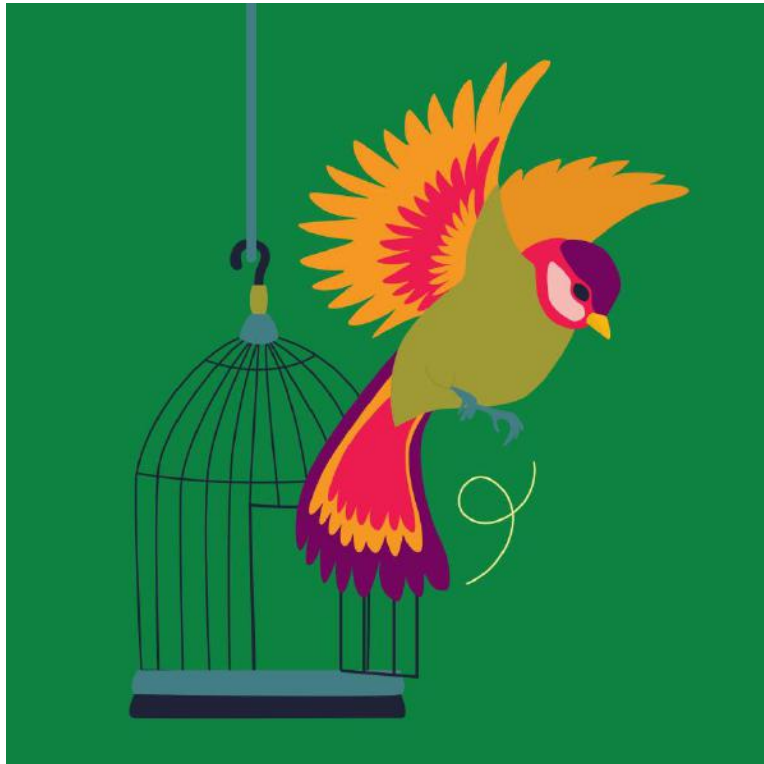


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A7 #qfa7

A growth mindset for quality of care

International Forum Quality and Safety in Healthcare, 27 March 2019, Session A7



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Mindset



Fixed mindset: belief that basic qualities, like intelligence or talent, are fixed traits

Growth mindset: belief that intelligence and talent can be developed through effort, good teaching and persistence

Aims of this session

- Learn how to translate the concept of mindset to healthcare
- Test and reflect upon your own mindset
- Learn how to stimulate a growth mindset

Effects of mindset on learning

Fixed	Growth
Avoids challenges	Embraces challenges
Gives up easily	Persists in obstacles
Effort reflects failure	Effort is necessary to learn
Ignores useful criticism	Learns from criticism
Success from others is threatening	Success from others is perceived as inspiring

Interview: a **growth mindset** in surgical care

- I: “Could you think of examples of a growth mindset in your daily work? For example in the OR, during grand rounds?”
- R: “Well, I think I do **ask a lot of questions** if I don’t understand something. Like, I just don’t understand, why are we doing this now?”



Interview: a **growth mindset** in surgical care

- R: “I think **it’s great when people in my team learn new things** and achieve good results. That’s something that makes me **happy and I am kind of proud** when these things happen.”
- I: “That’s great.”
- R: “Yes, so I don’t see that as something threatening, **I do reflect** on it to see if I could **personally learn** from it or do something different. However, I do see in my environment that it can be threatening to people.”



