



Virginia Mason™

# Building a Culture of Respect for People

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Alliance of Independent Academic Medical Centers  
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# Disclosure

## NOTHING TO DISCLOSE

Lynne Chafetz and Donna Smith are employed by Virginia Mason Medical Center and serve as faculty for Virginia Mason Institute. Ms. Chafetz and Dr. Smith have no relevant financial or nonfinancial relationship(s).

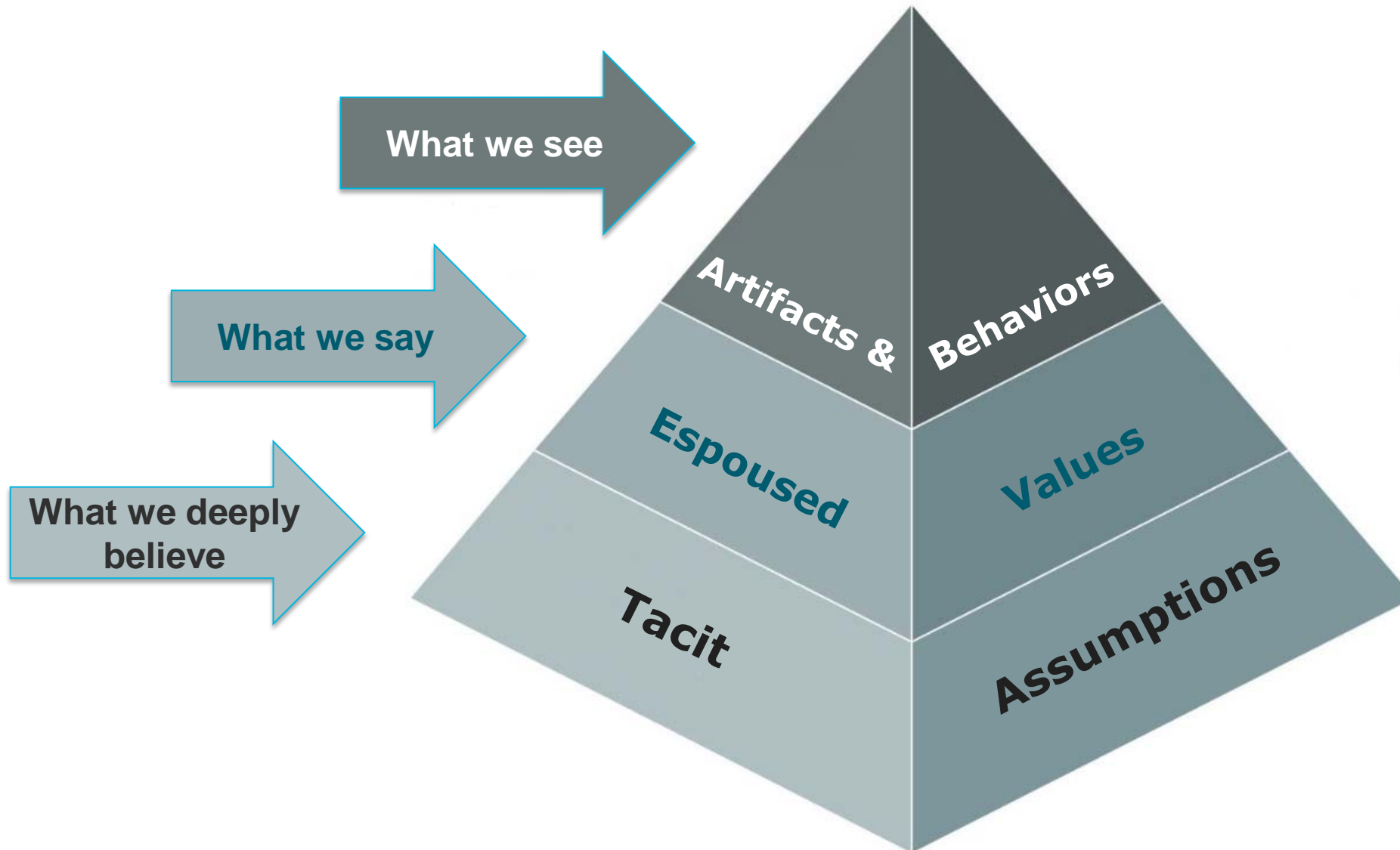
# Learning Objectives

**Objective 1:** Describe how an organization can develop an integrated program to build a culture which fosters respect.

