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Leadership Behaviours that Change Culture



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Disclosure

- The presenters have no conflict of interest to disclose



What is a Culture of Safety?

Reflection: what does a culture of safety mean to you?



Agency for Healthcare Research and Quality

Defines “safety culture” as:

The safety culture of an organization is the product of individual and group values, attitudes, perceptions, competencies, and patterns of behavior that determine the commitment to, and the style and proficiency of, an organization’s health and safety management.

Organizations with a positive safety culture are characterized by communications founded on mutual trust, by shared perceptions of the importance of safety, and by confidence in the efficacy of preventive measures.



Culture of Safety

- A culture of psychological safety where all do not hesitate to speak up; transparency of information; teams work together; there is respect for patients and staff; and care is equitable.

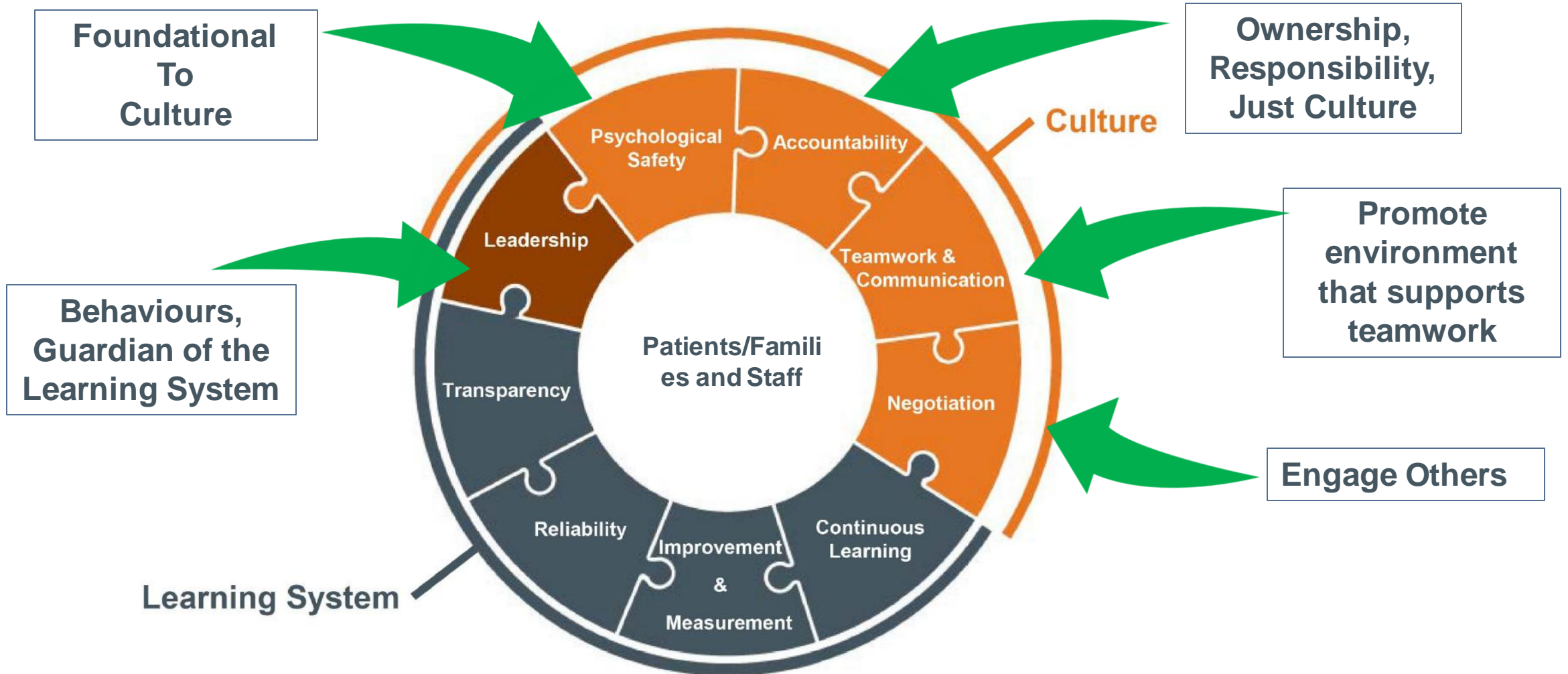


Culture of Safety

- The behaviours that people exhibit when no one is watching
- Culture is shaped by values and the behaviors that reinforce those values
- A beginning point is to develop TRUST



