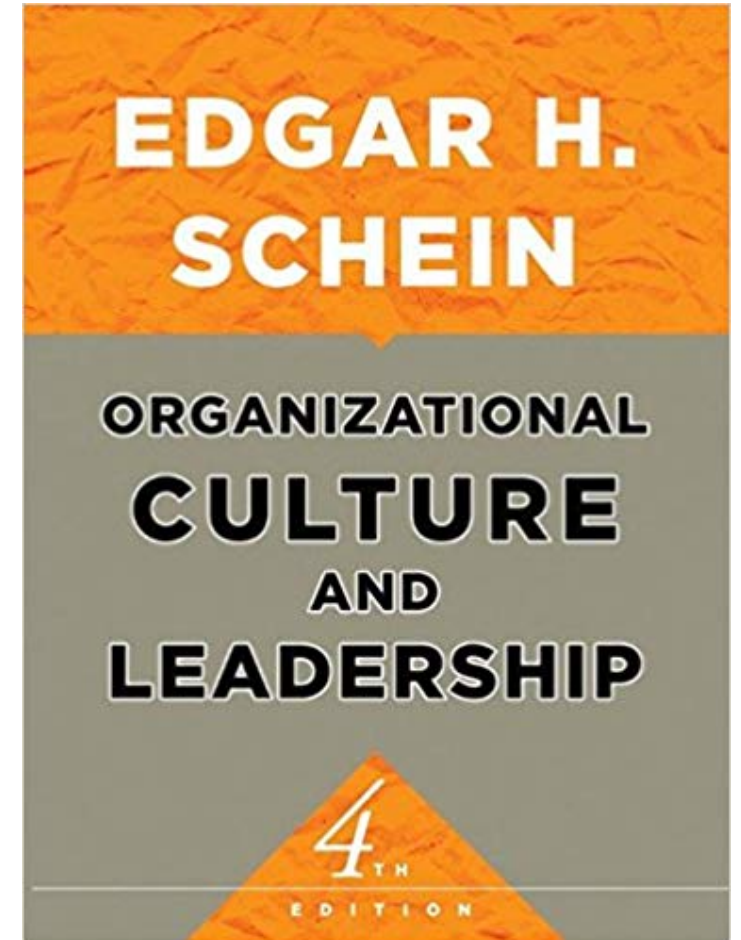


My organization
wants to change
the culture, what
might we do?



Edgar Schein

- Espoused Values
- Visible Attributes
- Hidden Values and Tacit Assumptions



Shaping a Culture

- Understand your culture
- Determine the attitudes and beliefs that are shaping the existing culture
- Listen to understand

**“The culture that exists
is the culture that you tolerate”**



The first **mistake** in
changing **culture** is
thinking it is **someone**
else's job.



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graph LR; A([Leadership that supports Quality Improvement]) --- B[Create energy (shift from being too busy for QI)]; A --- C[Create trust (shift from control)]; A --- D[Lead with humility (shift from individual heroism)]; A --- E[Cede power / lead collectively (shift from authority)]; A --- F[Create ability (shift from focus on accountability)]; A --- G[Celebrate and find joy in learning (shift from fear of failure)]; A --- H[Develop personal resilience (shift from focusing on others to starting with self)]; A --- I[Create networks (shift from holding power)];
