BUILDING A CULTURE THAT LASTS

Leadership’s Responsibility

Culture eats strategy for breakfast everyday
—Peter Drucker
Gallup Poll 2017

Question:
Is there a problem in the workplace with negative Culture?

Actively Disengaged: 17%
Actively Engaged: 32%
Unengaged: 51%

Engaged Employees are essential to building a high-performing team
RESULTS IN:

• 22,000,000 workers in the U.S. is negative
• $550 Billion in lost productivity, stolen goods, missed days of work, chronic tardiness result in laziness, apathy, dissidence
• Disengaged employees are:
  • Just co-existing in the workplace
  • Saying negative things about the company
  • Lacking any involvement with their team or any initiative to keep pushing the company forward
• Actively Disengaged Employees are:
  • Miserable in the workplace and destroys positive work environment
• Approximately, 68% of Employees are Disengaged or Actively Disengaged
HOW IS PATIENT CARE AFFECTED

- About 17.5% of new nurses leave the profession within the 1st year
- 1:3 (33.4%) Nurses leave the profession within two years
- Overall, healthcare abuse, bullying, incivility is 87.6% (IJERPH, 2013)
- Cost average hospital $300,000/yr. for turnover

The brewing crisis in Healthcare results in:

- More Errors (3rd leading cause of death (2016))
- Quality of patient care
- Loss of patient
- Accidents and absenteeism rates
- Cost of care, Disruption
- Joint Commission (2014)---Top Three leading causes of Sentinel Event
  - Human Factor (Staff/Supervisor Issues)
  - Communication Issues
  - Leadership
Incidence of Lateral/Horizontal violence - The Crisis Within Healthcare

Up to 93% of nurses report witnessing lateral violence

It is ok to Disagree, But It is Not ok to Disrespect

Between 44-85% of nurses are victims of lateral violence

Tolerated because it's

Considered a Right of Passage, so we bully and intimidate each other

(Christie & Jones, 2013)
THE CRISIS WITHIN HEALTHCARE

Survey Reveals:

- 55% said there is sabotage, abuse and bullying in their current workplace
- 51% quit their job
- 56% reveals that abuse/bullying has increased
- 63% Manager created it
- 58% said female was the perpetrator
- 26% of women prefer not to work with other women
- Types of behavior displayed

- Gossip, lying, bullying, degrading, serial targeting, fired without warning, belittling, screaming, false accusations, name calling, intimidation, physical threats, sexual harassment, abusive language, behind my back bullying, setting up roadblocks, undermining decisions in front of others, withholding information, taking another’s credit, sneaking behind others back, rudeness, yelling, favoritism, lack of respect, character defamation, slander, stalking, and throwing things
<table>
<thead>
<tr>
<th>Covert Behaviors</th>
<th>Overt Behaviors</th>
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<tr>
<td>Ignoring requests for help from others</td>
<td>Open hostility towards others</td>
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<td>Inapproachable, cold demeanor</td>
<td>Name calling or demeaning remarks</td>
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<td>Refusing to talk to others</td>
<td>Use of offensive language directed at others</td>
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<td>Gossip</td>
<td>Taunting others</td>
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<td>Withholding information (e.g. not giving all Information during handoff)</td>
<td>Making physical threats</td>
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<td>Non-verbal behaviors (e.g. rolling eyes, hands on hips, crossed arms)</td>
<td>Voice raising, yelling, or screaming</td>
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<td>Tone of voice (e.g. condescending)</td>
<td>Throwing objects</td>
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<tr>
<td>Sarcasm or offensive language (not directed at others)</td>
<td>Writing retaliatory complaints against another</td>
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<tr>
<td>Ignoring or dismissing the input of others</td>
<td>Actual physical contact</td>
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Lachman, 2014; ANA, 2012; Walrafen et al., 2012
THE CRISIS WITHIN

**Pit Bulls**—Obvious, they tell you ahead of time---Openly take credit for someone else’s work and dare you to speak up, push intimidate; think nothing about stomping or bypassing you (overt)

**Skunks**---appear visible, harmless, sweet, syrupy in mannerism, covert; keep you disconnected and out of information loop. Love gossip—odor spread everywhere in the organization (stinks up the whole place)

**Snakes**—strike when they feel position or integrity is at risk; pass along rumors, discounting other’s work, encourages others to take on work no one would.. (Covert)

**Scorpions**---just want to make it through the day, and for others to stay out of their way; if irritated, you will pay for it. They don’t love gossip, but will put a stinger in an accolade; discount your authority; or act helpful until it no longer serves their purpose.