Interview: a **fixed mindset** in surgical care

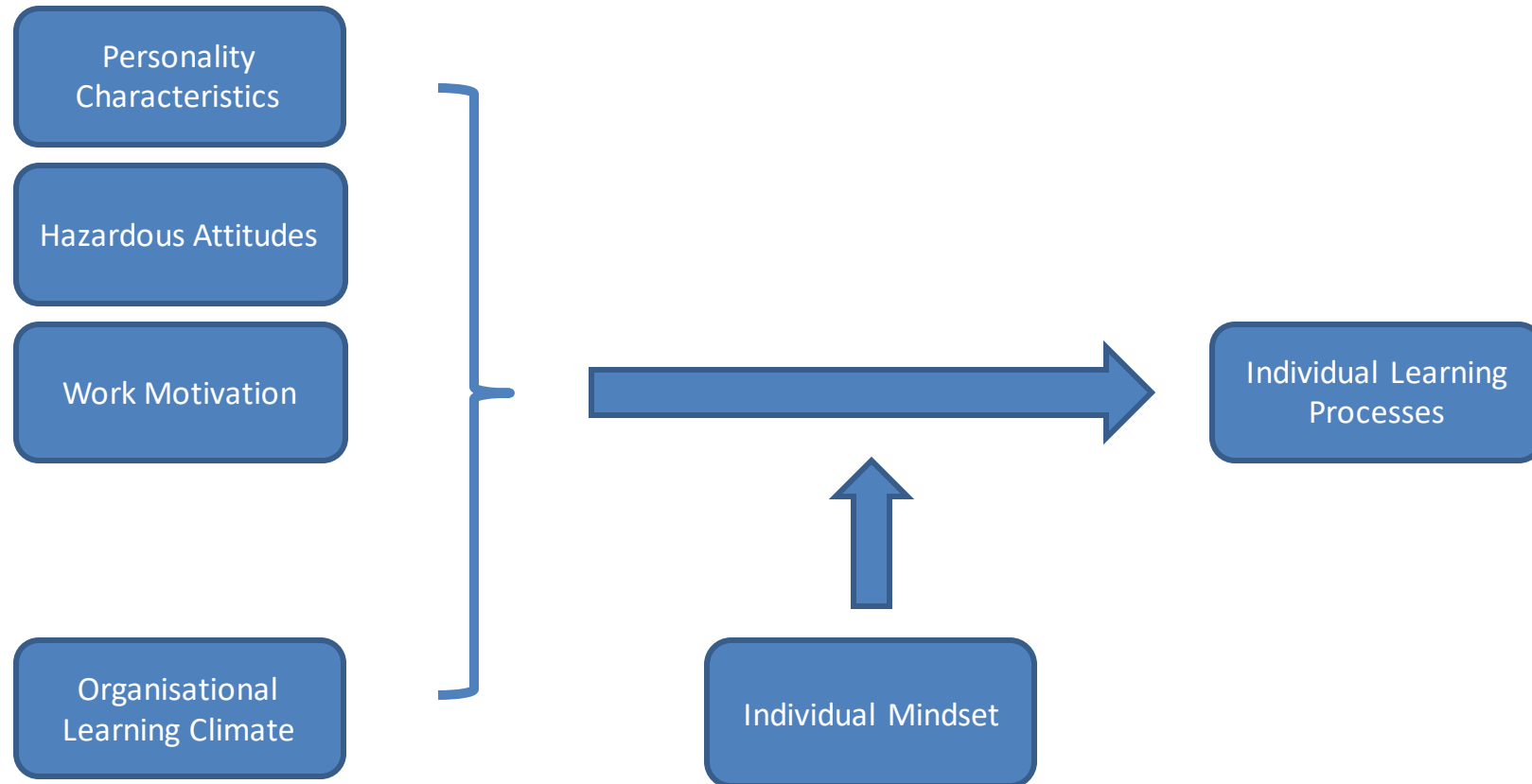
- R: “I think it’s really annoying not to know something, or to do something wrong. ... So basically, it’s **the fear of doing something wrong** I guess. ... **I just want to do the right thing.**”
- R: “I am a follower in the group, there must be lots of people doing it already, before I would consider starting something new. **My first reaction would be: is this really necessary?** To me, it’s already okay as it is”



Lifelong learning & quality of care



Theoretical framework



Mindset



Fixed mindset: belief that basic qualities, like intelligence or talent, are fixed traits

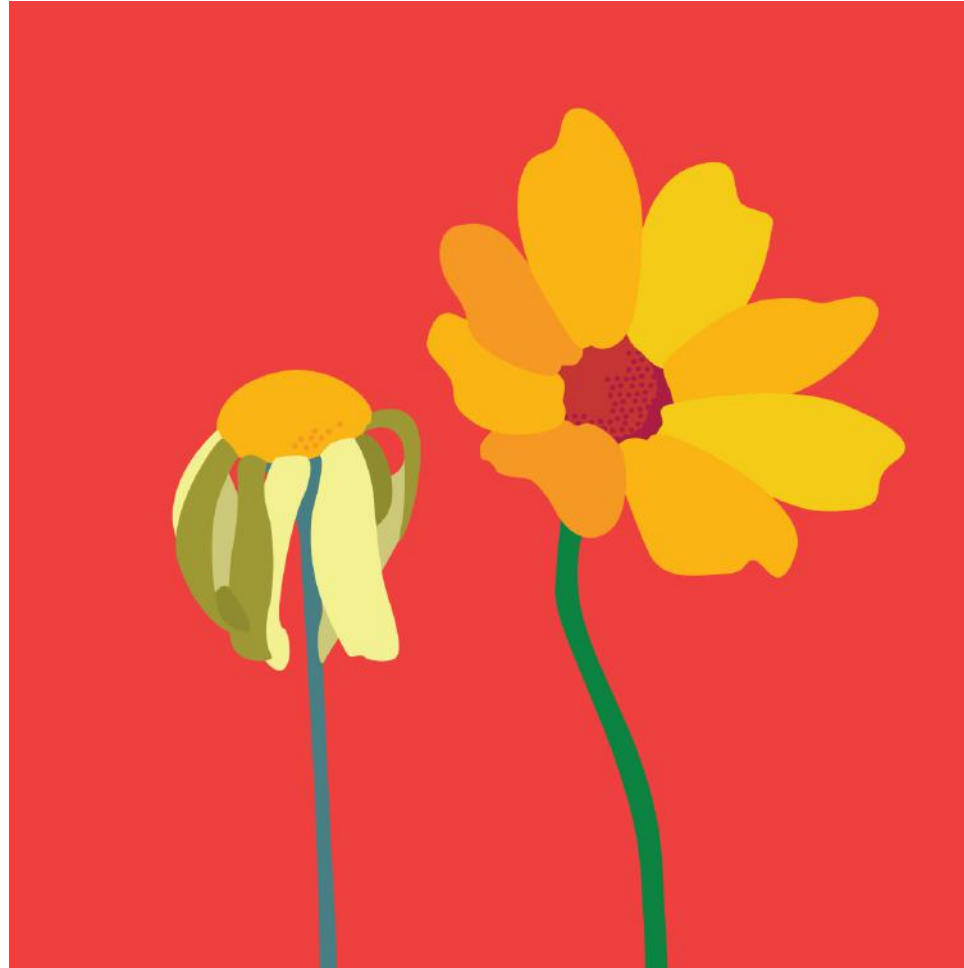
Growth mindset: belief that intelligence and talent can be developed through effort, good teaching and persistence