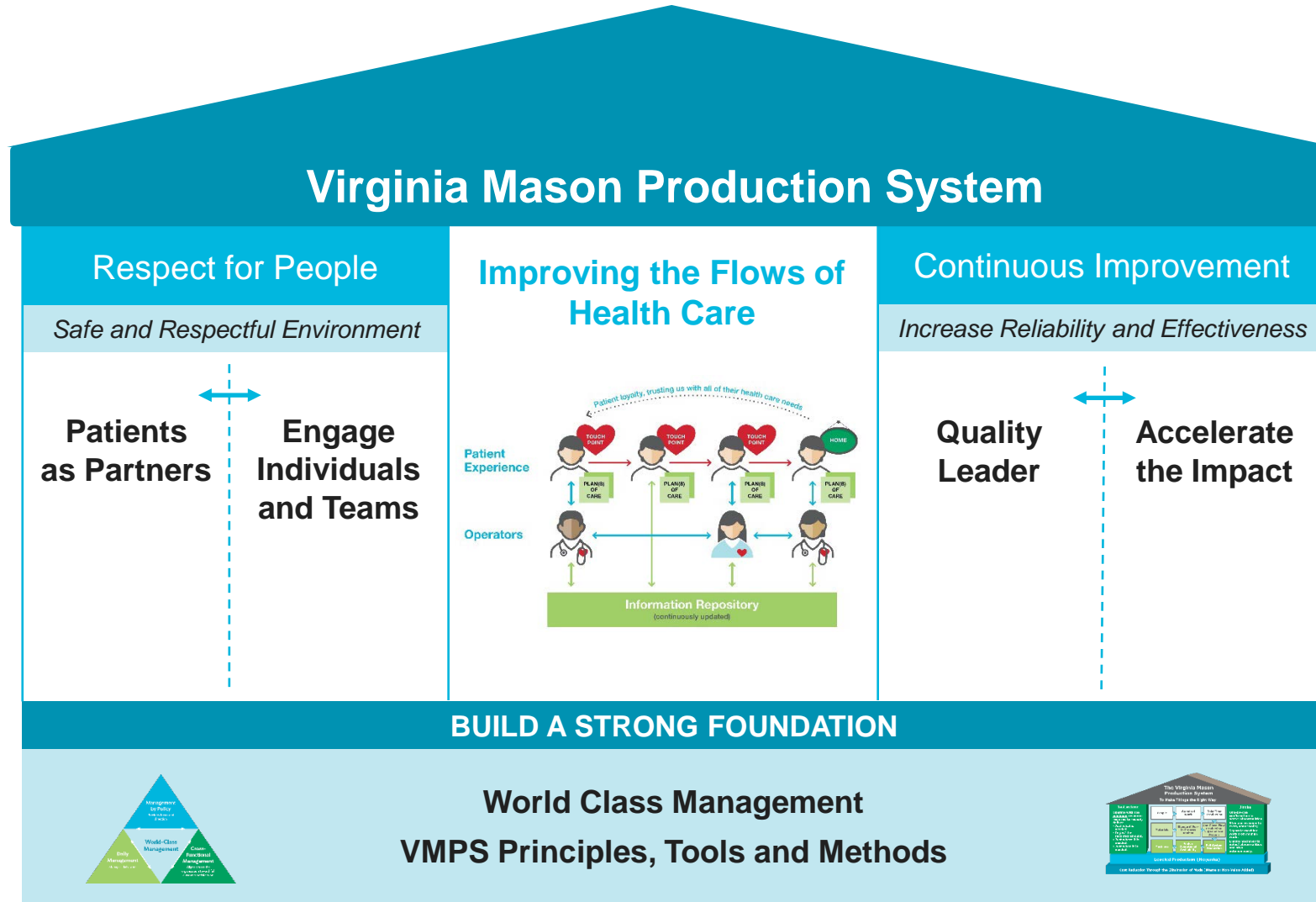
**Objective 2:** Demonstrate how to facilitate skills development in respectful behaviors and communication, diversity and inclusion.

**Objective 3:** Articulate how to develop and implement tools and skills to foster a safe and respectful clinical learning environment.