```

Leadership that supports Quality Improvement

Create energy (shift from being too busy for QI)

Create trust (shift from control)

Lead with humility (shift from individual heroism)

Cede power / lead collectively (shift from authority)

Create ability (shift from focus on accountability)

Celebrate and find joy in learning (shift from fear of failure)

Develop personal resilience (shift from focusing on others to starting with self)

Create networks (shift from holding power)

Create
Energy



2 Differentiators

Strengths



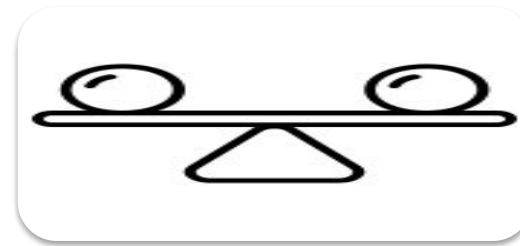
Leadership Characteristics



Trust



Compassion



Stability



Hope

Humility

HUMILITY

謙遜

"BE LIKE THE BAMBOO
THE HIGHER YOU GROW
THE DEEPER YOU BOW"



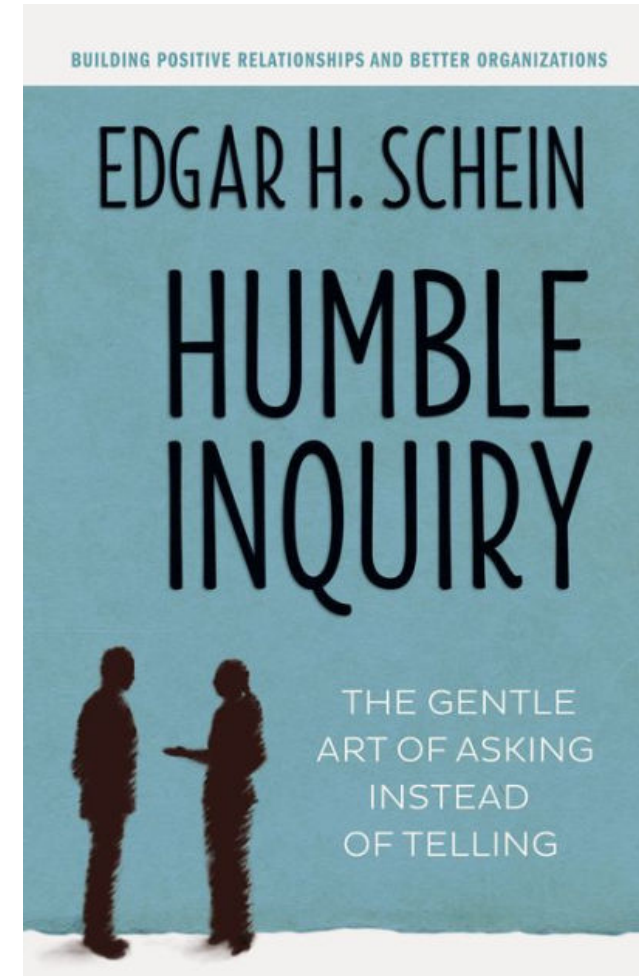
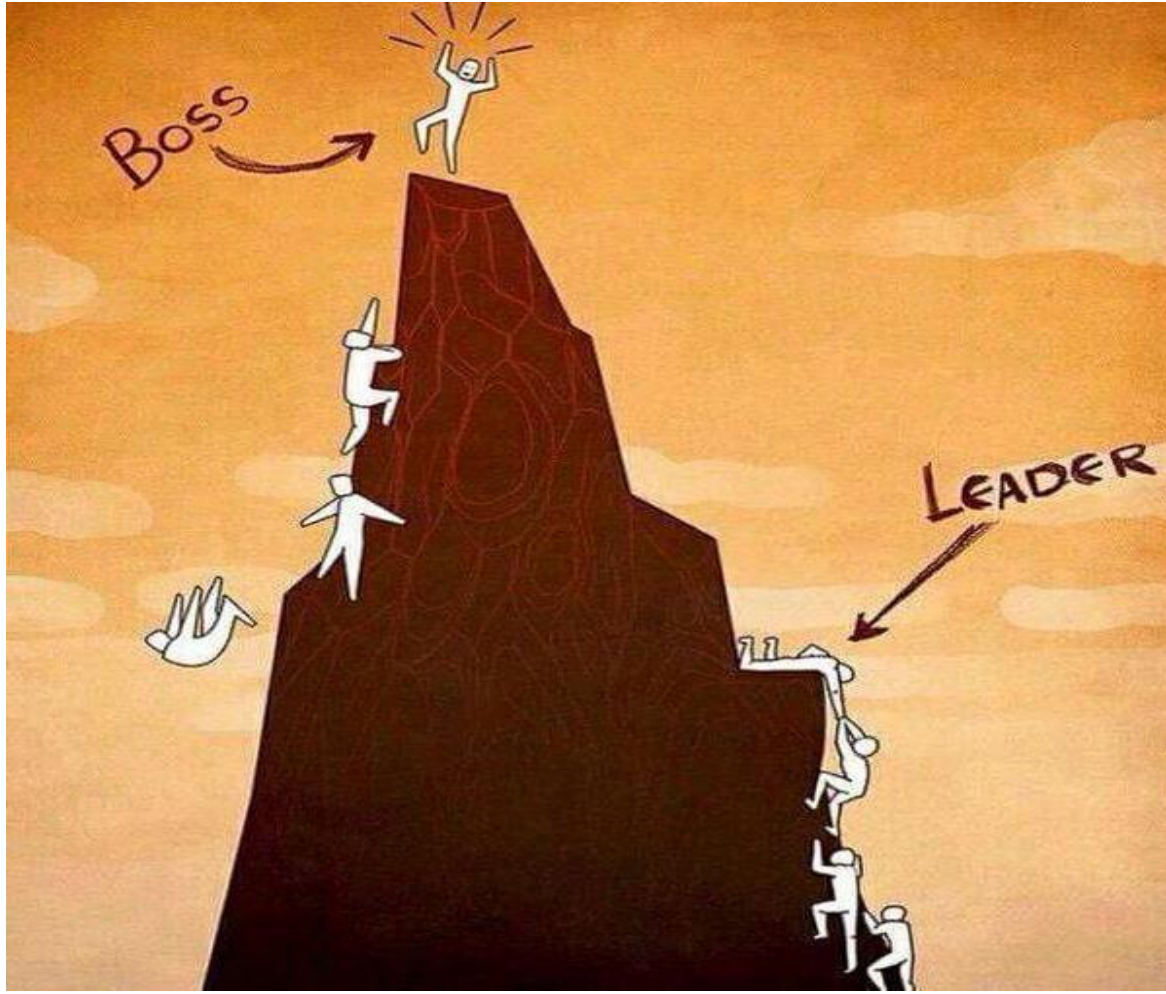
Listen to Understand – Not to Respond

**“Wide lugs and a short tongue
is best”**

Scottish Proverb



Ask and Listen: Heroism is Out, Humility is In!



