Building a Culture of Respect for People

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Alliance of Independent Academic Medical Centers
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NOTHING TO DISCLOSE

Ryan Pong is employed by Virginia Mason Medical Center and has 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

- What we deeply believe
- What we say
- What we see

Artifacts & Behaviors
Espoused
Values
Assumptions
Tacit

Schein, E. H., Coming to a New Awareness of Organizational Culture, Sloan Management Review.
A Pillar of Our Management Framework

Virginia Mason Production System

Respect for People
- Safe and Respectful Environment
  - Patients as Partners
  - Engage Individuals and Teams

Continuous Improvement
- Increase Reliability and Effectiveness
  - Quality Leader
  - Accelerate the Impact

BUILD A STRONG FOUNDATION

World Class Management
VMPS Principles, Tools and Methods
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?
“Leaders have a disproportionately large effect on the cultures of organizations.”

NHS Institute
Virginia Mason’s Journey

- 2002: Virginia Mason Production System
- 2011: Service Training
- 2012: Dr. Lucian Leape
- 2013-2016: Respect for People
- 2017: Summit: ~5,500 Participants
- 2018: New Hire Workshop
- 2019: Physicians: Connections Workshop

Virginia Mason’s Journey:
- 2002: Virginia Mason Production System
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Defining Foundational Behaviors

Needs Assessment

• Listening Sessions
• Gather Feedback
• Visioning
Respect for People

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

<table>
<thead>
<tr>
<th>Be a team player</th>
<th>Listen to understand</th>
<th>Share information</th>
<th>Keep your promises</th>
<th>Speak up</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>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.</td>
<td>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.</td>
<td>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.</td>
<td>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.</td>
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<th>Connect with others</th>
<th>Walk in their shoes</th>
<th>Be encouraging</th>
<th>Express gratitude</th>
<th>Grow and develop</th>
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<td>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.</td>
<td>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.</td>
<td>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.</td>
<td>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.</td>
<td>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.</td>
</tr>
</tbody>
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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
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 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?
Respect for People Spring Survey
Real, Sustained Results; Improved Trust

- **87%** agreement: I have adjusted my speech and interaction style
  - Pre-training: 84%
  - 6 months post-training: 87%

- **63%** agreement: I know how to share feedback
  - Pre-training: 45%
  - 6 months post-training: 63%

- **90%** agreement: I say thanks
  - Pre-training: 79%
  - 6 months post-training: 90%

- **70%** agreement: I value and respect the contributions of others
  - Pre-training: 66%
  - 6 months post-training: 70%

* 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
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