# Edgar Schein's Culture Pyramid



# A Pillar of Our Management Framework



# Our Respect for People Vision

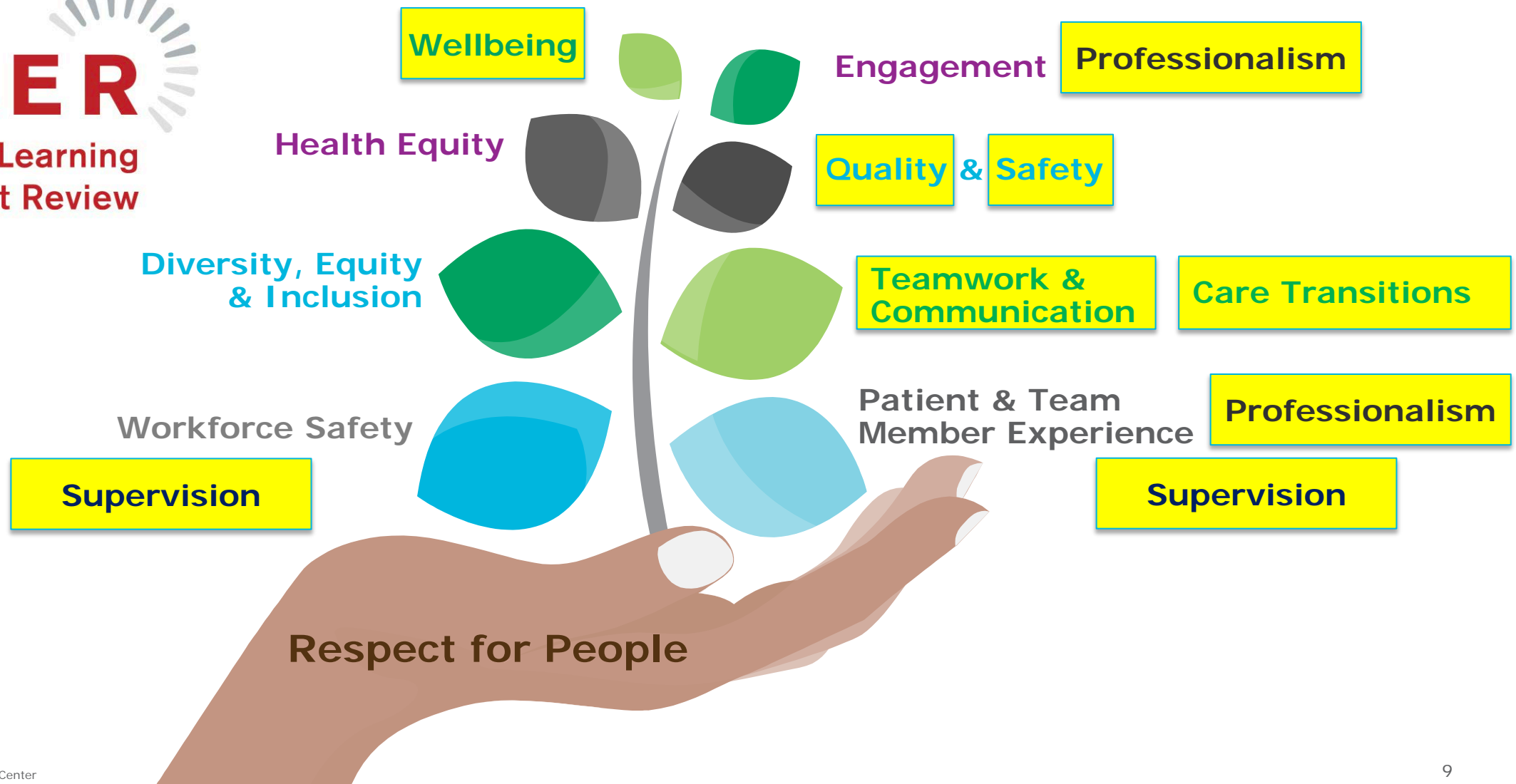
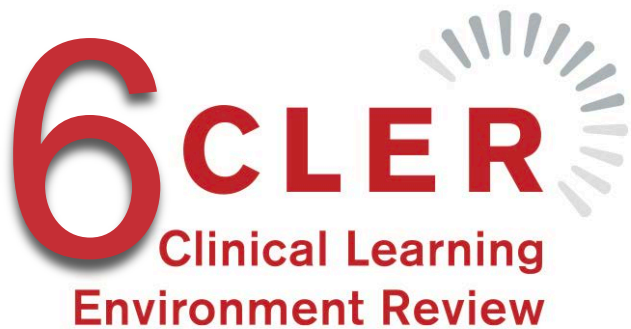
“We believe in a culture where everyone experiences respect.”