Framework for Safe, Reliable, and Effective Care

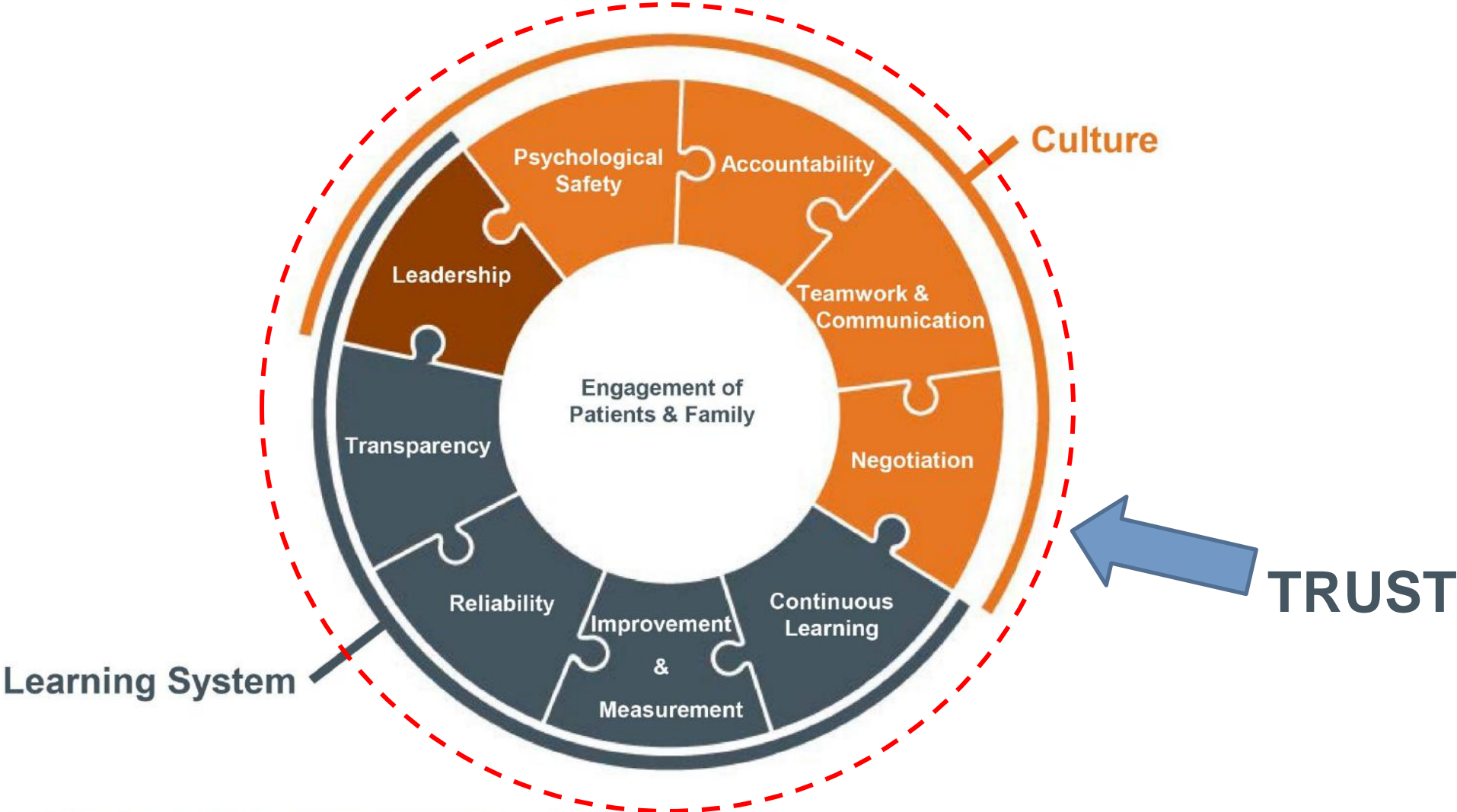


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Source: Frankel A, Haraden C, Federico F, Lenoci-Edwards J. *A Framework for Safe, Reliable, and Effective Care*. White Paper. Cambridge, MA: Institute for Healthcare Improvement and Safe & Reliable Healthcare; 2017. (Available at ihi.org)



