Changing the Culture to a Culture of Change:

Case Studies and Approaches to Empowering Change and Improvement

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Session Overview

No laboratory process improvement project can be successfully implemented or sustained in the absence of a culture that embraces change. That culture of change cannot be mandated, but there are approaches that can enable it.

This session will review key elements of types of lab cultures, analyze case studies of successful cultural transformations, and illustrate approaches that can enable and foster an ongoing culture of improvement.

Recognizing and dealing with different personality types is important to success and will also be reviewed.

Learning Objectives

➡ At the end of this session, participants will be able to:

1. Describe the drivers of organizational culture and change

2. Recognize and understand best approaches to key personality profiles

3. Describe tools that enable cultures of change

4. Evaluate approaches to enabling culture

Agenda

- Introduction to Culture

- Values and Different Types of Culture

- Enabling Culture of Change

- Personality Profiles

- Case Studies and Approaches to Enabling Change

- Summary / Key Points

Hard Sciences vs. Soft Sciences

- The Soft Sciences are harder than the Hard Sciences

- For those of us who were drawn to the Hard Sciences

Culture

Definitions of Culture:

- "the set of shared attitudes, values, goals, and practices that characterizes an institution or organization"

- "the customary beliefs, social forms, and material traits of a racial, religious, or social group"

- "the set of values, conventions, or social practices associated with a particular field, activity, or societal characteristic"

www.Merriam-Webster.com

Values Provide the Foundation for Culture

➤ Responsibility to our patients

➤ Dignity / Service / Excellence / Justice

➤ Inclusiveness / Excellence / Responsiveness / Integrity / Teamwork

➤ Teamwork and innovation, faith and compassion, advocacy and action, we endeavor every day to keep you happy, healthy, and whole

➤ The needs of the patient come first

➤ Respect / Integrity / Compassion / Healing / Teamwork / Innovation / Excellence / Stewardship

"Culture Eats Strategy for Breakfast"

Projects and Implementations

Strategy

Culture

Values

Four Pillars of LEAN Culture / Values

- We have respect for all people

- Patients matter to us

- We are aligned around a common purpose

- We can always do better

Adapted from Integris Performance Advisors

Traditional Culture vs LEAN Culture

Traditional Culture	LEAN Culture
Function silos	Interdisciplinary teams
Managers direct	Managers teach/enable
Benchmark to justify not improving: "just as good"	See the ultimate performance, the absence of waste
Blame people	Root-cause analysis
Rewards: individual	Rewards: group sharing
Supplier is enemy	Supplier is ally
Guard information	Share information
Volume lowers cost	Removing waste lowers cost
Internal focus	Customer focus
Expert driven	Process driven

Source: A.P. Byrne, O.J. Fiume

Setting the Cultural Framework for the Scientific Revolution

- What set the framework in the 1400's for the Scientific Revolution starting in 1500's-1600's and still going on, even accelerating, today?
- Why not before then?
- Why originally in Europe and its offshoots (eg, America)?

- "I don't know"

  "Let's go find out!"

Y. N. Harari, Sapiens: A Brief History of Humankind, Harper Collins Publishers, 2014

The Real Murphy's Law:

If you design something
 so that someone can use it wrong,

someone will…

Systems vs People

"A bad system will beat a good person every time"

- W. Edwards Deming

A Just Culture

- Just Culture was developed as a cultural framework within which to address medical error reporting and patient safety.

- It acknowledges that "blame-free" may not be achievable. Or desirable.

- Just Culture requires distinguishing between 3 scenarios:

  1. A system that creates risks and opportunities for errors.
     - Fix the system. Don't blame the person.

  2. Human error which may result in a bad outcome.
     - Fix the system. Train, coach, follow up with the person.

  3. Reckless or disruptive behavior that intentionally puts lives or organizations at risk, or violates the values.
     - Punish the small % in this group.