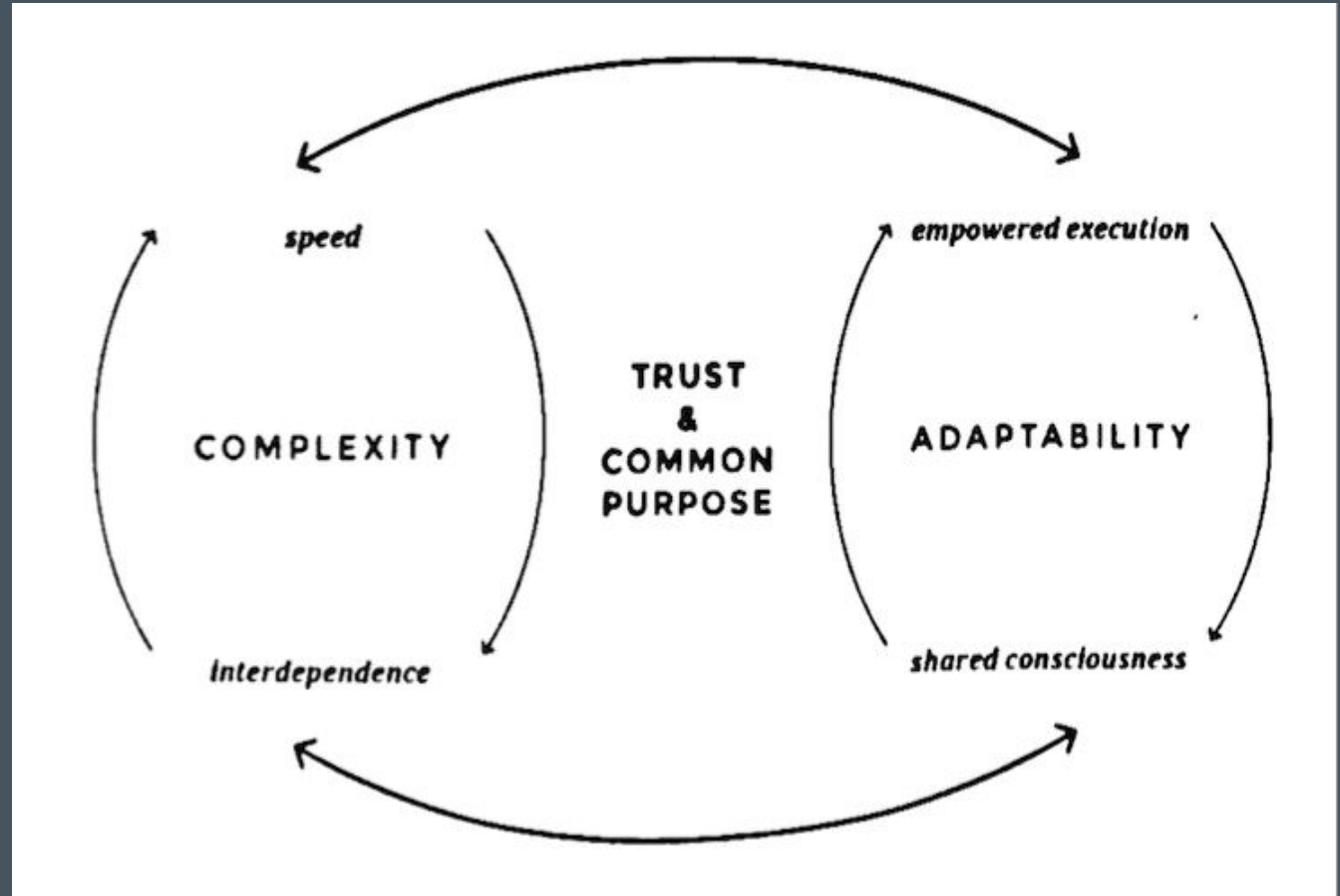
Cede Power



**“For every complex problem there is
an answer that is
clear, simple,
and wrong.”**

H. L. Mencken





Create
Ability



Psychology of Change

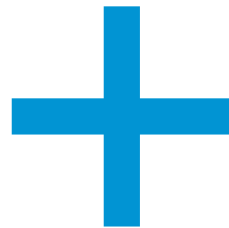
AGENCY

The ability of an individual or group to choose to act with purpose



Power

The *ability* to act with purpose



Courage

The emotional resources to *choose* to act



IHI Psychology of Change Framework

Unleash Intrinsic Motivation

Tapping into sources of intrinsic motivation galvanizes people's individual and collective commitment to act.

Adapt in Action

Acting can be a motivational experience for people to learn and iterate to be effective.

Distribute Power

People can contribute their unique assets to bring about change when power is shared.