Framework for Safe, Reliable, and Effective Care



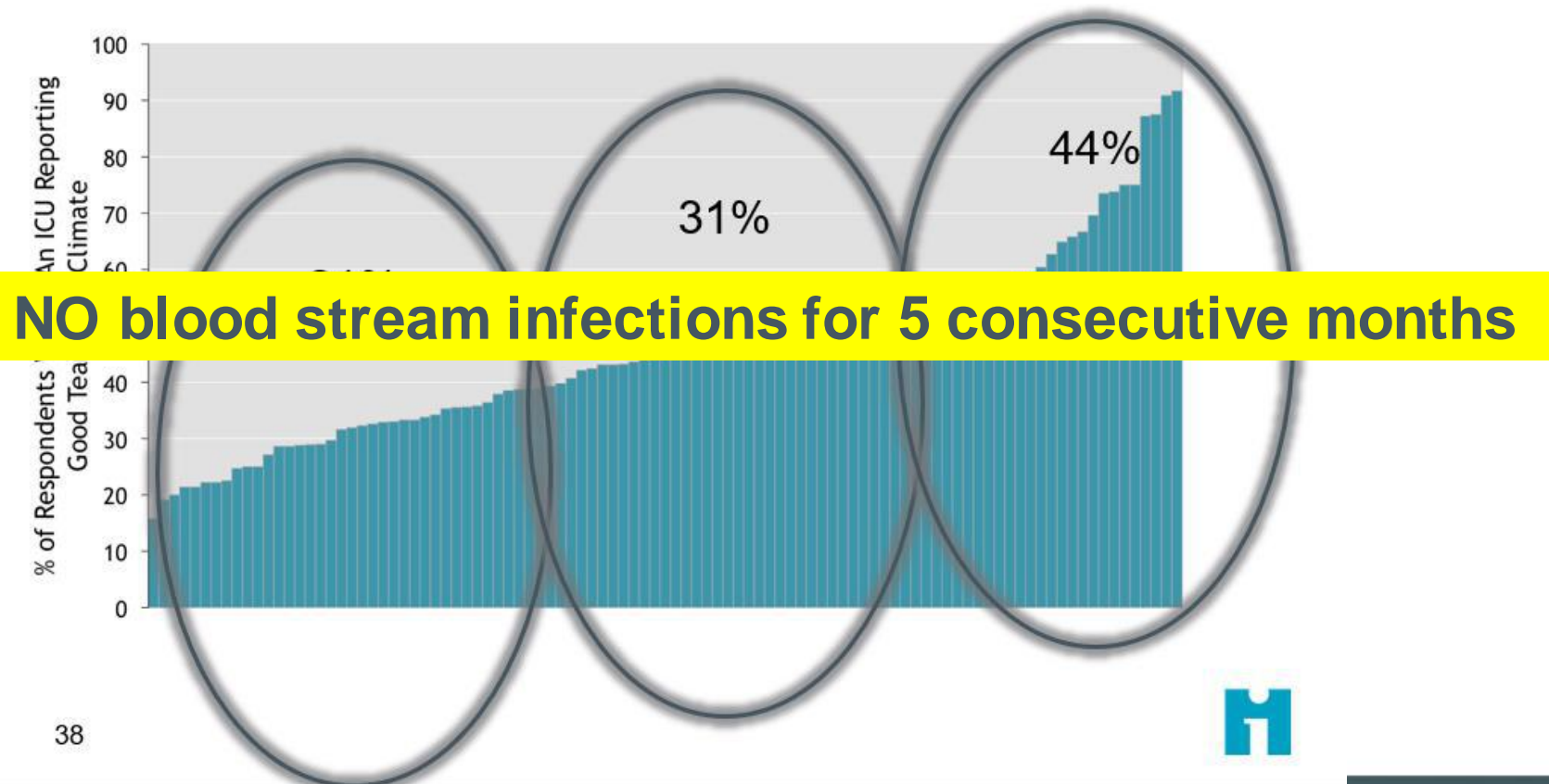
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Why is a culture of safety necessary to improve patient safety?