http://www.CenterForPatientSafety.org/

The Cycle of Organizational Change: Managing Management Expectations

Sustain the Gains
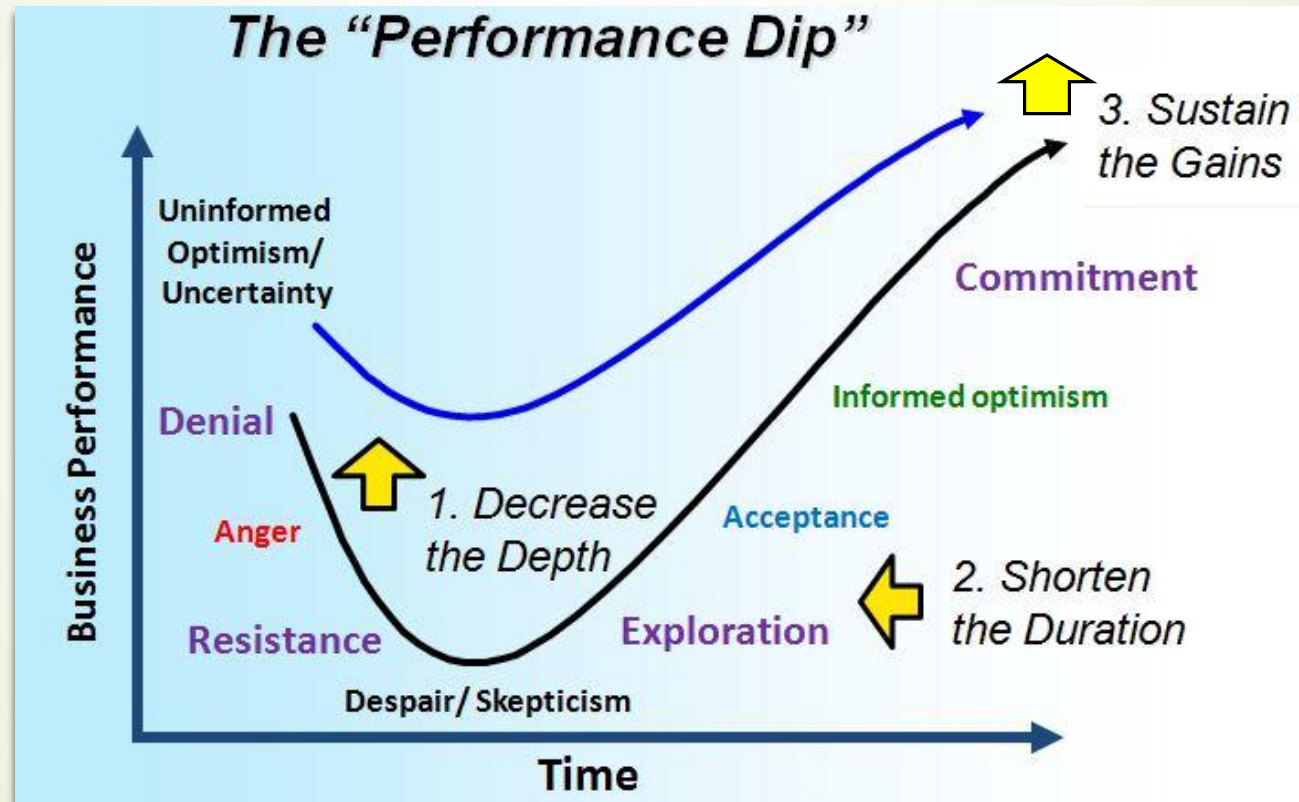
Improvement

Time
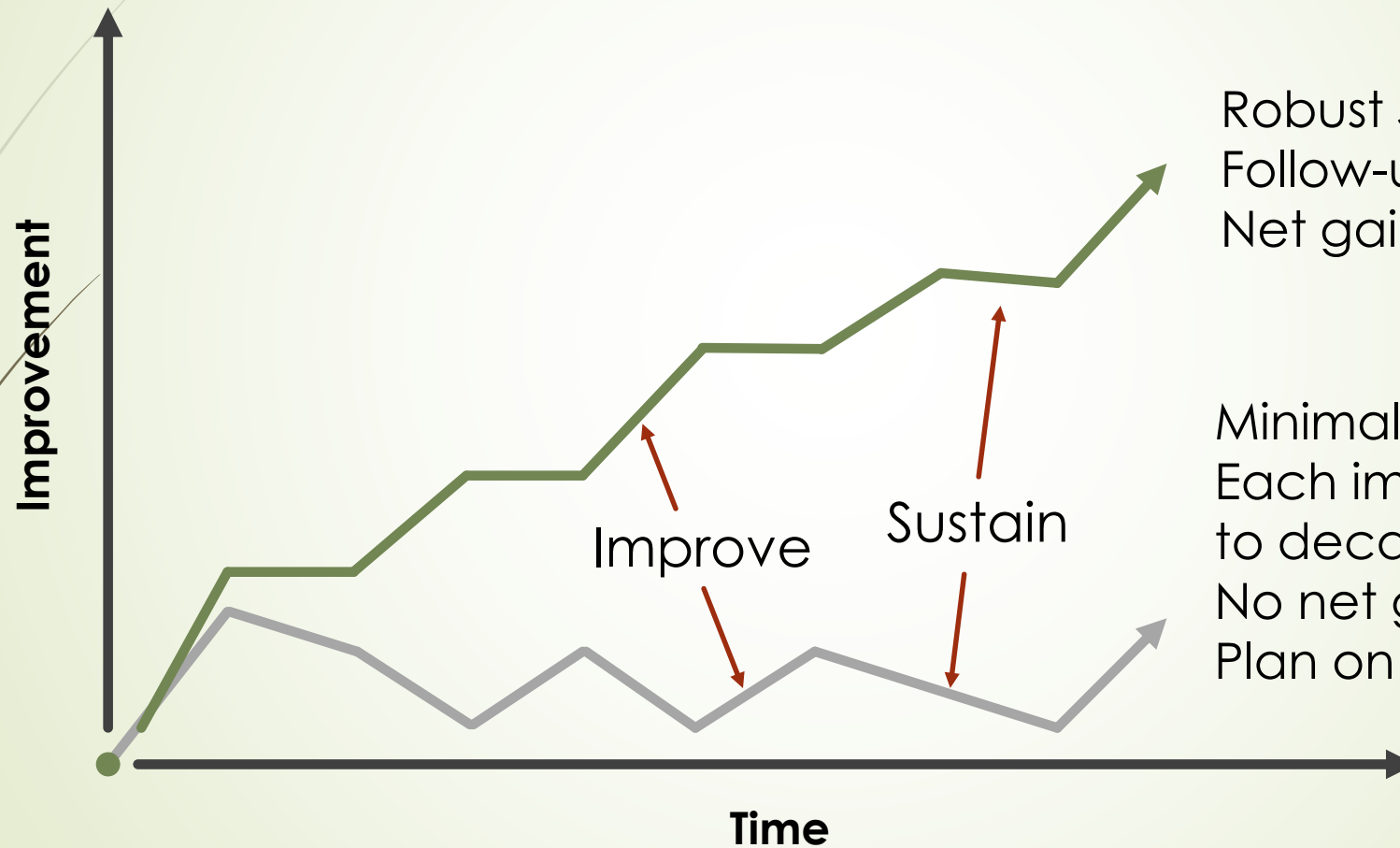
Improve

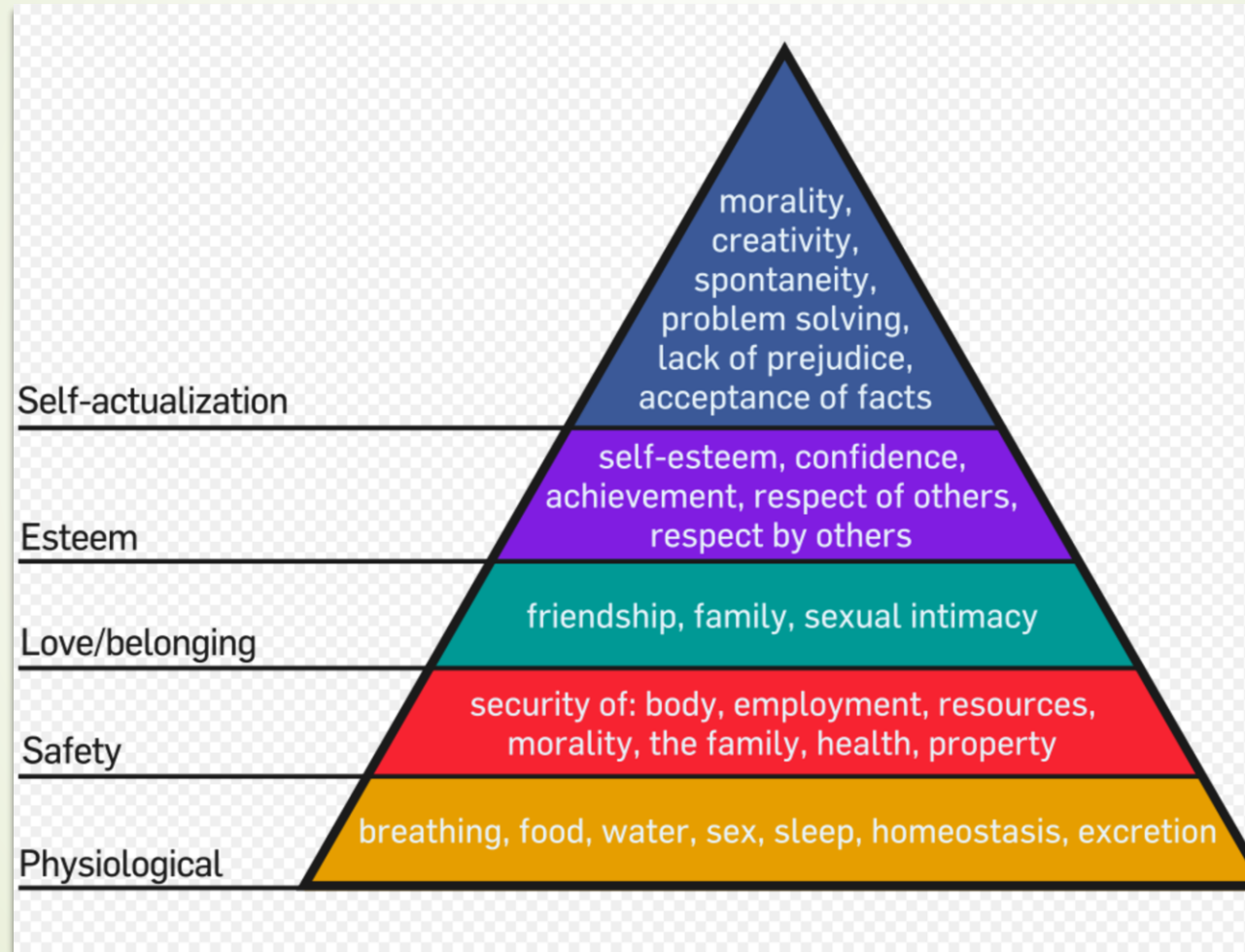Sustain

Robust Sustain phase.
Follow-up prevents decay.
Net gains achieved.

Minimal or no Sustain phase.
Each improvement is allowed
to decay over time.
No net gain.
Plan on doing it over again.

Maslow's Hierarchy of Needs

Abraham Maslow 1908-1970

What They Said / What They Heard

What They Said

- Process Improvement
- CPI
- Quality Management
- TQM
- LEAN
- 6 Sigma
- Reengineering
- Reenvisioning
- …… ?

What They Heard

- Layoffs are coming.

Perception is Reality?

Case Study – Eliminating Fears

- A 400 bed hospital in large city in Canada.