Co-Design People-Driven Change

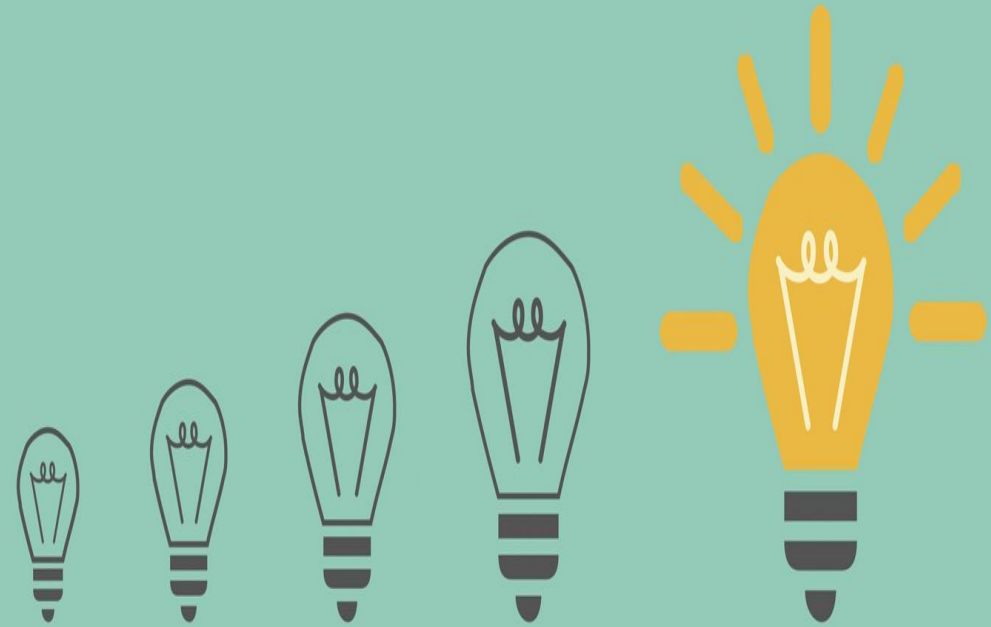
Those most affected by change have the greatest interest in designing it in ways that are meaningful and workable to them.

Co-Produce in Authentic Relationship

Change is co-produced when people inquire, listen, see, and commit to one another.



Joy in Learning



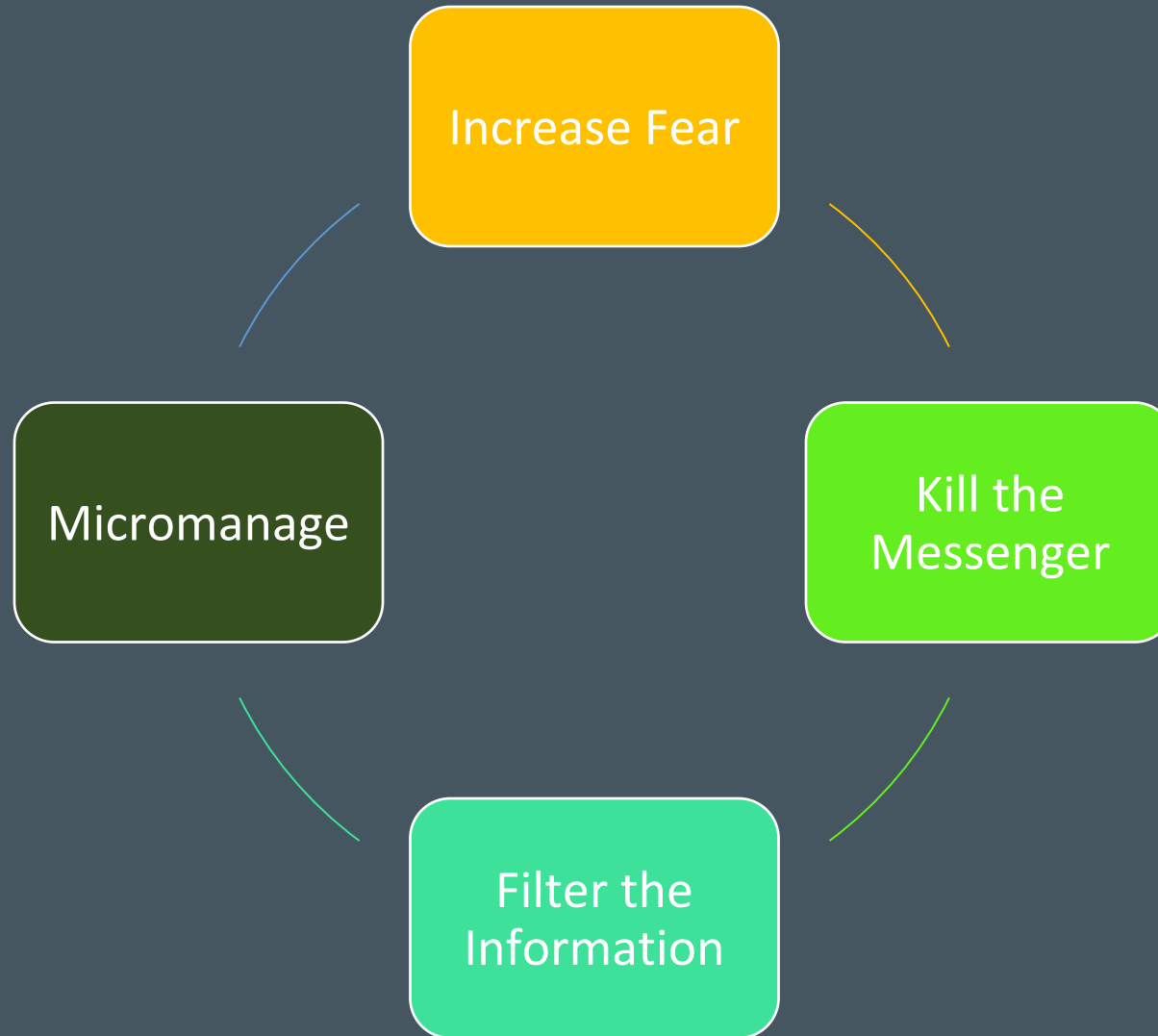
Failure. The first step to success.



**I have not failed. I've just found
10,000 ways that won't work.**

Thomas A. Edison

The Cycle of Fear



Personal Resilience



PRAESTA



PRAESTA INSIGHTS

Riding the rapids

how to navigate through turbulent times



Networks



Someone in ImproveCareNow wants you to know...



