

FOSTERING A CULTURE OF TRUST AND CONTINUOUS IMPROVEMENT: THE SENIOR LEADER'S ROLE, PART 1

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Better 

THE ROLE OF CULTURE IN ORGANIZATIONS

“Culture eats’ strategy for breakfast”

Peter Drucker, Father of Modern Management

If this phrase is true, what and how should we cook our breakfast up is the real question?



UNIFIED LISTENING STRATEGY

WE ACT ON DATA TO MEANINGFULLY IMPROVE THE SYSTEM



What matters to you?



Unified U Health Survey

- Qualtrics survey platform
- Usable dashboard data
- Link to other data streams



Listen-Sort Empower framework

- Identify drivers of professional fulfilment
- Identify who can act

WHO SPOKE ON THE SURVEYS

IN 1 YEARS TIME WITH BETTER U

25759 Participants

5 Generations

100s of Depts

100s of Job Roles

Clinical/Non-clinical

Start

12839

Stop

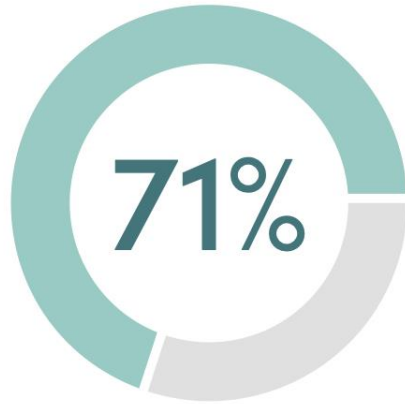
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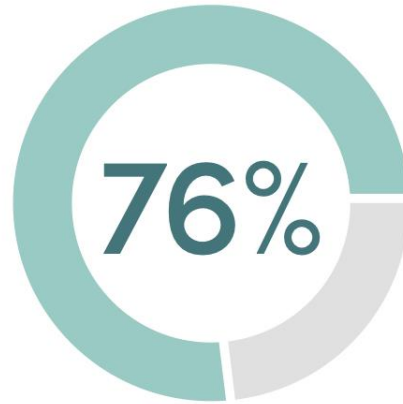
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APRIL 2024 BETTER U SURVEY

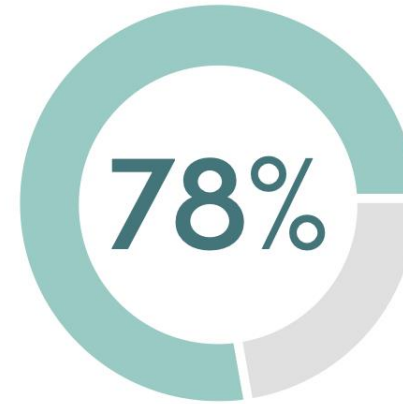
MEASURING FOUR AREAS (OUTCOMES) CRITICAL TO MAINTAINING POSITIVE CULTURE



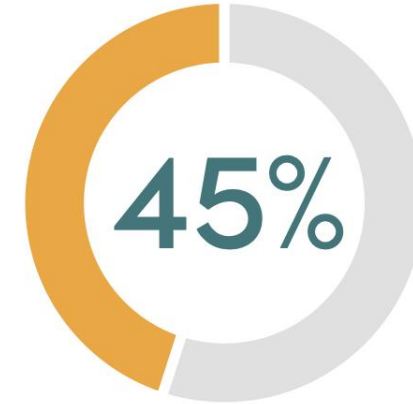
Engagement
Level of enthusiasm and dedication a worker feels toward their job.



Inclusion
Opportunity, freedom to be yourself, positive connection to workplace.