Self-compassion



Does the **workplace** make you flourish or perish?

Learning climate



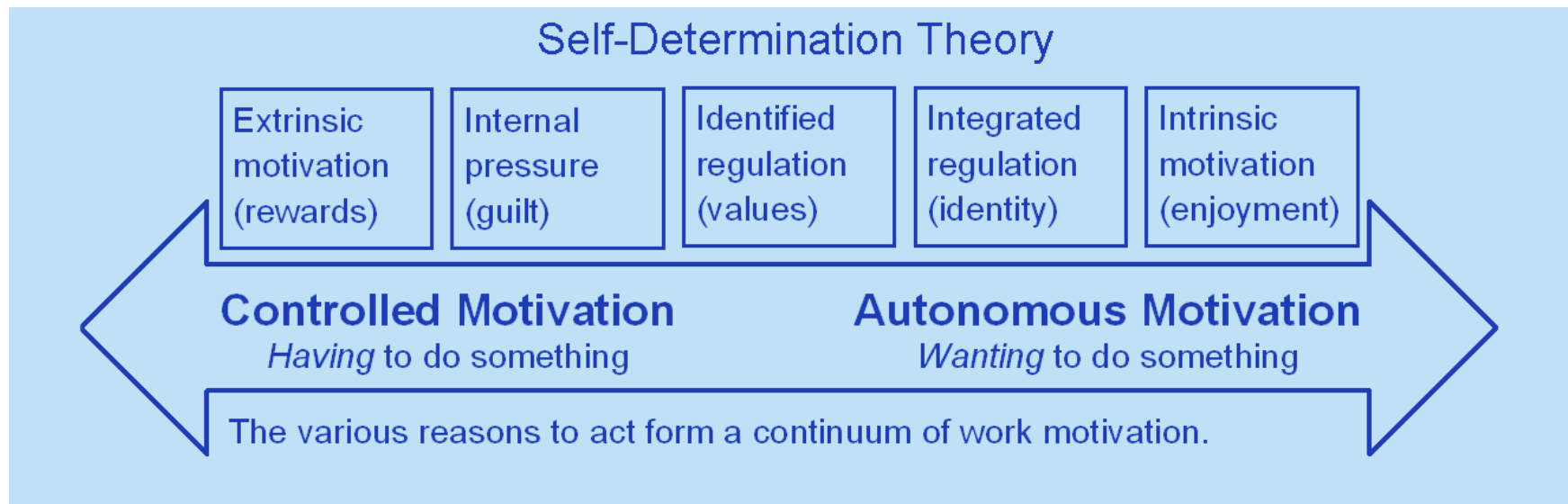
Person: three aspects





Motivation

Work motivation: force to initiate work-related behavior, and to determine its form, direction, intensity, and duration





Hazardous Attitudes

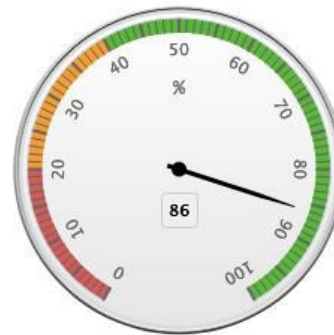
Hazardous attitude: a personal motivational predisposition to respond to persons, situations or events in a way that is potentially risky to patient care.