**Slugs**--- (least aggressive) appear to help others, yet not doing their own work; participate in the gossip mill, and constantly shifting their workplace friendships; you may think you had an ally but that was last week.
WHAT IS STABOTAGE

• It’s the mayhem, destruction, backstabbing, front stabbing, betrayal, treachery, seduction, and damage that women (and men) encounter in their personal and professional lives that are intentionally generated by another. It leads to loss of credibility, confidence and reputation with yourself as well as with others. (Judith Briles, 2009)

• In contrast, sabotage can be unintentional, as well as intentional.

Why is this tolerated in healthcare?

Most common areas: Behavioral Health, ER, ICU, OR
THE CRISIS WITHIN

The cost associated with abusive/bullying behaviors

- 90% report stress
- 47% Loss of Confidence
- 46% Loss of Productivity
- 45% My Job
- 30% Loss of Reputation
- 15% Health
- 10% Other

- 40% of clinicians “kept quiet” due to an intimidating colleague
- Unmanaged anger contributes to hypertension, coronary artery disease, depression, psychological problems, and other health problems
- Low staff morale, increased absenteeism, attrition of staff, deterioration in the quality of patient care
- Employees stop asking questions, seeking validation or knowledge, and even building necessary knowledge base required!
- The result is burnout, stress fatigue and patient care is severely affected
- Good employees leave the healthcare profession, leading to shortages.
THE CRISIS WITHIN

Impact of workplace bullying

• Lower morale,
• Lower productivity
• Increased absenteeism (due to physical, psychological and emotional harm), followed by rapid and increased turnover, which compromises patient safety.
• Leads to lawsuits, compensation for disability, loss of profits, negative impact on organizational reputation,
• Corrosion of the patient to health care worker relationship.
• Employees, patients and families who witness behaviors that are not civil are concerned about how care can be impacted. For example, a nurse who is openly critical of another nurse, or a physician who is openly critical of another doctor or nurse, or in generally when healthcare workers are openly hostile to one another, and etc.
THE CRISIS WITHIN

• July 2008, The Joint Commission issued a Sentinel Event alert discussing intimidating and disruptive behavior that undermines a culture of safety.

• January 2009, TJC issued leadership standards that require hospital leaders to create and maintain a culture of safety and quality, acknowledging that “behavior that intimidates others and affects morale or staff turnover can be harmful to patient care”

• In 2015, the ANA issued a Position statement of Violence, Incivility and Bullying in Nursing.

Phenomenon Call **TEN**

**Toxic Emotional Negativity**

- Incivility, Bullying, Aggression and Disrespect in the workplace, Lateral/Horizonal Violence
- Nurses eating their young and each other/ Physicians abuse/healthcare workers abusing each other, and etc.
- **TEN** whole collection of behavior—gossiping, eye-rolling, bullying, and work-shirking that people uses to register their contempt for the organization, coworkers, and the patients they are their to serve and been paid to serve
- Starts in the school (promoted by Instructors)
- Tolerated and exemplified by Leadership (CEO’s, COO’s, CNO’s, Directors, Managers, and etc.)
THE CRISIS WITHIN

Why Do These Critters Breed in our Workplace?

Simply, Because they Can…And they are allowed to.

So what is the solution to Incivility/Bullying - Building a Culture that Last

Recognize the problem (Identify)

Be courageous to do something about it

Why, because it is a

Threat to professional status (public humiliation)

Threat to personal standing (name calling, insults, teasing)

Isolation (withholding information)

Overwork (meeting impossible deadlines)

Destabilization (failing to give credit where credit is due; organization providing exceptional care to patients)
WHAT IS THE SOLUTION

Starts with Leadership

• Knowing and understanding who you are?
• What is your Leadership Philosophy?
• What do you stand for?
• What won’t you tolerate?
• Build a Culture of Ownership based on Core Values
• Tell, Live, and Model your organization culture story?

Always Be Yourself,
Unless you are a Jerk..

Bruce Kasanoff (Thought Leader)
You most often will see the most positive and most negative six-word culture stories come from people in the same organization!

Examples

- Beatings will continue until morale improves
- We’re entitled, hating it and staying
- Negativity reigns while circling the drain
- Disjointed depts working against each other
- We have lost that loving feeling
- Multiple priorities, limited resources, great expectations
- Instead of I-CARE, WHY Care

So, what is your culture story?
Exercise

Can you tell your organization’s culture story in just six-words?