# Reflect and Discuss

- What specific behaviors demonstrate respect for you and other team members?
- What specific behaviors demonstrate disrespect for you and other team members?

# Respect in the Clinical Learning Environment





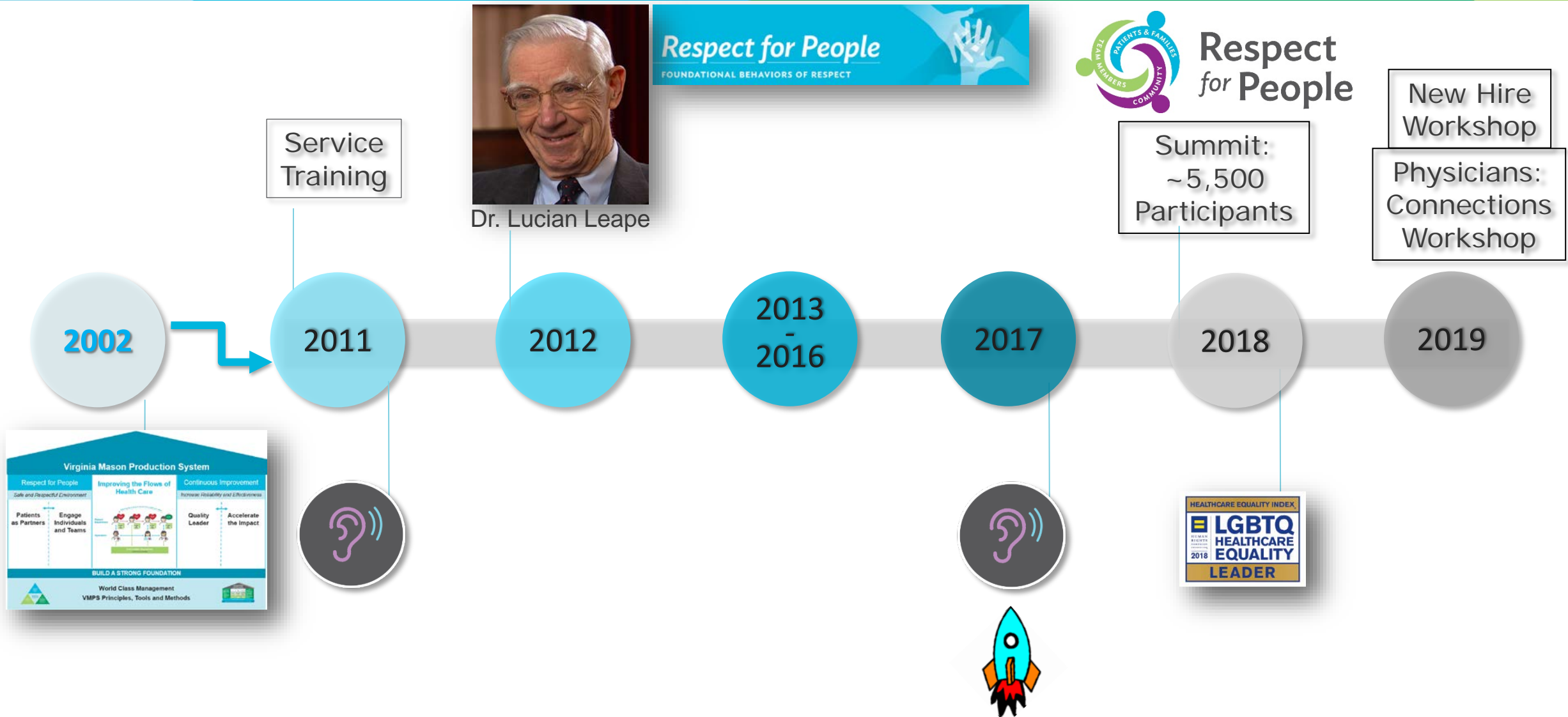
# Leadership Role in Culture



**“Leaders have a disproportionately large effect on the cultures of organizations.”**

*NHS Institute*

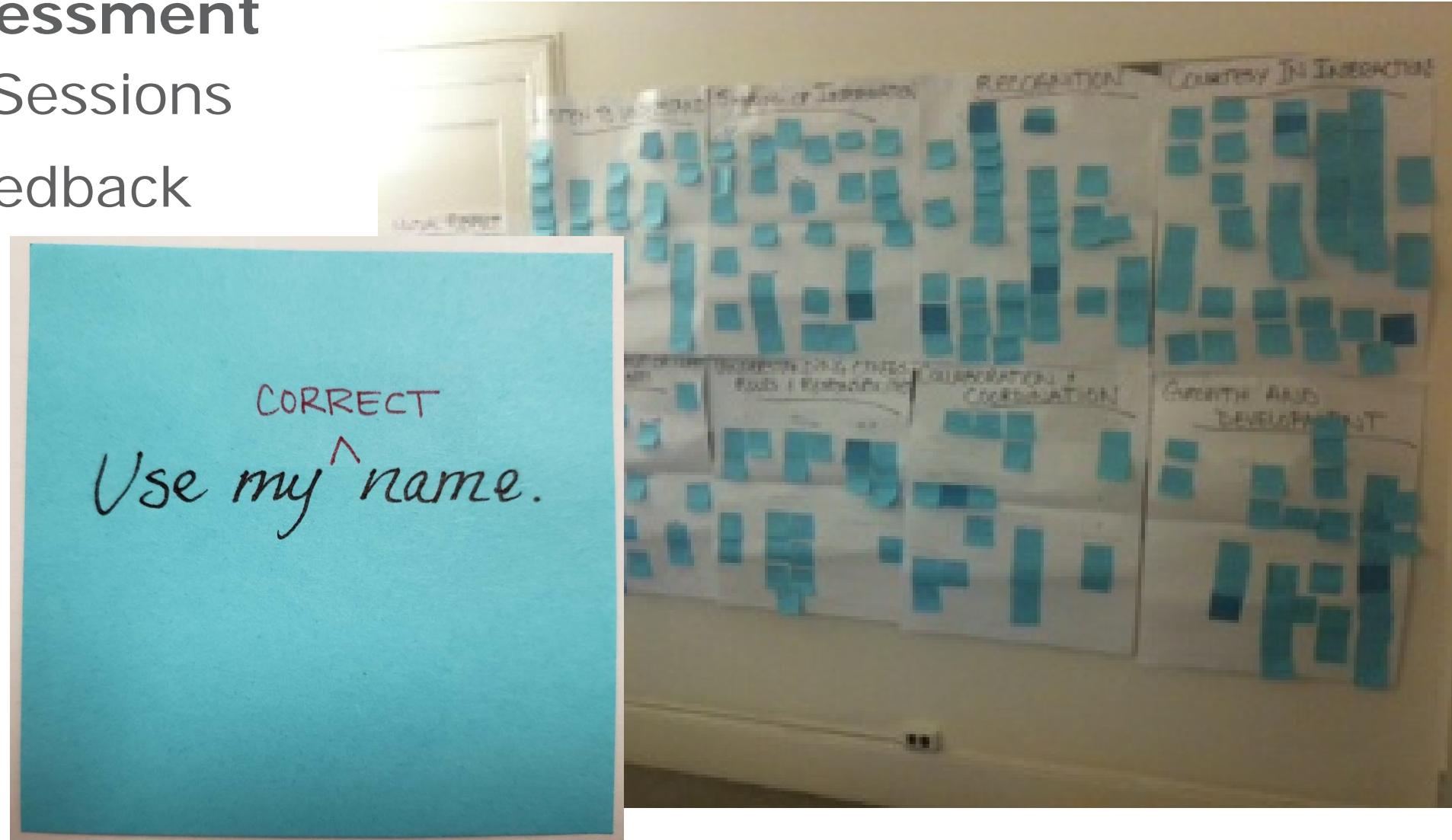
# Virginia Mason's Journey



# Defining Foundational Behaviors

## Needs Assessment

- Listening Sessions
- Gather Feedback
- Visioning



# Respect for People



## Respect for People

THE VIRGINIA MASON EXPERIENCE: PATIENTS & FAMILIES, TEAM MEMBERS, COMMUNITY

### Our Foundational Behaviors

We all have a role in sustaining a community where everyone feels valued, included and respected.



**Be a team player**



**Listen to understand**



**Share information**



**Keep your promises**



**Speak up**



#### 1 | Be a team player

Working together collaboratively creates an environment where everyone feels engaged. Ask others how you can be helpful. If issues come up, trust that people mean well, and share timely, specific and caring feedback with each other.



#### 2 | Listen to understand

Listening well shows people that you are giving them your full attention. Ask questions if you don't understand what others are saying or how they feel. Be open and curious about ideas that are different from yours. Patience helps — interrupting may leave others feeling not heard.