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



Shaping a Culture

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

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



Characteristics of a Culture of Safety



- Make safety a core value- establish a compelling vision
- Provide strong leadership at all levels
- Value trust, respect, and inclusion
- Establish organizational behavior expectations- vital behaviors



Characteristics of a Culture of Safety

- Be reluctant to simplify-
focus on the root problem
- Empower individuals to
successfully fulfill their
safety responsibilities

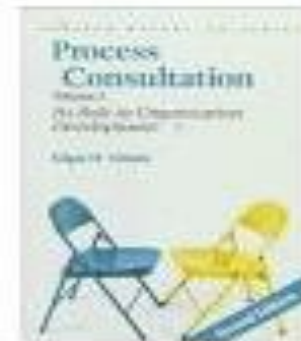
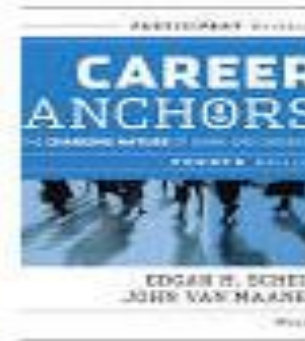
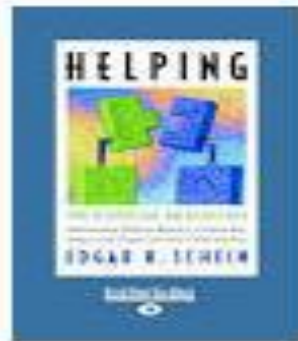
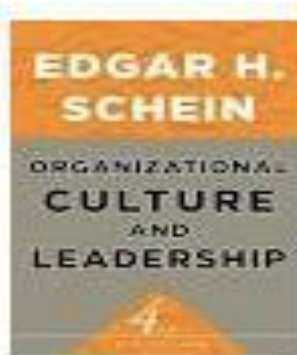


My organization
wants to change
the culture, what
might we do?



Edgar Schein

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



Your **culture** is just the
worst **behavior** you're
willing to **tolerate**.

Kevin Mulcahy



Chris Argyris

- Double loops of closure
 - Some things we don't talk about
 - Some things we don't talk about not talking about.



Our Observations About Success in Organizations

- Lack of trust among staff leads to workarounds that further erode trust
- Lack of trust among leaders and board members leads to poor decision making
- Lack of trust of leaders leads to staff not engaging with aims/goals of the organization
- Lack of trust leads to poor relationships among staff and with patients
- Lack of trust means that people will not feel safe to speak up - lack of psychological safety



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

Amelia Brooks





“I create the culture.”



Personal Reflection Exercise

- What behaviours do I exhibit that positively influence culture?
- What behaviours do I exhibit that negatively influence culture?
- What should I do more of?
- What should I do less of?