Hello!

Welcome to the IBD club. I'm sure you're not too thrilled about being in this club yet. But, let me tell you, you're going to go through a lot, learn a lot, and meet a lot of people. Keep your head held high.

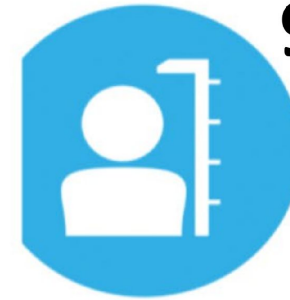
♡ Bianca S



Join us during Crohn's & Colitis Awareness Week at improvecarenow.org/care_cards

#IBDAWARENESS #YOUARENOTALONE #CARECARDS

Our Success



94% have satisfactory growth



82% are in remission



97% are not taking steroids



55% have sustained remission for at least 1 year



91% show satisfactory nutrition



109 care centers in **39** states

+ District of Columbia
+ England
+ Qatar
+ Belgium

950 pediatric gastroenterologists caring for **30,000** children with IBD and

44 of the top 50 children's gastroenterology centers including

9 of the top 10 honor roll children's hospitals

Data from ImproveCareNow centers with greater than 75% registration of eligible IBD patients



IHI Leadership Alliance



IHI Leadership Alliance

Care better than we've ever seen, health better than we've ever known, cost we can all afford... for every person, every time.

New Rules for Radical Redesign in Health Care

Change the balance of power: Co-produce health and wellbeing in partnership with patients, families, and communities.

Standardize what makes sense: Standardize what is possible to reduce unnecessary variation and increase the time available for individualized care.

Customize to the individual: Contextualize care to an individual's needs, values, and preferences, guided by an understanding of what matters to the person in addition to "What's the matter?"

Promote wellbeing: Focus on outcomes that matter the most to people, appreciating that their health and happiness may not require health care.

Create joy in work: Cultivate and mobilize the pride and joy of the health care workforce.

Make it easy: Continually reduce waste and all non-value-added requirements and activities for patients, families, and clinicians.

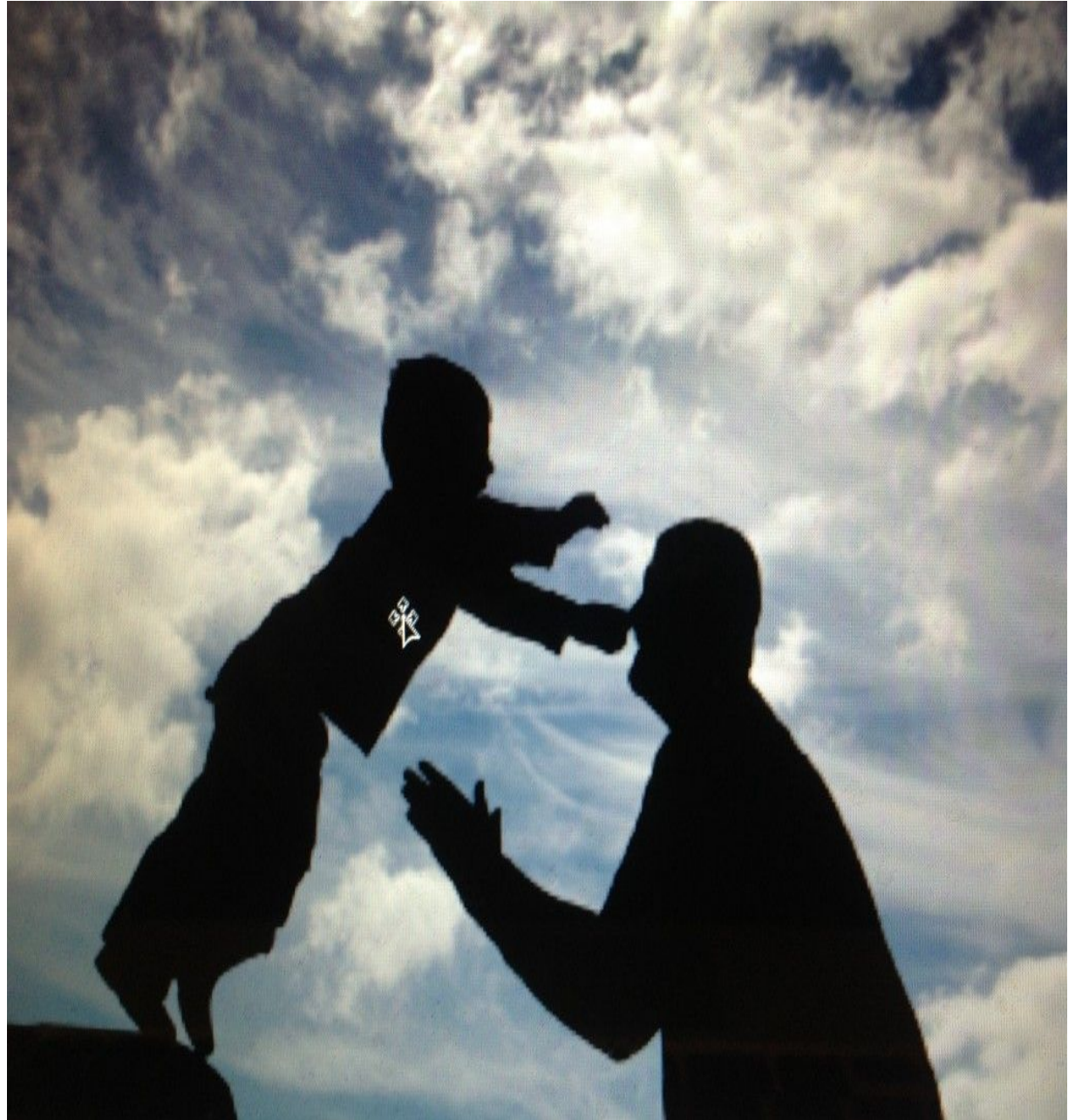
Move knowledge, not people: Exploit all helpful capacities of modern digital care and continually substitute better alternatives for visits and institutional stays. Meet people where they are, literally.