- Planning to initiate major multi-year multi-phase lab improvement series of projects. Concerned about staff resistance to creating conditions for lay-offs.

- Lab directors, working with hospital administration, announced that there would be **NO LAYOFFS** from lab quality initiatives.
  - Any future reductions in staff would be via normal attrition.

- Enabled atmosphere of trust, and lab staff were more engaged in the process.

- Still, after involving staff in identifying both issues and solutions, "*it remained a challenge to change ingrained habits, taking roughly 18 months for the LEAN processes to become a routine part of work*"

R. Dadoun, Efficiency Improvements with LEAN and Automation, Advance for Administrators August 2011

Today's Responses to Process Improvement

- "No thanks. We are too busy."

- "We've done it this way for 20 years. We don't need to change."

- "It's just an excuse to lay off more people. We won't help you do that."

- "I don't see how that would help."

- "It's just extra work."

- "You can't make me."

- "We tried that before. It didn't work"

- …… ?

Personality Profiling Systems

- DISC

- Myer-Briggs Type Indicator

- Hartman Personality Profile

- Herrmann Brain Dominance Instrument

- Keirsey Temperament Sorter

- Learning Styles

- Personality Psychology

- Psychometrics

- And a host of modern HR fitness tests

William Moulton Marston, PhD (1893-1947)

- Well-known psychologist of his day.

- Wrote several self-help books

- Had both wife and mistress, each with children. All lived together in same house in Rye, NY

- Inventor of key component of the polygraph lie detector.

- Created a new comic book character in 1941: Wonder Woman

- In 1928, he published **Emotions of Normal People**, which elaborated the theory underlying the DISC Assessment of personality profiles.