#### 3 | Share information

Sharing the information people need helps them feel prepared and included. As you do so, make room in the conversation for others to speak. Notice if you have a strong preference for or against something, and be open to other ways of looking at the situation.



#### 4 | Keep your promises

Following through on commitments as soon as possible builds trust and lets others know you care. If you aren't able to keep your word, let others know right away.



#### 5 | Speak up

Speaking up creates a safe environment for patients and team members. Enhance physical and emotional safety by sharing observations and concerns, listening and taking action when needed. Use "I" or "we" when sharing feedback; saying "you" may make others feel defensive.



#### 6 | Connect with others

Smiling and making a personal connection help people feel comfortable interacting. Honoring differences and being kind build trust and a sense of safety. Engaging with others helps them feel included.



#### 7 | Walk in their shoes

Seeking to understand various points-of-view and experiences can help patients, their families and team members feel valued. People may think or act in ways that are unfamiliar to you, and these are opportunities to learn from them. Consider how your actions affect others.



#### 8 | Be encouraging

Giving encouragement shows you care about others' well-being. Notice and celebrate people's growth, effort and contributions whenever you can to inspire them and those around them. Vary your approach with each person to match the way they like to be treated.



#### 9 | Express gratitude

Sharing a heartfelt, timely "thank you" can make others feel appreciated. Be sure to include everyone involved. Ask others how they like to receive thanks — publicly, in-person or privately with a note or via the team member Applause system.



#### 10 | Grow and develop

Committing to personal development can help you gain new skills, knowledge and confidence. Sharing your expertise can help others grow, too. Seek and receive feedback openly to enhance your self-awareness and abilities.



**Connect with others**



**Walk in their shoes**



**Be encouraging**



**Express gratitude**



**Grow and develop**



# Changing Needs- Go Deeper

Changes in Social Context

Move from **transactions** to **feelings**

- How does it *feel* to experience respect and disrespect
- How to respond to disrespect from patients and team members
- Diversity and inclusion



#MeToo



Virginia Mason  
Be Remarkable.