• The criteria represent you, embraces your culture, speaks to your purpose, mission, and vision as an organization
• Should speak to who you are? It’s your rallying cry
• The six-word culture story can be both descriptive and prescriptive

Examples
• Midland Memorial Hospital - Pioneer Spirit, Caring Heart, Healing Mission
• South West Airlines - Servant’s Heart, Warrior Spirit, Fun-loving Attitude
• Cypress Semiconductor - The Marine Corps of Silicon Valley
• Nor-Lea Hospital District - United in Service, Trusted for Life
OUR MISSION – VISION - VALUES

OUR MISSION: EXCEPTIONAL EXPERIENCE
OUR VISION: ENHANCE LIVES

OUR VALUES: • INNOVATION • COMPASSION • ACCOUNTABILITY • RESPECT • EMPOWERMENT

OUR CORE COMPETENCIES: • PRIMARY MEDICINE • ORGANIZATIONAL AGILITY AND INNOVATION • BUILDING AND STRENGTHENING RELATIONSHIPS OF TRUST

United in Service, Trusted for Life
• Building a Culture of Ownership
• Culture does not change unless and until people change, People will not change unless they are given tools, structure and become inspired to make the commitment to use them - Joe Tye and Bob Dent

• The Impact of the **Invisible Architecture** (Core Values, Organizational Culture, and Workplace Attitude)

• Soul of the organization
• Foundation, Superstructure, Interior Finishing
• First impression---physical structure, but the lasting impression is the culture
• Simply, how do you make me feel
• Core values is the acorn of an organization (majestic oak comes from an acorn)
• Great organizations has great sets of core values embedded within the DNA
• Core values defines who we are, what we stand for, what we won’t stand for
• Deeply held philosophical commitment that defines and shape how we think, set goals, make decisions, develop relationships, and deal with conflict.
• Three most important determinants of a great place to work—pride, connection, and trust
• The best workplace inspires a spirit of teamwork, a sense of family and fellowship, and a culture of ownership (Tye & Dent, 2017 Building a Culture of Ownership)
• Leadership sets the tone
WHAT WE DID

• Recognize that we have a problem
• Holding ourselves accountable as owners and expect the same from everyone else
• Must fit our organization standards and expectations to work for us
• Reinforce in orientation and embedded in the organization structure.
  • Understand that there are 8 Essential Characteristics of a Culture of Ownership
  • All staff read the Florence Prescription by Joe Tye (Values Coach, Inc.)
  • Take the Pickle Pledge Daily
  • Seven day Self-empowerment pledge
  • Manager’s Read the book, “The Heart of a Nurse Leader” by Bob Dent and Joe Tye
  • Cultural Blueprint Training on the 12 Action Core Values with the four Cornerstones

Daily:
• 8:00 AM-9:00 AM Leadership Round on patients and staff (assignment)
• 9:00 AM-9:30 AM Daily Leadership Huddle
• 10:00 AM-11:00 AM Sacred 60 Round---Enhance Communication
• 7:00 PM-8:00 PM-Sacred 60 Round—Night shift Communication
8 Essential Characteristics of a Culture of Ownership

“We need to see opportunities where others see barriers. We need to be cheerleaders when others are moaning doom-and-gloom. We need to face problems with contrarian toughness because it’s how we solve those problems that we differentiate ourselves from everyone else.”

- Commitment - To values, vision and mission
- Engagement - Being fully present, physically and emotionally
- Passion - Loving your work and letting it show
- Initiative - Seeing what needs to be done and taking action to get it done
- Stewardship - Effectively shepherding limited resources
- Belonging - Being included, feeling included, and including others
- Fellowship - Being a friend and having friends at work
- Pride - In your profession, your hospital, your work, and yourself
Start with a Promise:

BY taking The Florence Challenge I AM committing to myself, my coworkers, and the patients we serve to be:

EMOTIONALLY POSITIVE by taking to heart The Pickle Pledge and turning every complaint into either a blessing or a constructive suggestion.

SELF EMPOWERED by taking to heart the 7 promises of The Self-Empowerment Pledge: Responsibility, Accountability, Determination, Contribution, Resilience, Perspective, and Faith.

FULLY ENGAGED by being committed, engaged, and passionate in my work; taking initiative and being an effective steward of resources; fostering a spirit of belonging and fellowship; and taking pride in my work, my profession, my organization, and myself.

Signature: __________________________ Date: __________________________

TheFlorenceChallenge.com
Imagine the impact upon our organizations, our families and communities, and our world if billions of complaints were to be transformed into positive expressions of gratitude and commitments to take action – and contributions to worthy causes. Not to mention the personal benefits:

- You will be more optimistic ✓
- You will be more courageous ✓
- You will be more resilient ✓
- You will be a better parent ✓
- You will be a better friend ✓
- You will be a better caregiver ✓
- You will be a better manager and leader ✓
- You will be more productive ✓
- You will be wealthier ✓
- You will be happier ✓
# The Self Empowerment Pledge