The DISC Assessment of Personality Profiles of **Normal People**

- Identified 4 personality styles that normal people have in varying degrees

  - **D**ominant

  - **I**nfluencer

  - **S**teady

  - **C**onscientious

- Everyone is a mix of the 4 styles having some styles predominating over others to differing degrees.

- Our profile styles can change with age, stress, and education.

- Creates an almost infinite spectrum of personality styles.

Adapted from Integris Performance Advisors

DISC Personality Profiles: Our greatest strengths are often our greatest weaknesses

D – Dominant, Direct, Decisive

- In control, problem solver, risk taker, self starter, result focused, time focused, Innovative
- Can overstep, be argumentative, dislikes routine and detail, does too much at one time

I – Influencer

- Trusting, persuasive, motivates others, problem solver and peace maker, works with and through others, "People" person
- Can be more concerned with people than results, Not as detailed oriented, talks more than listens

DISC Personality Profiles: Our greatest strengths are often our greatest weaknesses

S – Steady, Stable, Stays-the-Course

- Reliable, dependable, loyal, reconciles conflicts, good listener, patient
- Can resist change and/or need long time to adjust to change, sensitive to criticism

C – Conscientious, Careful, Compliant

- Accurate, analytical, fact-finder, precise, high standards, systematic, thorough
- Can get bogged down in detail, needs clear boundaries, follows procedures to the letter

# DISC Profiles – Values, Fears, and Approaches

DISC Profiles – Values, Fears, and Approaches

D – Dominant, Direct, Decisive

- <u>Values</u>: control, results, innovation

- <u>Fears:</u> loss of control, being taken advantage of by others, lack of progress

- <u>Approaches:</u> Be direct, focus on key points, not too much detail, "what" not "how", be positive, what will work not what won't

DISC Profiles – Values, Fears, and Approaches
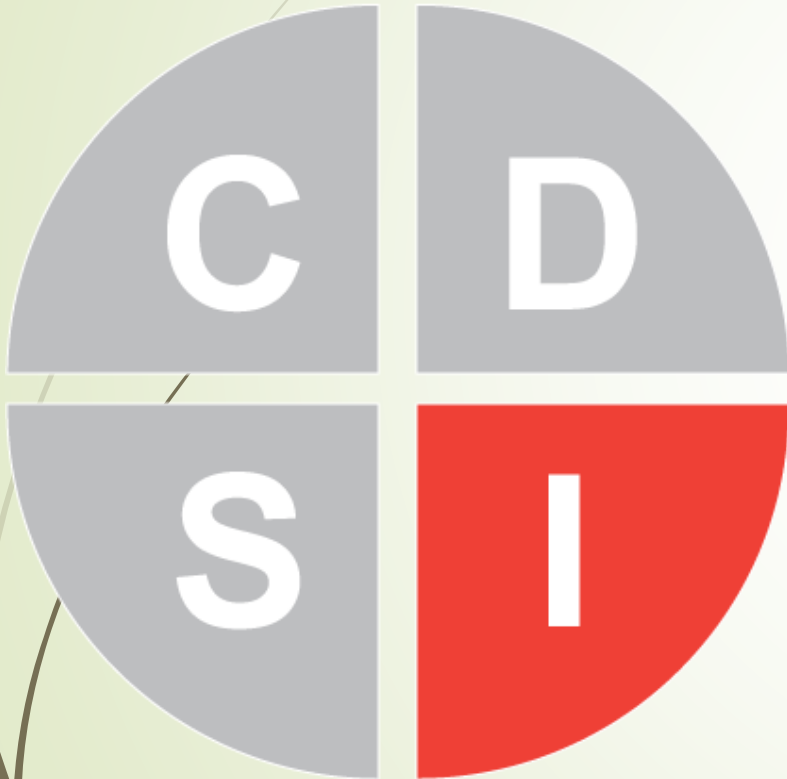
I – Influencer

- Values: working with others, Team player, motivator, problem solvers with solutions that satisfy all, keep the peace

- Fears: Being rejected or ignored

- Approaches: Build rapport, be friendly, give them opportunities to verbalize their ideas

DISC Profiles – Values, Fears, and Approaches

S – Steady, Stable, Stays-the-Course

- Values: Security, reliability, consensus, loyalty, completing projects,

- Fears: Loss of security (eg, through change), criticism

- Approaches: Be patient. Explain rationale and need. Express appreciation of their work and contribution

DISC Profiles – Values, Fears, and Approaches

C – Conscientious, Careful, Compliant

- <u>Values:</u> Being correct, logic, data, detail, documentation

- <u>Fears:</u> Being wrong. Criticism.