# Second-Hand Respect/Disrespect



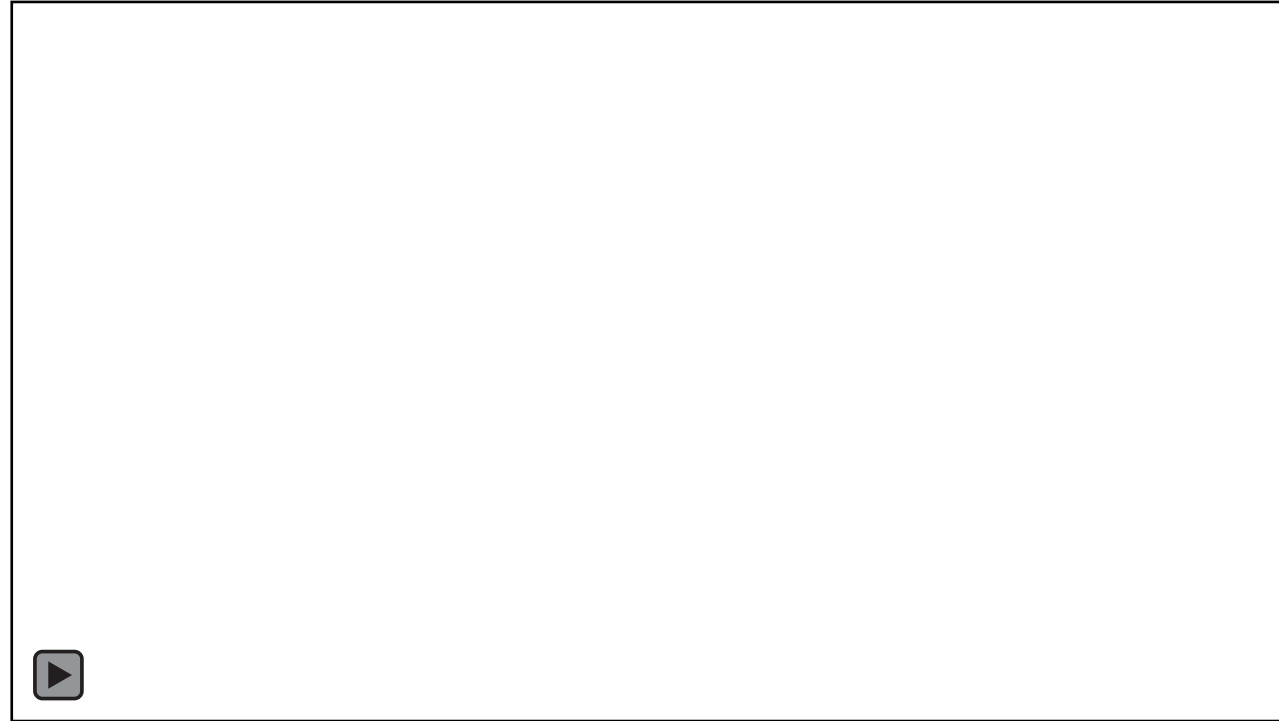


# Leadership Visibility and Commitment



Gary Kaplan, MD  
CEO, Virginia Mason Health System

# Scene 1, Take 1 – Patient Phone Call





# Scene 1 - Reflection

- What ***disrespectful*** behaviors (“micro-inequities”) do you notice in this scene?
- In a few words, describe *your feelings* after viewing this scene.
- What ***respectful*** behaviors (“micro-affirmations”) do you notice in the replay?