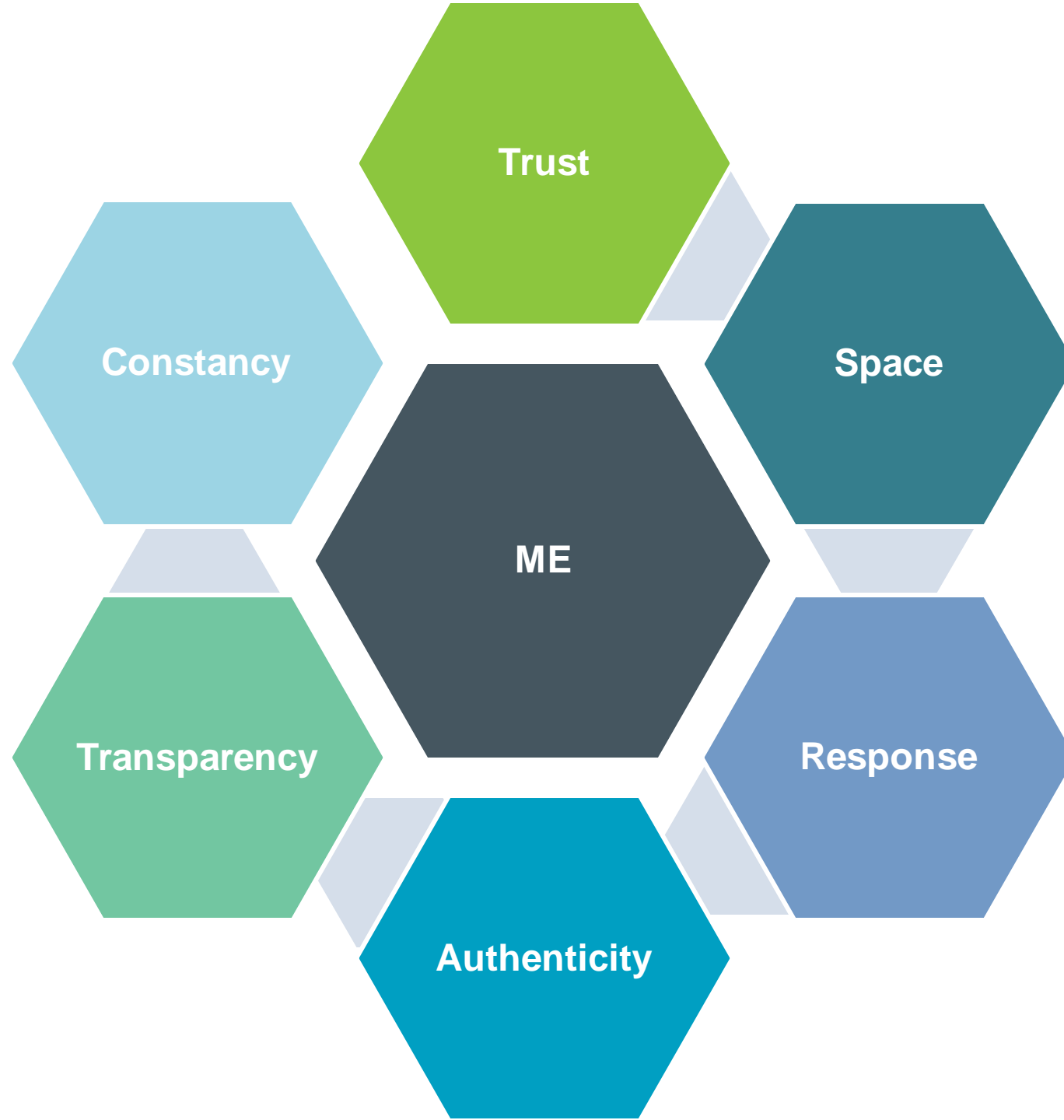
“I don’t trust people who don’t love themselves but say I love you.”

Maya Angelou

“Be careful when a naked man offers you his shirt.”

African Proverb





Trust

- Is earned gradually
- Is built in small moments, not grand gestures
- “I really trust my boss, she always remembers to ask how school is going”