Collaborate and cooperate: Recognize that the health care system is embedded in a network that extends beyond traditional walls. Eliminate siloes and tear down self-protective institutional or professional boundaries that impede flow and responsiveness.

Assume abundance: Use all the assets that can help to optimize the social, economic, and physical environment, especially those brought by patients, families, and communities.

Return the money: Return the money from health care savings to other public and private purposes.

Create Trust



Trust and Camaraderie



Word Origin **CAMARADERIE** **Noun**

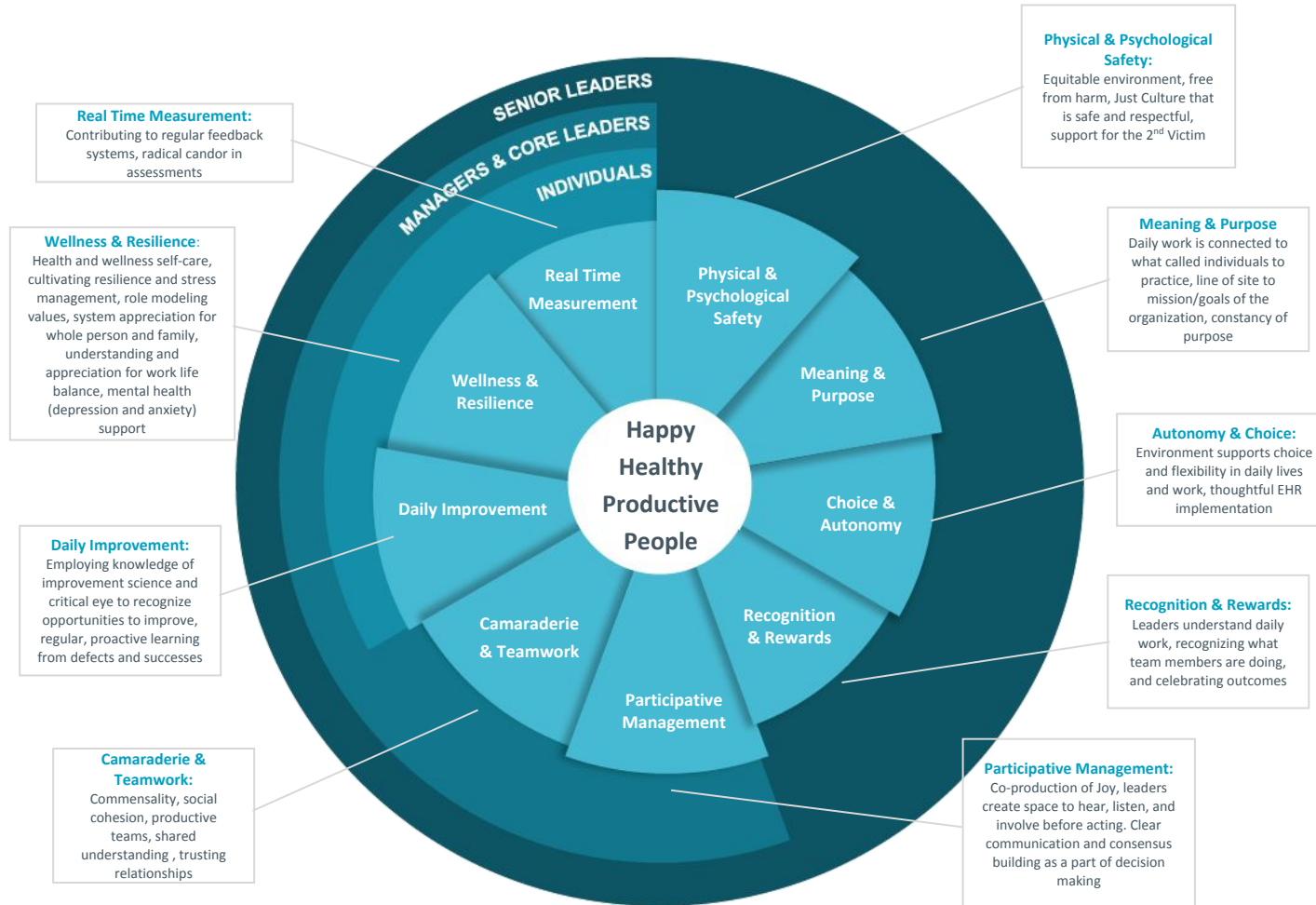
