CREATING A CULTURE OF QUALITY & INNOVATION

Board & Executive Quality Learning Series
June 25, 2011
Defining a Quality Culture

“The way we do things around here ...”

• Organizational culture emerges from that which is shared between colleagues in an organization, including shared beliefs, attitudes, values and norms of behavior
• Reflected by a common way of making sense of the organization that allows people to see situations and events in similar and distinctive ways
• Way things are understood, judged and valued

Davies, Nutley and Mannion, 2000
Culture in Your Organization

**Handout:** Culture - Current

**Exercise:**

Take 5 minutes to read through the list of descriptors, and circle the top 10 current characteristics you see within your system.

Source: Helen Bevan, NHS Institute
Role of Culture

‒ Acts like the “glue”
‒ Compass
‒ Common ground
‒ Sense of order
‒ Continuity and unity
‒ Collective commitment
‒ Social system stability
# Levels within a Culture

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Artefacts</strong></td>
<td>Concrete manifestations of culture</td>
</tr>
<tr>
<td></td>
<td>e.g., incentive structures, traditions</td>
</tr>
<tr>
<td><strong>Values</strong></td>
<td>Operate at a more conscious level</td>
</tr>
<tr>
<td></td>
<td>Standards and goals to which individuals attribute intrinsic worth</td>
</tr>
<tr>
<td><strong>Assumptions</strong></td>
<td>Operate at a more unconscious level</td>
</tr>
<tr>
<td></td>
<td>“taken for granted” beliefs that structure individual thinking and behaviors</td>
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*Davies, Nutley and Mannion, 2000*
Why is this important?

• Artefactual elements of culture are more visible and may be more readily changed

• Deep-seated beliefs and values may prove to be more resistant to external influences
Building advanced improvement capability for BC

Another view:

Quality of...

Level One: doing (processes)

Level Two: thinking/decision making

Level Three: information that influences thinking

Level Four: information that influences behavior

Level Five: relationships (information flow)

Level Six: perceptions and feelings (culture)

Level Seven: individuals mind-sets (personal beliefs and values)

“Engine” of quality

“Fuel” of quality

D. Balestracci. Data Sanity. 2009
To add to the complexity ...

- Diversity of cultures between:
  - professional groups
  - “geographic areas” (e.g., ICU, OR, pediatrics)
  - Levels of the organization (e.g., executive vs front-line)
  - Gender, ethnicity, generation
- Rivalry and competition between groups may appear as a key feature of an overall organizational culture (health care’s “tribes”)
- Different “sub-cultures” may be more or less open to change
- Attributes of the sub-cultures may be shared or conflicting or a mix of both
- Outside cultural influences exists, which can be at odds with an internal culture
- Organizational culture can conflict with values and beliefs of organizational members

Davies, Nutley and Mannion, 2000
NOTE: Teamwork climate is negatively correlated with annual nurse turnover rates, absenteeism, BSI, PE/DVT, delays, and burnout.
Let’s go back to the individual ... (Level Seven)

Some points to consider:

– Every member of an organization brings to work processes shaped by the unique experiences of their first 20 years of life

– Regardless of the efforts made at Levels 4 – 6 (the “fuel”), each person is “perfectly designed, because of his or her personal values and resulting belief system, to exhibit the behavior he or she is exhibiting”

→ Unconscious, automatic, and unintentional

Beliefs are changeable by significant emotional events:

– Personal (e.g., death, illness, birth, marriage, loss of job)

– Societal (e.g., 9/11, Great Depression, WW II, etc)

– Sudden realization through feedback that some behaviors are detrimental to a successful personal life or one’s organizational success
Belief Systems

• Need to keep a focus on organizational results to drive cultural change through changing underlying belief systems – both organizational and individual

• “Belief windows” drive change (think of a car windshield)
  – Individual belief windows (made up of the thousands of individual beliefs from one’s own experiences)
    +
  – Organizational or sub-culture’s belief window (made of the thousands of collective beliefs from organizational experiences)
    =
    Organizational Culture
As John Maynard Keynes once noted .......

“*The hardest thing is not to get people to accept the new ideas, it is to get them to forget the old ones.*”

And thus ..... 