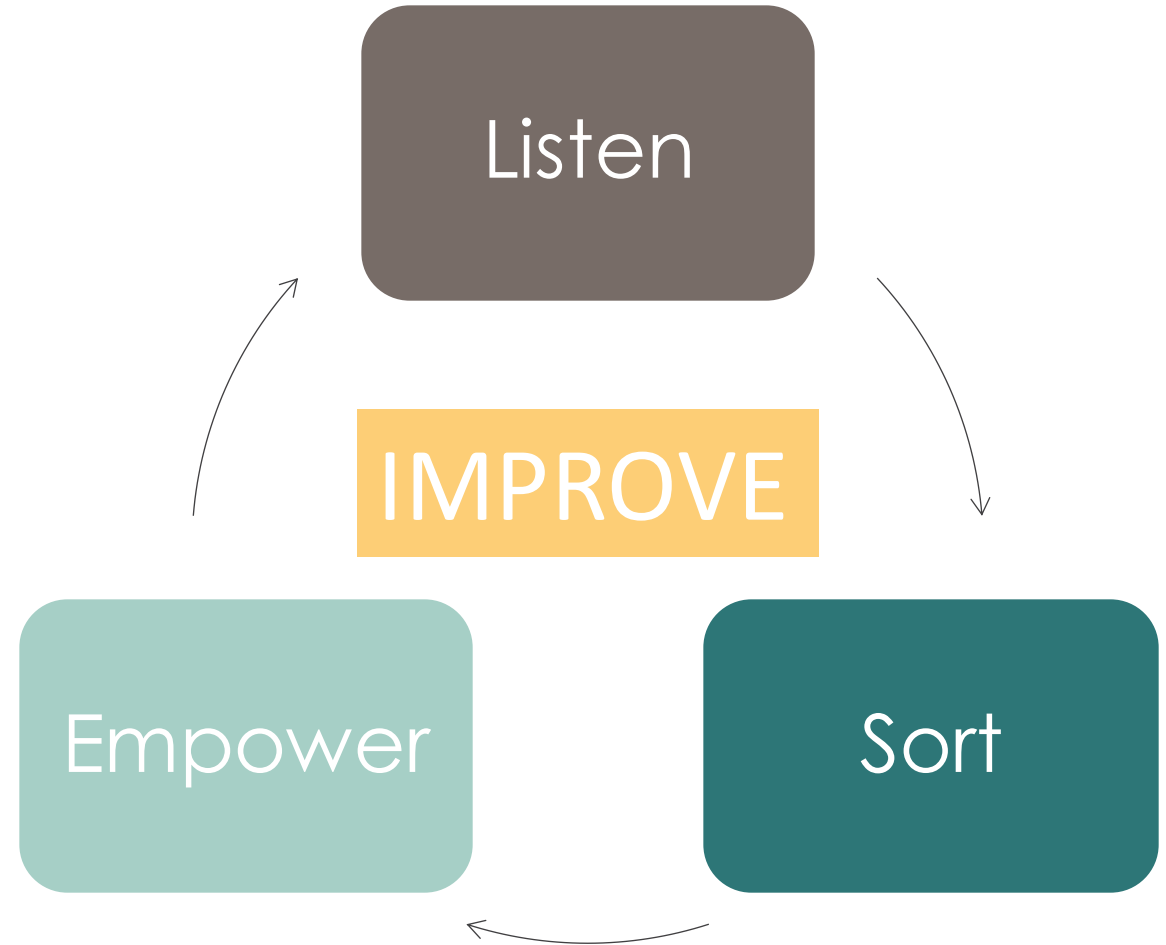


Well-being
Capacity to flourish and ability to bounce back from challenges.



Energized*
Experiencing no to low stress and no symptoms of burnout.

USING DATA TO CREATE THE FUTURE



<https://edhub.ama-assn.org/steps-forward/module/2767765>; Steve Swensen

KEY DRIVER – ROLE MODEL

MANAGING CHANGE AT AN INDIVIDUAL LEVEL

- **Be Transparent**

- Share Information open and candidly
- Provide regular feedback
- Encourage open communication

- **Be Authentic**

- Start with self-awareness
- Show vulnerability
- Embrace the journey

- **Be Reliable**

- Follow through on Commitments
- Establish Expertise
- Demonstrate Integrity and Fairness

DISCUSSION

THINK-PAIR-SHARE

WHERE ARE YOU STARTING?

What drives wellbeing or professional fulfilment in your team? How do you know?

THINK-PAIR-SHARE

WHERE IS YOUR JOB?

What is the leader's role in considering individual and team well-being? What are things you've seen others do? What have you done? Did it work? Why or why not?

THINK-PAIR-SHARE

ROADBLOCKS

What gets in the way of having conversations with your teams?

Organizational Change



“Every system is perfectly designed to get the results that it gets.”

Paul Batalden

BIGGEST BARRIERS

- We feel powerless
- It is too big
- It is too hard
- Low expectations



BEING THE CHANGE

- Very small actions can take on a life of their own
- To make a big change you have to start small
- Notice the patterns you are making
- How are you contributing to the pattern?

Discussion