The spirit of joy prevails where the spirit of camaraderie (feeling of mutual trust) exists

WORDpandit.com *Vector image is licensed from www.shutterstock.com



Critical Components for Ensuring a Joyful, Engaged Workforce

Interlocking responsibilities at all levels



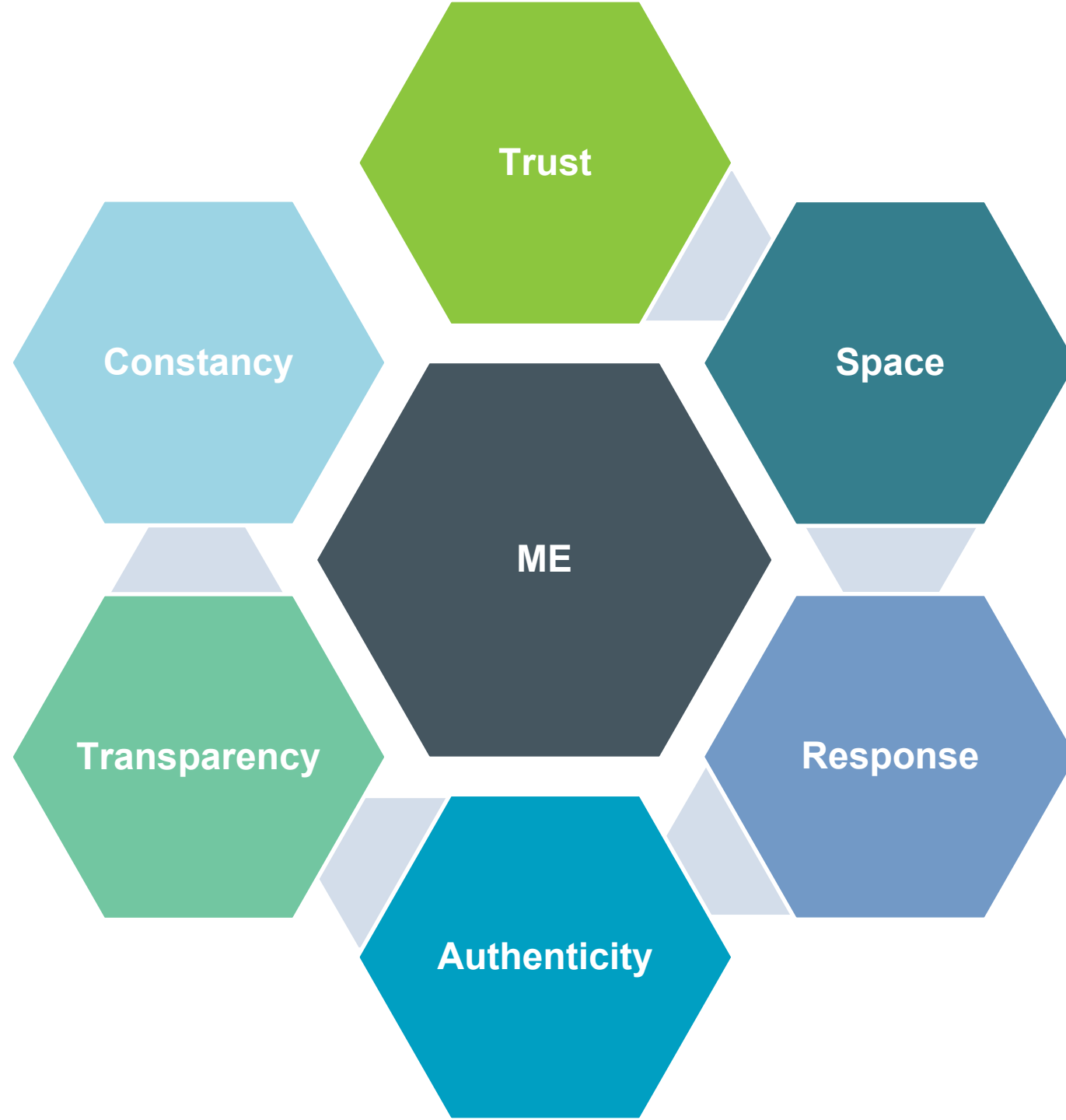
Building Trust & Psychological Safety

Who are you?



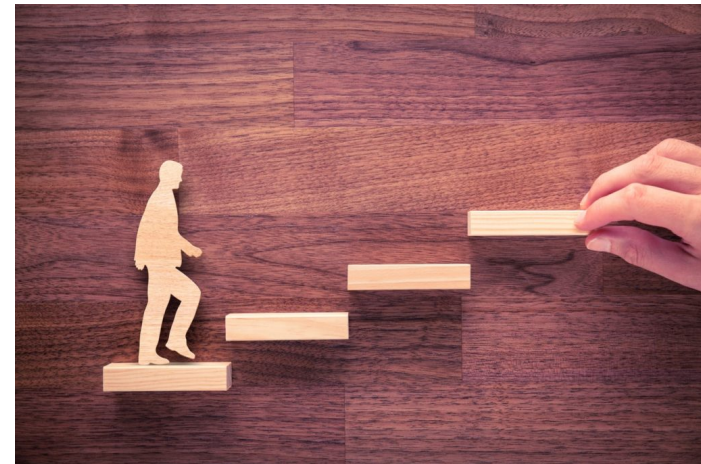
How are you?





Trust

- Is earned gradually
- Is built in small moments, not grand gestures
- “I really trust my boss, she always ask how I am”



Asking for help

- Professionally, do you think less of yourself for needing help?
- When was the last time you asked for help as a leader or from a leader?