*When in conflict, Culture will Eat Strategy for Lunch -- -- EVERYTIME* 

*Paraphrased from Mark Bard, MD*
A Model of Human / Organizational Behaviour

E1 + B1 + A1 = Culture (C1)
Role of Leadership in Building Culture

• Culture is the property of the organization, yet it is established largely by its leaders

• Single most important contributor to employee engagement, empowerment and satisfaction is based upon the relationships they have with the leaders of the organization.

Ribelin, 2003; Eisenberger et al, 2002
What Kind of Culture?

- Quality Culture
- Safety Culture
- Organizational Health
- Just & Trusting Culture
- Learning Organization
- Just Culture
Characteristics of a Quality Culture

- Teamwork
- Collaboration
- Communication
- Shared values of quality and safety
- Trust
- Openness
- Transparency

Sexton & Thomas, 2004
Measuring Culture

• One person’s attitude is an opinion, the attitudes of everyone taken together = an assessment of the climate of a team, unit or organization

• Correlation between staff happiness and satisfaction at work with organizational performance

• Culture survey tools can be used to:
  – Diagnose organizational strengths and weaknesses
  – Evaluate the effects of organizational changes
  – Improve communication with staff
  – Provide context for absenteeism and staff turnover
  – Develop targeted interventions

Sexton & Thomas, 2004
Benefits of a Quality Culture

- Clinical outcomes
- Performance
- Energy
The strongest predictor of clinical excellence: caregivers feel comfortable speaking up if they perceive a problem with patient care.
Concept of Psychological Safety

• Belief that you will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes
• A shared sense of psychological safety is a critical element of an effective learning system
• Associated leadership behaviours:
  – Actively invite input
  – Accessible
  – Acknowledge limits of their own knowledge
  – “Go first”, particularly in displays of fallibility

Lower the psychological costs of voice and raise the psychological costs of silence.

A. Edmondson, 1999; Sexton, 1999
Performance

Positively engaged staff results in:
- higher levels of productivity
- greater profits
- better safety
- higher levels of staff retention

Harvard Business Review, May 2005

Source: H. Bevan, NHS Institute
What we mean by organisational energy?

The extent to which an organisation has mobilised the full available effort of its people in pursuit of its goals.
Where organisational energy comes from

The level of energy that people bring to their work is shaped by the ‘Four Cs’ – the energy generators

Connection: how far people see and feel a link between what matters to them and what matters to the Health Quality Network

Content: how far the actual tasks people do are enjoyable in themselves and challenge them

Context: how far the way the Health Quality Network operates and the physical environment in which people work make them feel supported

Climate: how far ‘the way we do things round here’ encourages people to give of their best
What are the enabling and restraining factors?

Baseline energy people bring to work

Enablers
- Connection
- Content
- Context
- Climate

Restrainers
How much and how focused is the energy?

Your overall Energy Index™ score in relation to level and direction of energy

<table>
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<tr>
<th>Level</th>
<th>Direction</th>
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<tbody>
<tr>
<td>High</td>
<td>Highly Focused</td>
</tr>
<tr>
<td>Low</td>
<td>Loosely Focused</td>
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</table>

EI = 60
EI = 40
EI = 20

= Energy Index™ Score 73.96
This chart reflects and elaborates upon the trends identified in the summary chart. The Context, Climate and Connection scores are fairly tightly clustered. The Content scores are further apart. There are some significant outliers (Q16, Q21, Q32, Q14).

Q16: The HQN recognizes that I have a non work life too.

Q4: I am proud of what I do.

Q12: People respect each other within the HQN.

Q14: I understand what the HQN must do to succeed.

Q32: I get regular feedback on how well I am participating in the HQN.

Q21: I feel that my abilities are stretched within the HQN.
The Discovery Process includes strategy, process improvement and culture change.

Five C’s of Culture Change

1. **Comprehension**: Understanding the problem
2. **Compassion**: Spirituality and commitment
3. **Collaboration**: Teaming between subcultures and providers
4. **Coordination**: System processes, infrastructure, and ideation
5. **Convergence**: Leadership of local culture with spread and dissemination of new norms in a rapid way.

What is the difference between simple, complicated and complex problems?

**Simple →** recipe

**Complicated →** formulas and expert knowledge

**Complex →** past experiences and expert advice are starting point ... but not enough
What is our Current Mental Model?

“Organizations as machines” (Industrial Age)
We design systems that:

- Dictates relationships
- Views patterns as functions of structure and processes
- “emergent behaviors” are a failure of the system
The Result in Health Care?