HAZARDOUS ATTITUDE	EXAMPLE	ANTIDOTE
Anti-authority	“Don’t tell me”	Follow and respect the rules. They are usually right.
Feedback Intolerance	Who are you to tell me this? I am an excellent surgeon.”	How can we help each other grow?
Macho	“I can do anything”	Taking chances is foolish

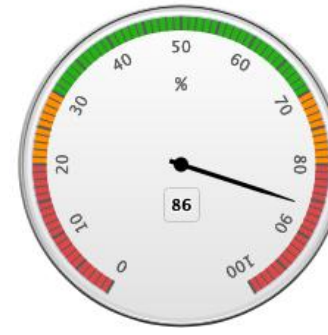
AntiAuthorityMeter



FeedbackToleranceMeter



MachoMeter

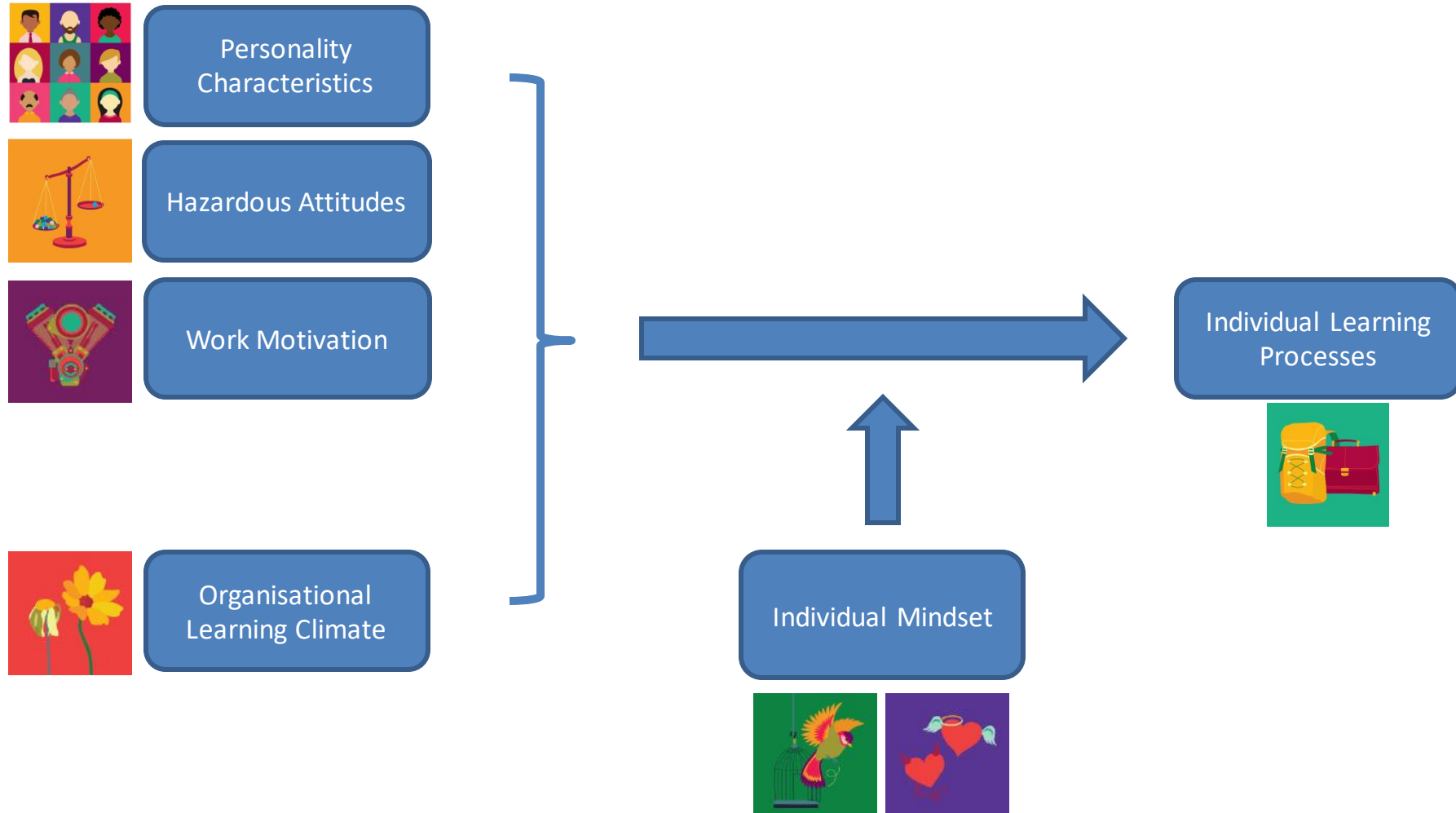




Personality characteristics



Theoretical framework

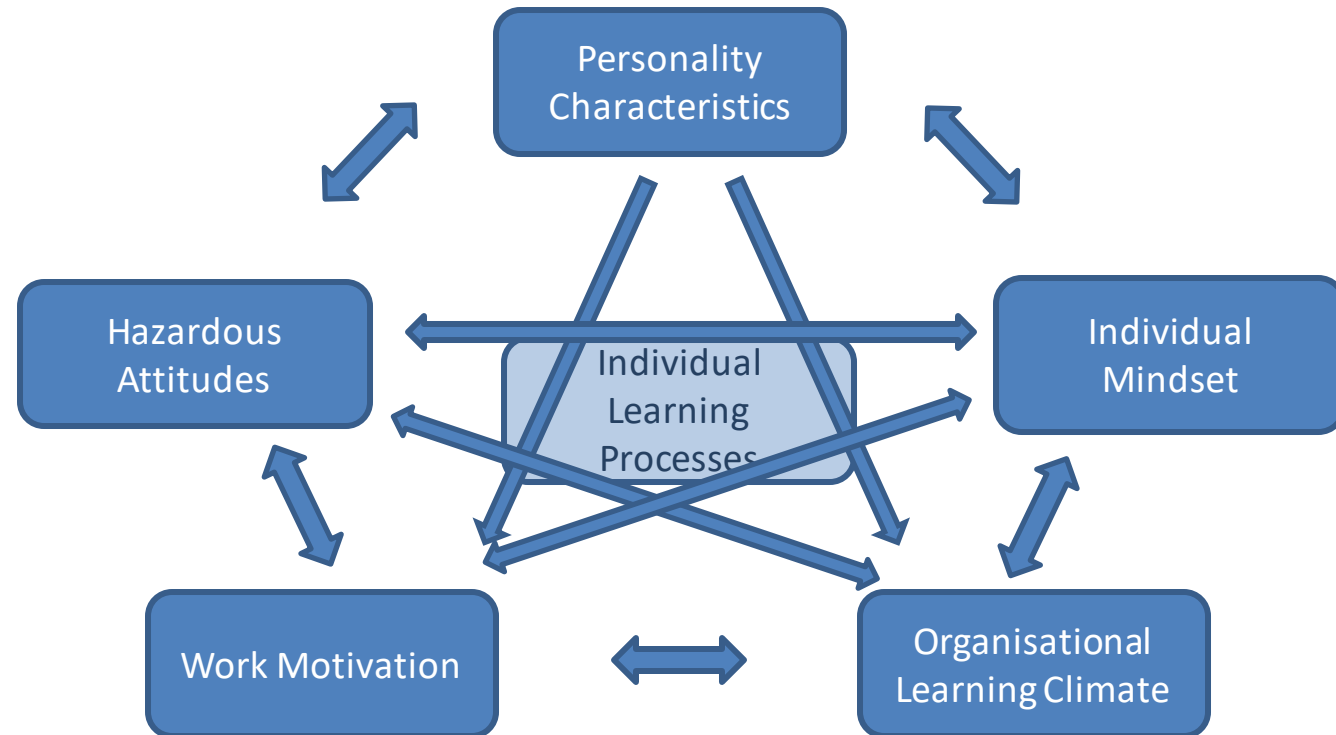


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Ajzen, I. (1991). The theory of planned behavior. *Organizational behavior and human decision processes*, 50(2), 179-211.

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However... non-linearity



Testing and reflecting upon mindset

Sli.do

How can you recognise a fixed and growth mindset?

Fixed	Growth
I am not smart enough	I can learn anything
Others are better than me	How can I get to the level of others?
I made a mistake, I quit	What can I learn from this mistake?
I am like this	I can always improve
You are so smart!	You have worked so hard!

Think of a person who has a growth mindset...

Which characteristics does this person have?

Sli.do

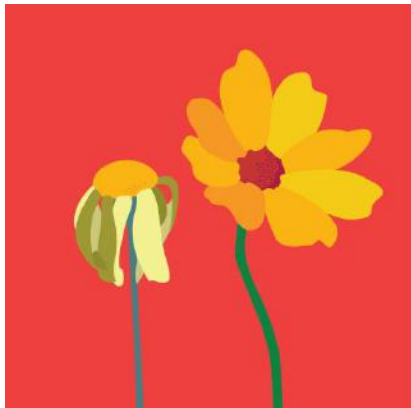
Interaction: How to grow a growth mindset?



How to grow a growth mindset?



- Awareness (already done together)
- Believe that you can improve: the power of yet