- <u>Approaches:</u> Be detailed and data-driven. Make disagreements about the data and the interpretation, not the person. Be patient, especially in proposing change

Daily Management / Visual Management

- Kiosk-style daily management board of the core laboratory composed of parallel operations.

R. Zarbo et al, Daily Management System of the Henry Ford Production System, Am J Clin Pathol July 2015 144 122-136

Daily Management / Visual Management

- Wall display–style daily management board of surgical pathology. Note at this time the various teams aligned along the path of workflow have the freedom to focus their specific metrics on the critical few … .

R. Zarbo et al, Daily Management System of the Henry Ford Production System,
Am J Clin Pathol July 2015 144 122-136

Case Study – Rainbow Draws

Hospital in Northern California

- Routine extra draws ("rainbow draws) causing arguments between phlebotomy and sample processing. Were those tubes really necessary?

- Lab staff-driven Kaizen study and data showed that only 2.3% of extra tubes ever used.

- Practice discontinued

- Outcomes:
  - $25K saved annually in materials
  - >150,000 extra draws annually not performed
  - 200 Gallons of blood not handled
  - 2.5 Tons of bio-hazardous waste not generated
  - No detectable harm to patients

- AND the data-driven success empowered and enabled future staff participation in process improvement projects.

Case Study – An Organization in Trouble

- A leading non-profit healthcare organization was experiencing challenges:
  - Long-time leader retired, losing money, paper-based internal systems, late-to-market with new technology, Board of Directors largely from academia and government with little business or strategic planning or new technology experience
- New President and new CEO looked at cold hard data (amidst nervousness from Staff and entrenched Board).
  - Board: Identified skill mix needed on Board, revamped Board to achieve skill mix. Set clear strategic plan with measurable targets and dates and accountability.
  - Staff: Shared the data with Staff. Communicated clear strategy, goals, objectives, metrics, due dates.

Case Study – An Organization in Trouble

- Staff appreciated clear, honest, direct facts, and the shared clarity of vision, purpose, goals and how each staff member fit in.

- Most Staff appreciated the trust and shared purpose shown by leadership Some left or retired. Very few needed more pushing.

- What did NOT change?

  - The organizational values of trust, communication, integrity and teamwork, and the organization's healthcare mission remained unchanged while the culture changed significantly.

- **Cultures change, Values shouldn't.**

- Today, the organization is healthy, growing, financially sound, modernized, and with clear strategic and operational plans.

- Staff morale and commitment are high.

Case Study – An Organization in Trouble

➡ Lessons from An Organization in Trouble:

- Leadership (Pres, CEO, Board) must provide the drive to a culture of improvement and a culture of quality.

- Maintain core values.

- Trust, clarity, purpose expressed in shared goals

Case Study – Lab Consolidation

- Experience of 5 Hospital consolidations totaling 26 hospitals
- All were creation of classic hub-and-spoke models
- Core drivers in all: cost savings and outreach growth potential
- Single most difficult issue in all cases: merging of corporate cultures which was consistently underestimated by leadership
  - The formally stated "the way we do things here"
  - The informal reality "the way things are actually done, communicated, and how we treat each other"

Case Study – Lab Consolidation

- The most successful labs at making effective transitions had a values foundation of Trust.

  - Was this an opportunity or threat?

  - Will I have a job? Will I have similar benefits?

- Honesty, clarity, transparency created the trust that kept the higher-performance employees. Consistent message from all levels.

- The biggest issues were in labs that had inherent mistrust of management, cultural resistance to change, not well informed, and assumed they were not being told the truth.

  - Didn't matter what you told them, they didn't believe you.

- Trust is built up over years. It is destroyed in minutes.

Case Study – Lab Consolidation

- Recipes for failure:
  - "I need to get this administrative stuff done so I can get back to my real job."
  - "I need to get all this values/culture/quality management stuff done so I can get back to my real work".

- Culture on a foundation of shared values *IS* the real job.

Key Take-Home Points

1. Strategies succeed or fail based on the underlying culture. Cultures are enabled and built on their values. Cultures change. Good values shouldn't.

2. People have different strengths/weaknesses/values/fears and require different approaches.

3. Start with smaller projects to build trust and confidence. Build on success.

4. Plan for it to take longer than you think.

Thank You

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