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

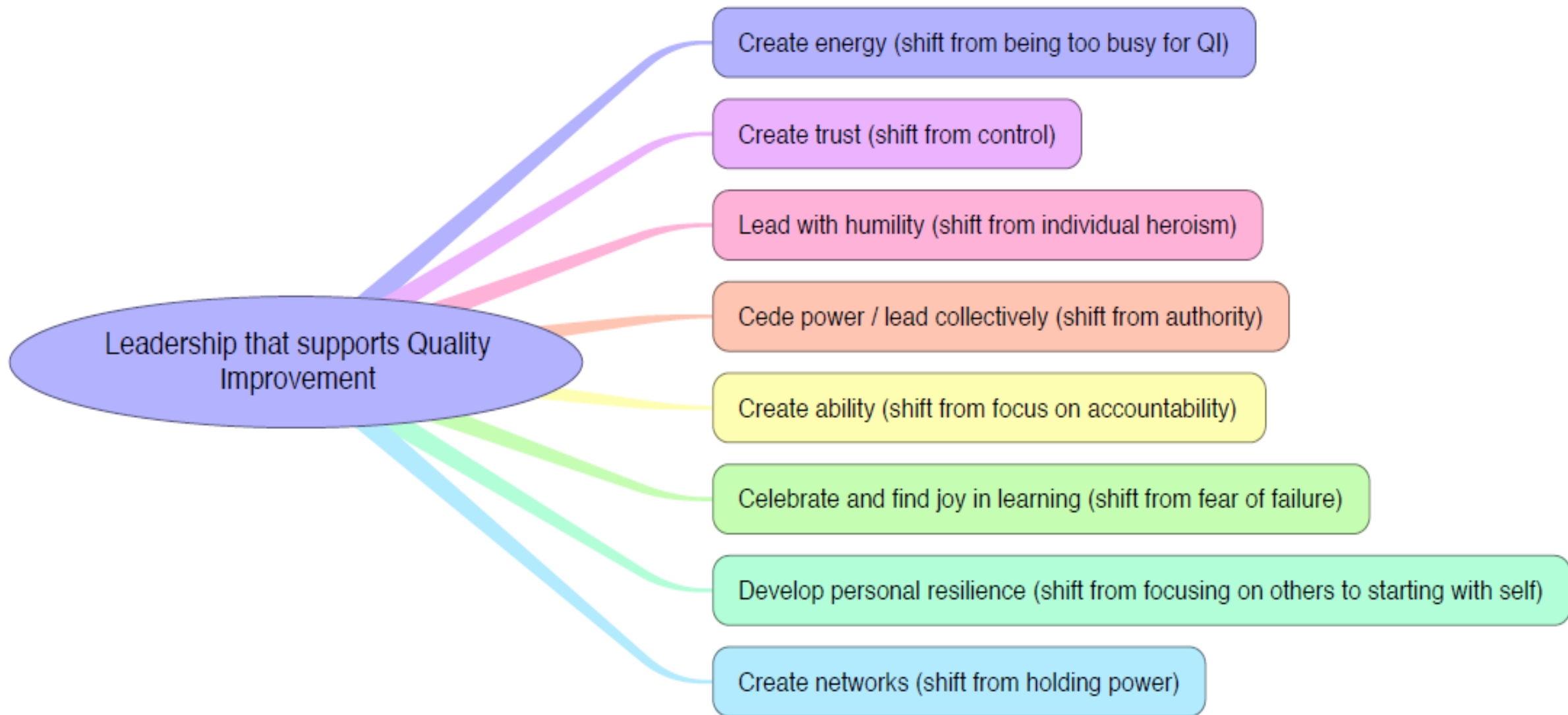
- Listen to everything
- Empathize (for real)
- Note what they're feeling
- Build that shared agenda
- Take a point of view
- Take a personal risk
- Ask about a related area
- Ask great questions
- Give away ideas
- Relax your mind



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?
- Assigning blame with trap me, taking responsibility will empower me
- It's a 'we' game, not a 'me' game
- What am I afraid of here?
- Knowing the truth is better than not knowing it





- **HOW DO I DEMONSTRATE RESPECT?**
- **HOW CAN I DESIGN THE ENVIRONMENT TO SUPPORT GOOD RELATIONSHIPS?**
- **HOW DO I SHOW UP IN CHALLENGING MOMENTS?**
- **HOW DO I DEMONSTRATE EMPATHY?**
- **HOW CAN I HELP PEOPLE TO STOP FEEDING THE ACCOUNTABILITY BEAST?**
- **HOW CAN I CREATE SPACE WITHOUT FEAR?**
- **HOW CAN I BE AUTHENTIC IN MY ASK OF OTHERS?**
- **HOW DO I FORM NETWORKS AND CEDE POWER?**
- **WHAT ARE MY RELATIONAL SKILLS AND WHERE AND HOW SHOULD I GROW THEM?**
- **HOW DO I FIND AND PROTECT TIME AND SPACE FOR MYSELF?**
- **WHERE CAN I HAVE THE BIGGEST IMPACT?**
- **WHAT DO I BRING AND WHAT DO I RELY ON OTHERS TO BRING?**
- **WHAT DO I WISH I'D KNOWN?**



“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



Why are we talking about trust?

- We are all here to improve patient safety
- Improving safety means we need to know what's really going on
- Knowing what's really going on **requires trust**
- Improving systems and processes means improving culture and behavior
- Changing culture and behavior **requires trust**



Framework for Safe, Reliable, Effective Care