- Organizational learning climate
- Feedback

Power of believing that you can improve



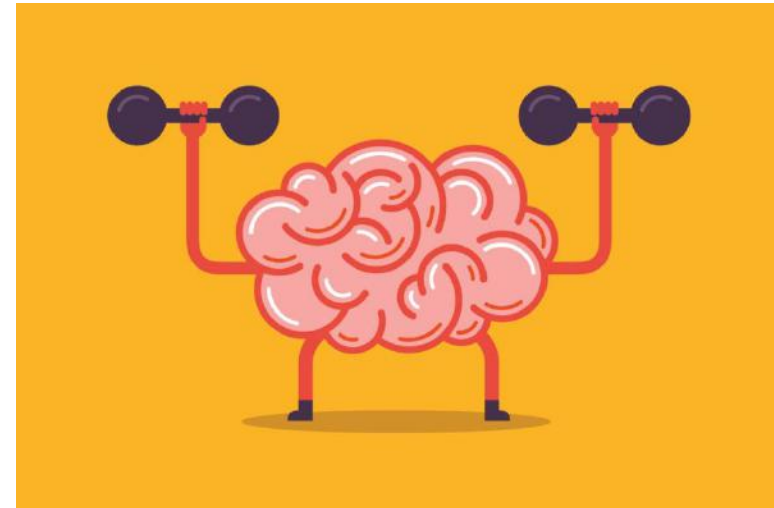
The power of YET

I don't understand this... yet.

I can't do this... yet.

It doesn't work... yet.

I'm not good at this... yet.





Growth mindset organization

- Mistakes are viewed as essential part of learning process: “just culture”
- Enabling match between employee (learner) and employer (teacher)
- Feedback
 - importance of positive feedback
 - Kim Scott - radical candor



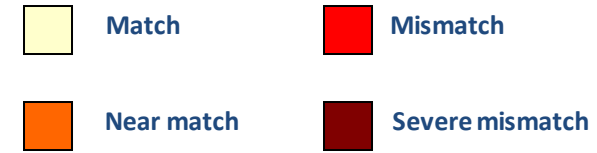
Just culture





Enabling match

Constructive Friction



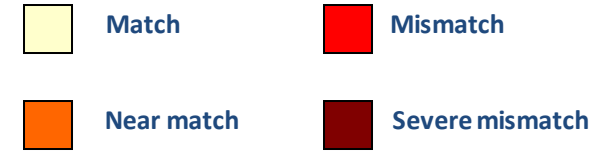
Teacher-styles

	Authority, expert	Salesperson, motivator	Facilitator	Delegator
Dependent learner	Match	Near match	Mismatch	Severe mismatch
Interested learner	Near match	Match	Near match	Mismatch
Involved learner	Mismatch	Near match	Match	Near match
Self directed learner	Severe mismatch	Mismatch	Near match	Match