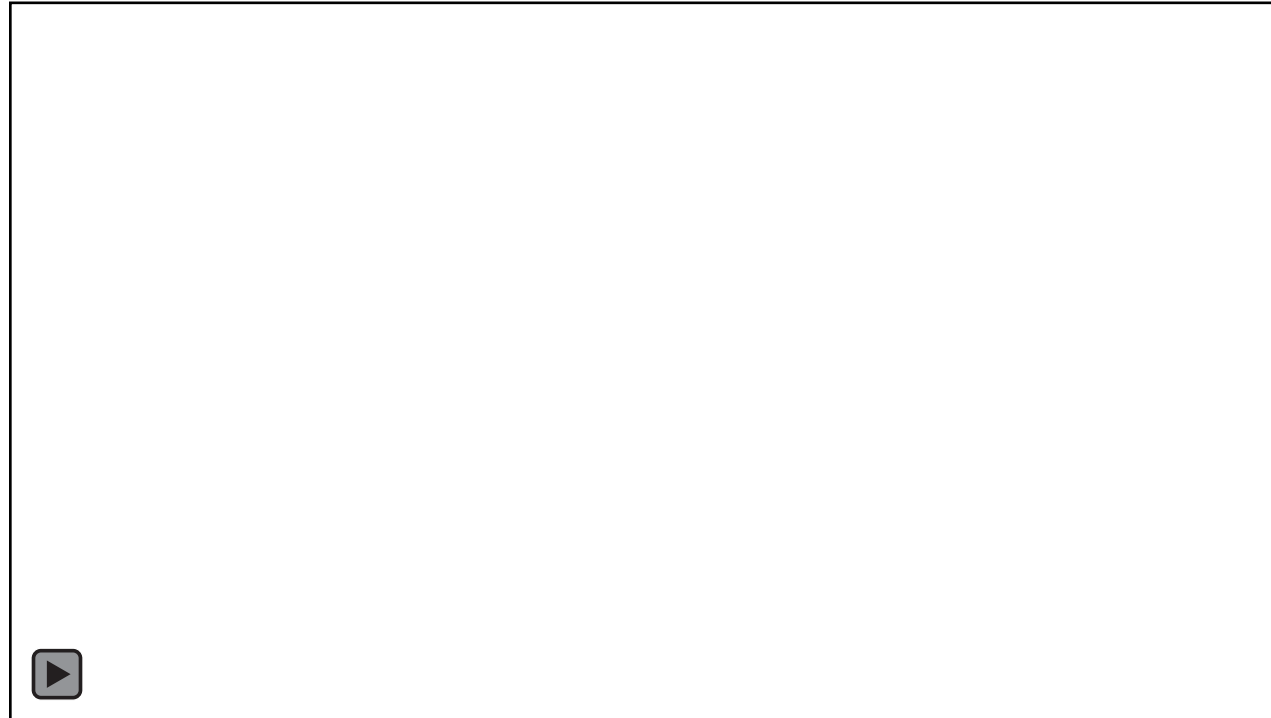
# Scene 1, Take 2 – Patient Phone Call



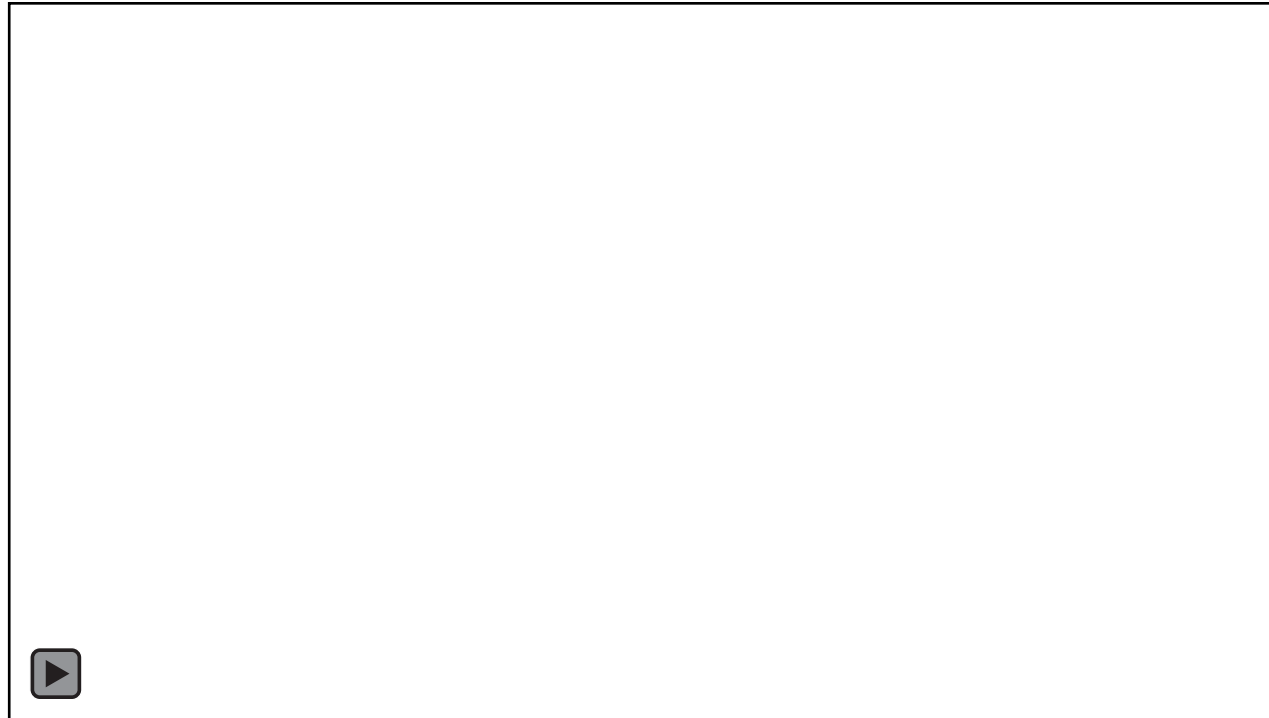
# Scene 2

A new employee receives a delivery

# Scene 2, Take 1 – Package Delivery



# Scene 2, Take 2 – Package Delivery



# Scene 2 - Reflection

- What ***disrespectful*** behaviors (“micro-inequities”) do you notice in this scene?
- In a few words, describe *your feelings* after viewing this scene.
- What ***respectful*** behaviors (“micro-affirmations”) do you notice in the replay?

# Real, Sustained Results; Improved Trust



**87%\***  
agreement



I have adjusted my speech and interaction style

**63%\***  
agreement



I know how to share feedback

**90%\***  
agreement



I say thanks

**70%**  
agreement



I value and respect the contributions of others

\* Statistically significant



# Weaving Respect into the Organization

- Leadership and physician compacts
- Town halls and listening sessions
- Patient Safety Alert and Response
- Schwartz Rounds
- Belonging Groups
- Safety rounds
- Patient Co-design
- Health Equity/Inclusion
- Workplace Safety
- Talent and Leadership Development Programs





# CONNECTIONS Communication Course



## AM: Relationship-Centered Communication

- Communication skills that build relationship and trust



## PM: Tough Interactions and Meaning in Medicine

- Tools and skills for difficult interactions
- Methods to connect to meaning in medicine and increase professional fulfillment

# Speaking Up to Disrespect

## Use all three phrases to respond to extreme disrespect

- My role here is to take the very best care of you...
- ...and I will not tolerate offensive behavior such as \_\_\_\_\_(name the offensive behavior)
- Now, let's refocus on how we can help you today.



# Reflection

- **How did that feel?**
- **What worked well?**
- **What would you like to strengthen?**

# The Circle of Respect







Virginia Mason™

Each Person.  
Every Moment.  
**Better Never Stops.**