## Seven Simple Promises That Will Change Your Life

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<thead>
<tr>
<th>Monday’s Promise: Responsibility</th>
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<tbody>
<tr>
<td>I will take complete responsibility for my health, my happiness, my success, and my life, and will not blame others for my problems or predicaments.</td>
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<tr>
<th>Tuesday’s Promise: Accountability</th>
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<td>I will not allow low self-esteem, self-limiting beliefs, or the negativity of others to prevent me from achieving my authentic goals and from becoming the person I am meant to be.</td>
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<th>Wednesday’s Promise: Determination</th>
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<td>I will do the things I’m afraid to do, but which I know should be done. Sometimes this will mean asking for help to do that which I cannot do by myself.</td>
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<th>Thursday’s Promise: Contribution</th>
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<td>I will earn the help I need in advance by helping other people now, and repay the help I receive by serving others later.</td>
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<th>Friday’s Promise: Resilience</th>
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<td>I will face rejection and failure with courage, awareness, and perseverance, making these experiences the platform for future acceptance and success.</td>
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<th>Saturday’s Promise: Perspective</th>
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<td>Though I might not understand why adversity happens, by my conscious choice I will find strength, compassion, and grace through my trials.</td>
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<th>Sunday’s Promise: Faith</th>
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<td>My faith and my gratitude for all that I have been blessed with will shine through in my attitudes and in my actions.</td>
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[www.Pledge-Power.com](http://www.Pledge-Power.com)
Laying a Solid Foundation
Core Action Values 1-6

• Core Action Value #1: Authenticity
  Self-Awareness
  Self-Mastery
  Self-Belief
  Self-Truth

• Core Action Value #2: Integrity
  Honesty
  Reliability
  Humility
  Stewardship

• Core Action Value #3: Awareness
  Mindfulness
  Objectivity
  Empathy
  Reflection

• Core Action Value #4: Courage
  Confrontation
  Transformation
  Action
  Connection

• Core Action Value #5: Perseverance
  Preparation
  Perspective
  Toughness
  Learning

• Core Action Value #6: Faith
  Gratitude
  Forgiveness
  Love
  Spirituality
TAKING EFFECTIVE ACTION
CORE ACTION VALUES 7-12

• Core Action Value #7: Purpose
  Aspiration
  Intentionality
  Selflessness
  Balance

• Core Action Value #8: Vision
  Attention
  Imagination
  Articulation
  Belief

• Core Action Value #9: Focus
  Target
  Concentration
  Speed
  Momentum

• Core Action Value #10: Enthusiasm
  Attitude
  Energy
  Curiosity
  Humor

• Core Action Value #11: Service
  Helpfulness
  Charity
  Compassion
  Renewal

• Core Action Value #12: Leadership
  Expectations
  Example
  Encouragement
  Celebration
• What core values defines our organization?
• Core values are deeply held philosophical commitment that defines and shapes how we think, set goals, make decisions, develop relationships, and deal with conflicts
• Non-negotiable
• Remember what you don’t address you promote
• Start by “Building a Culture of Ownership”-Joe Tye and Bob Dent
• Culture does not Change until and unless People Change (Values Coach, Inc.)
• Culture to the organization is what personality is to the individual
• Invisible Architecture is the soul of the organization and that determines whether you are good hospital, a great hospital, or just another hospital

https://vimeo.com/99148093
WHAT IS THE OUTCOME

• Customer Satisfaction— (90th percentile Med-Surg; 63rd to 75th percentile ED
• Employee Engagement from the 87th percentile to the 98th percentile (Staff, MD’s)
• QNM (NMPEA)---Zia Award
• Applying for the National Baldrige Award 2019
• Quality Scores—99th percentile (ED/Med-Surg
• Improvement---ED Throughput Project (180 mins to 140 mins, admit to discharge)
• Overall Quality Metrics organization wide—96%
• ACO metrics AWV---5% (2017) to 33.9% in 1 year; Quality scores—90th percentile
• Alignment Across the Organization with the Strategic Plan---(Quality, Finance (7.45%, Operating Margin), Growth (20%), Service, People)
• Behavioral Expectation Alignment (Fit and Suitability to Culture)—Starts from application, interview process, hiring, onboarding, to 90 days and retention)
• Focus on developing staff ownership; rather than just accountability (Renters vs Owners)

• Leadership sets the tone (consistent)

• Leaders need to lead with courage and conviction (Be Purposeful)

• Be mindful and set the expectation “What you don’t address you promote”

• In conclusion, what is the secret sauce to organizational success (Culture determines the level of your success however leadership is the key)

• So, are you just a good hospital, a great hospital, or just another hospital (Leadership is the key to the outcome)
BUILDING A CULTURE THAT LAST

- Florence Prescription — Joe Tye
- Building a Culture of Ownership in Healthcare — Joe Tye and Bob Dent
- The Heart of a Nurse Leader — Bob Dent and Joe Tye
- Stabotage — Dr. Judith Briles
- Joe Tye, Values Coach, Inc
- Gallup Poll, 2017