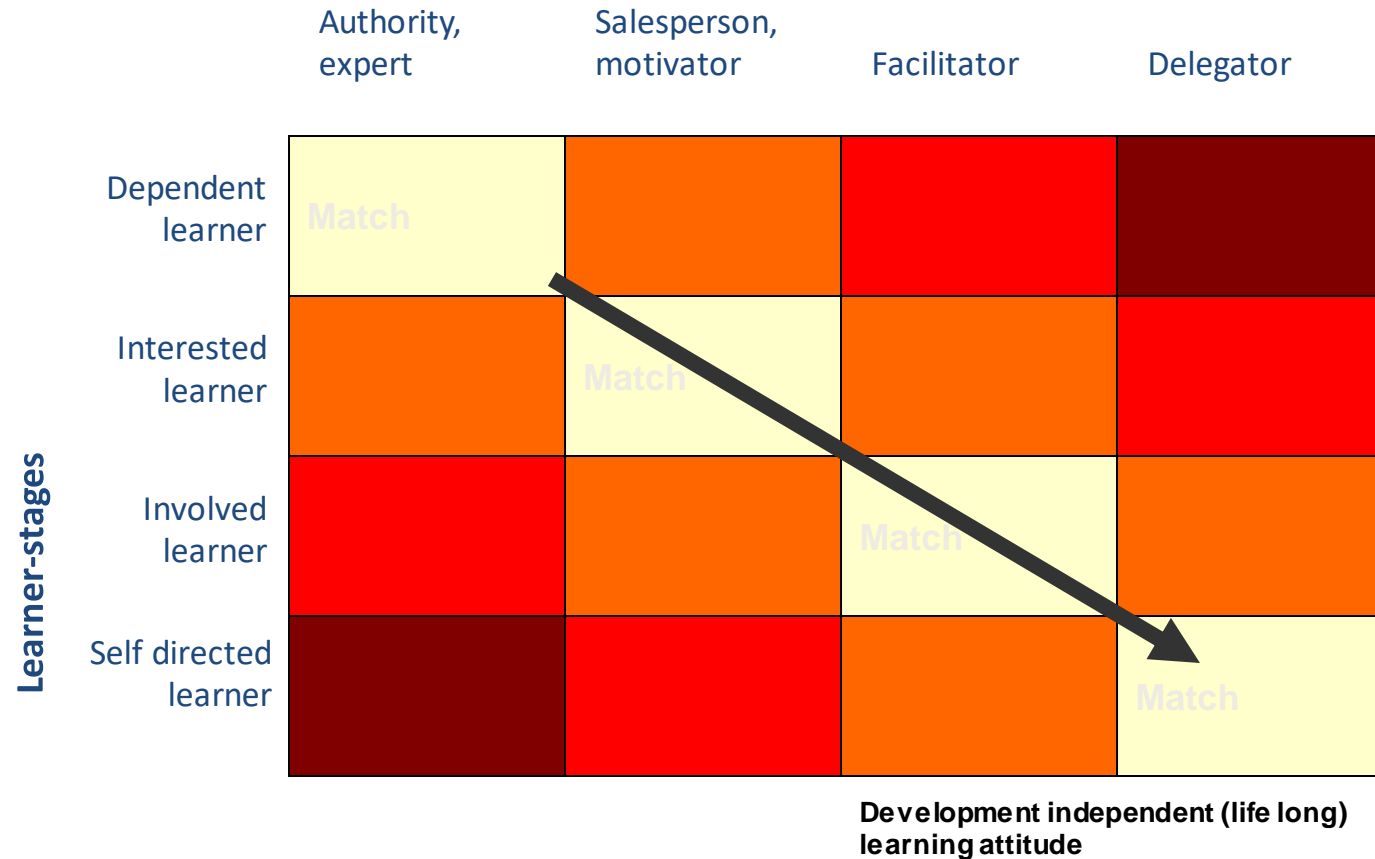


Enabling match

Constructive Friction



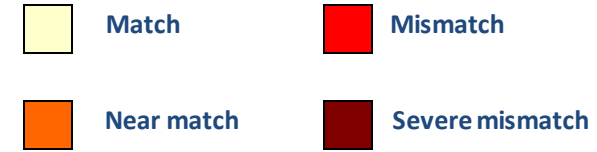
Teacher-styles



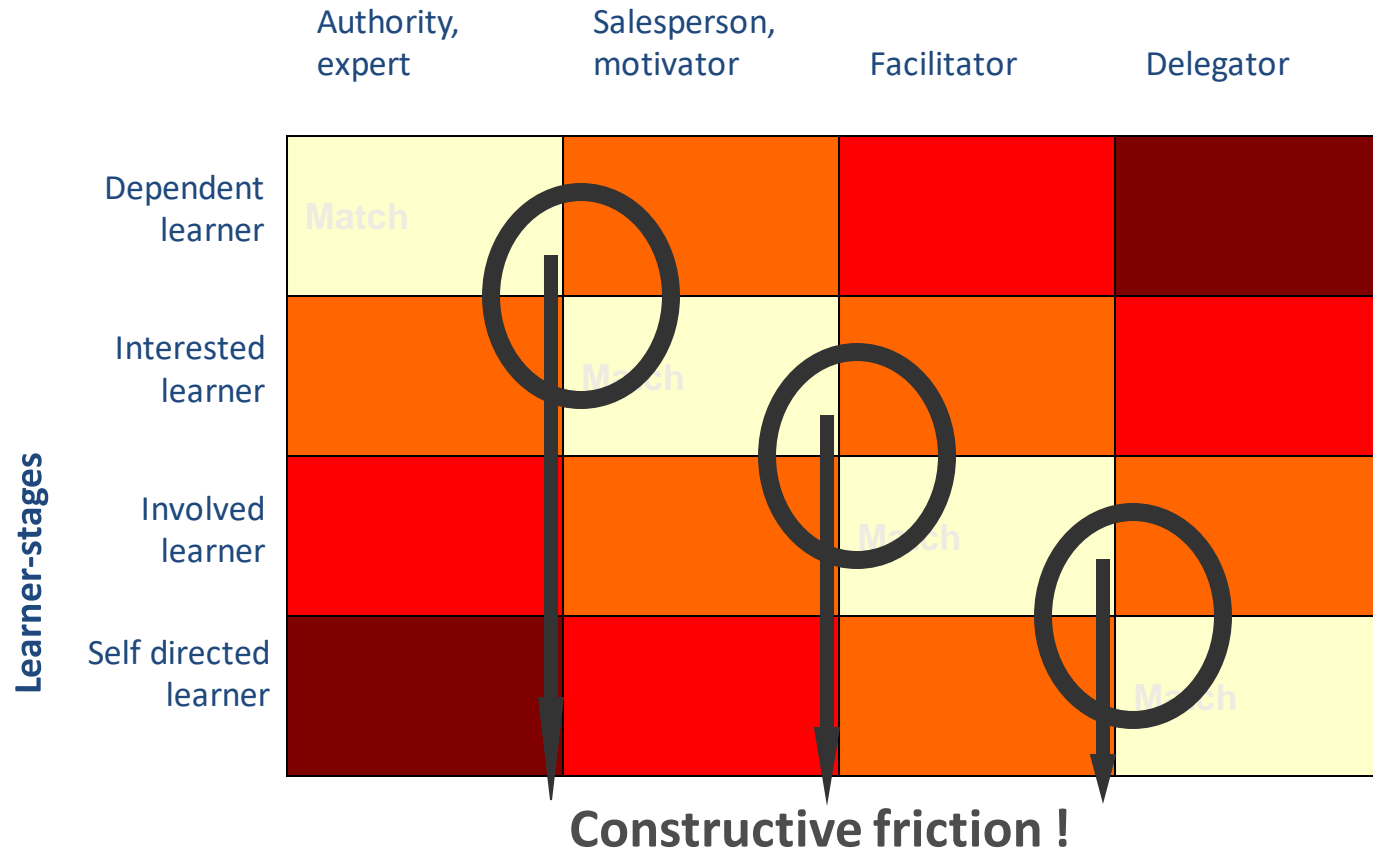


Enabling match

Constructive Friction



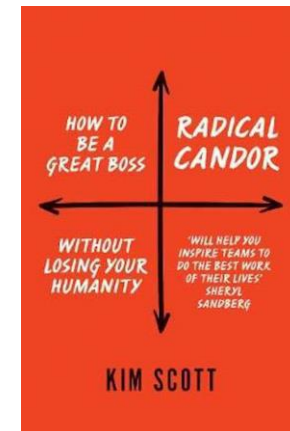