... from the unconscious application of this “machine” metaphor in a complex adaptive system
Stress Reduction Kit

Bang Head Here

Directions:
1. Place kit on FIRM surface.
2. Follow directions in circle of kit.
3. Repeat step 2 as necessary, or until unconscious.
4. If unconscious, cease stress reduction activity.
Our traditional comfort zone ...

- Plan and control
- Innovative thinking is a rare expertise
- Focus on structure and process
- Dissemination of evidence and motivation is all that is required for change
- Factors necessary for change are not so different across organizations

Plsek, 2003
Where Do We Need to Go?

- Learn and adapt as we go along
- Innovative ideas can come from anyone
- Be informed by what worked elsewhere; but take into account local conditions
- Patterns of thinking and behavior are just as much a part of the system as structures and processes
- Spread results from knowledge sharing through social networks
- Nonlinear patterns in social networks make some individuals more essential than others to the spread of an innovation
- Organizational context with regards to change can differ across organizations ... this matters!

Plsek, 2003
Leadership and Innovation

“Leadership establishes the culture of innovation through the capacity to empower individuals to improve their own work environments and systems.”

Snowden, Shell and Leitch, 2010

“Leaders have a disproportionately large effect on the cultures of organizations and systems. By their behaviours, leaders create the conditions that either hinder or aid innovation.”

Maher, Plsek and Bevan, 2009
Top-Down Leadership

Does not …

– “unleash the imagination and passions of people and enhance their ability to form shared visions”;
– Increase intelligence at the front-line in an increasingly complex environment;
– Foster trust and skills needed by teams at all levels to recognize and address the hidden assumptions and flawed reasoning behind certain actions.

Peter Senge, 1996
Definition of Innovation

“Intentional introduction and application within a role, group or organization, of ideas, process, products or procedures, new to the relevant unit of adoption, designed to significantly benefit the individual, the group, or wider society.”

Farr, 1990
"I'll be happy to give you innovative thinking. What are the guidelines?"
Innovation

That is ... doing things differently, and doing different things, to create a true change in performance ...

Is essential if we are to deliver against such a rapid changing environment

Maher & Plsek, 2009
In the middle of difficulty lies opportunity.

Albert Einstein
Organizational culture is a major factor which affects the speed and frequency of innovation.
Creating the Culture for Innovation – NHS Institute

Literature Review

- Review of research, case studies, and expert opinion
- Nearly all innovation literature is outside health care
- Special search for public sector literature

Identified 7 dimensions that affect organizational culture for innovation
Dimensions of innovation culture

- Honouring everyone’s input
- Diversity
- Trusting, open environment
- Team based work

- Emotional support
- Balanced assessment
- Learning from failure rather than punishing
- Trying new things

- Flexibility
- Deliberate process
- Training
- Encouragement for skills development

- Funding
- Time
- Authority to act

- Aligned with organisational goals
- Recognition
- Intrinsic motivation
- Individualised

- Wide scope search
- Uncensored, unfiltered, unsummarised
- Free-flowing

- What, but not how
- Specific call for innovation
- Tie to strategic plan
- ‘Stretch’
- Clear case for need
“The fastest way to succeed is to double your failure rate.”

Thomas Watson, founder IBM
Culture in Your Organization

Handout: Culture - Desired

Exercise:

Take 5 minutes to read through the list of descriptors, and circle the top 10 **desired** characteristics you see within your system.
Is there overlap?

Top 10 Current

Acknowledge

Keep

Build

Top 10 Desired

Source: Helen Bevan
Is there overlap?

Top 10 Current

- Cost Focus
- Results oriented
- Customer focus
- Silos
- Inconsistent
- Operational focus
- Being of service to others

Top 10 Desired

- Openness
- Visionary
- Well organized
- Respect for People
- Courage to do what’s right
- Continuous improvement
- Focus on coaching and mentoring

Acknowledge

- Visionary
- Values driven
- Making a difference

Keep

- Visionary

Build

- Making a difference

Source: Helen Bevan
Summary

• Every organization has multiple cultures.

• Achieving an optimal culture of quality requires assessment, improvement, and integrating into the fabric of the organization.

• Quality is everybody’s job, integrate into your policies, job descriptions, orientation program, your engagement activities.
Questions?