- Do you have an opportunity to ask for help more often?



Building Trust – Quick Impact List

- Listen to everything
- Empathize (for real)
- Note what they're feeling
- Build that shared agenda
- Take a point of view
- Take a personal risk
- Ask great questions
- Give away ideas
- Relax your mind



Tips for Relaxing Your Mind

- Focus on them
- Who am I thinking about?
- What are they feeling?
- I am not the center of the universe
- Who am I serving by my current approach?
- It's a 'we' game, not a 'me' game
- What am I afraid of here?
- Knowing the truth is better than not knowing it



Psychological Danger

- Being wrong is avoided like the plague
- Blame is more important than gratitude
- Outlying views are ignored



What can I do?



Personal Reflection

- What behaviours do I exhibit that support the culture I want to create?
 - What should I do more of?
 - What should I do less of?
- Improving how I understand and relate to others within my leadership sphere
 - How can I seek out feedback and learning?



**The first tool in rethinking
success is to review the
value of relationships**



Why Relationships Matter

- Positive relationships at work, based on **respect, cooperation and trust**, are essential to our happiness. We have to internalize the idea that "networking" does not work when we engage with people only when we "need" something from them: we need to be constant givers of our time, attention, respect and help.



“The most transformative and resilient leaders share three characteristics...

First, they recognize the central role that **relationships and story play in culture and strategy**, and they stay curious about their own emotions, thoughts, and behaviors.

Second, they understand and stay curious about how emotions, thoughts, and behaviors are connected in the people they lead, and how those factors affect relationships and perception.

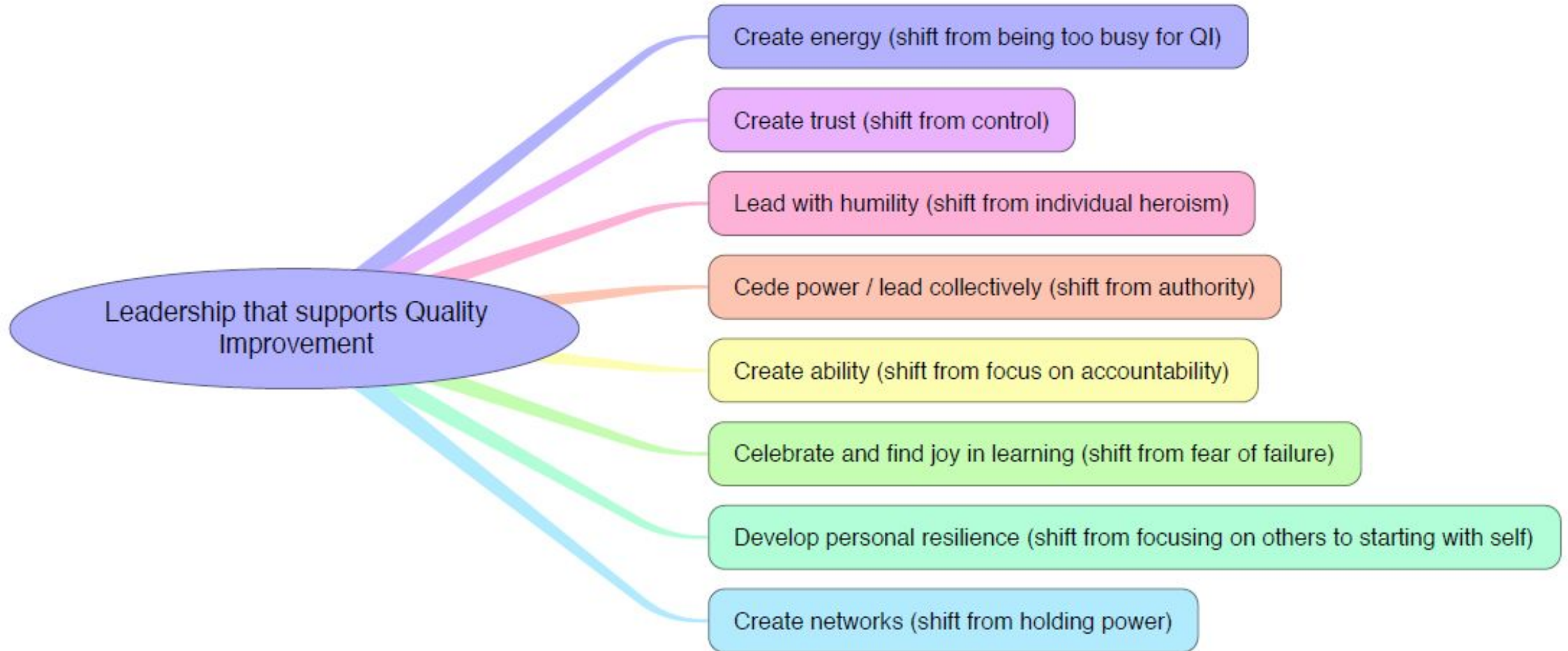
And, third, they have the ability and willingness to **lean in to discomfort and vulnerability.**”

Rising Strong – Brene Brown



Is changing culture
hard?





IF YOUR ACTIONS INSPIRE
OTHERS TO DREAM MORE, LEARN
MORE, DO MORE
AND BECOME
MORE, YOU
ARE A
LEADER.
JOHN QUINCY
ADAMS



BRIGHTDROPS.COM



Thank You!

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