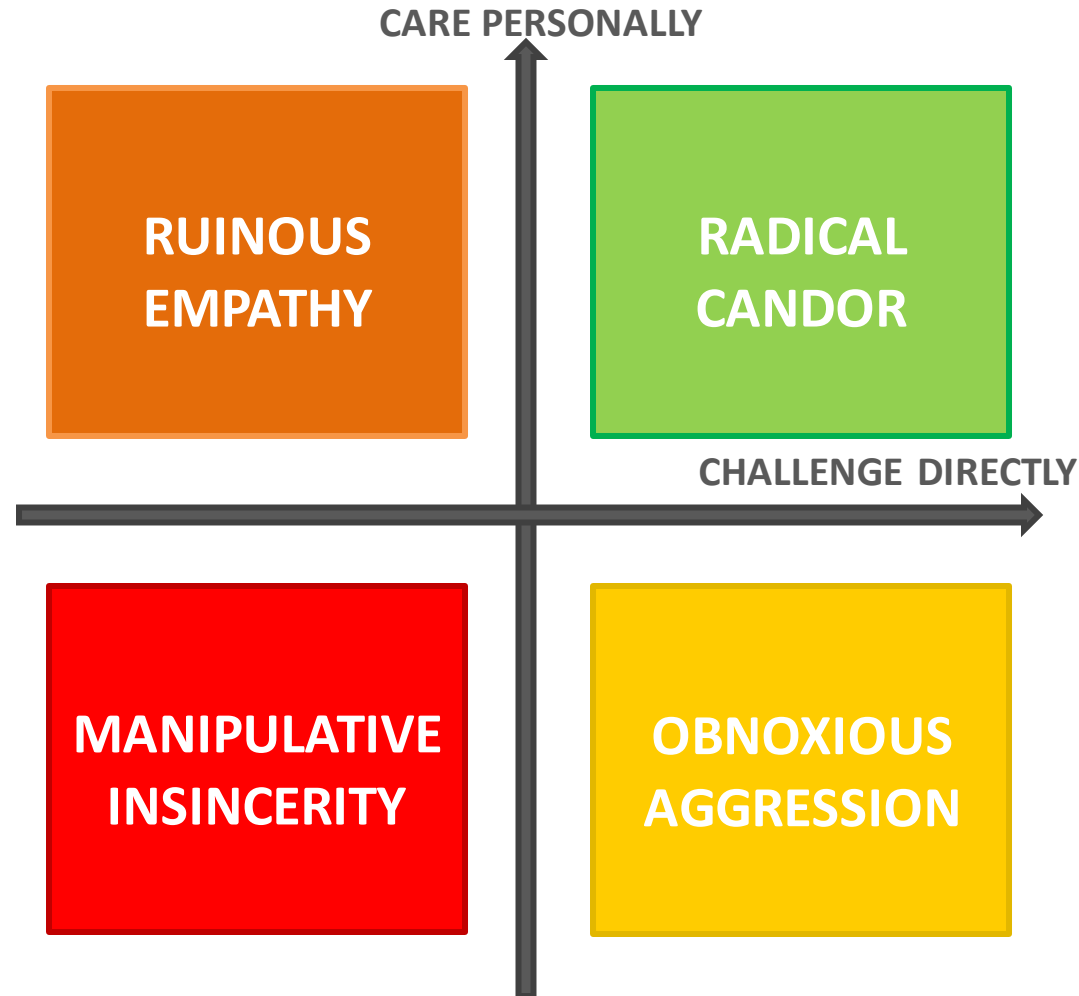
Teacher-styles





Growth mindset feedback

Radical Candor



What will you do next Monday to
stimulate a growth mindset in
your workplace?

Sli.do

Good luck!



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