

# Culture and Engagement

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## Objectives

- Understand how a culture can affect team results
- Understand the concept of Engagement
- Describe a "Just Culture"

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## Conflicts of Interest

- None

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## Culture

- A team's culture affects:
  - Communication
  - Conflict Resolution
  - Performance

Uniformity of Culture is important:

- Centered
- Weakly differentiated
- Strongly differentiated



Vicente González-Roma<sup>1</sup> and Ana Hernández. Journal of Applied Psychology. 2014, Vol. 99, No. 6, 1042–1058

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## Team Culture—what is strong team cx?



- Common goal
- Agreed leadership
- Common rules
- Understand roles
- Clear communication
- Shared identity\*

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## Effective Teams

- Don't have fixed personalities
- Don't have fixed stereotypes
- Don't have the same people
- Don't have power differentials
- Don't have pre-existing conflicts



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## Team Culture: How to Improve

- Surgical "Time Out"
  - Sets Goal
  - Introduces players
  - Clarifies power structure
  - Should empower all to speak up
- "Sign Out"/Debrief
  - Impromptu feedback
- Training on conflict resolution
- Competencies may not transfer to another team.....



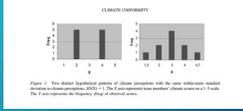
NATIONAL TIME OUT DAY  
JUNE 9TH

Jans, et al. Medical Education 2012; 46: 838-849

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## Team Uniformity

- Highly engaged or highly disengaged teams are uniform
- Middle team scores can be bell-shaped or bi-modal
- Weak
  - Strong



González-Roma<sup>1</sup> and Hernández. Journal of Applied Psychology 2014, Vol 99, No 6, 1043-58.

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## Team Uniformity



- Compared to teams with uniform culture, teams with Weak Dissimilarity
  - Had poorer quality of communication
  - Had higher conflict scores
- Communication scores most highly correlated with performance measures

González-Roma<sup>1</sup> and Hernández. Journal of Applied Psychology 2014, Vol 99, No 6, 1043-58.

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## Team Uniformity

- Of teams studied, about a third had dissimilar culture distribution
- 27% were weak and 7% strong
- Managers of weakly dissimilar teams judged them less effective
- Importance of "hiring for culture"



González-Roma<sup>1</sup> and Hernández. Journal of Applied Psychology 2014, Vol 99, No 6, 1043-58.

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## Engagement



- Reflects the culture of an entity
- More engage = more satisfied
- More satisfied = better performing
  - Better work/higher quality
  - Less attrition
  - Higher patient satisfaction

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## Engagement

- Physicians are NOT your usual worker
  - No managers to guide them
  - Identify more with specialty than employer or medical staff
  - Most are ambivalent
- All have different needs and can't be one-size-fits-all



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## Engagement

- KNOW the provider
- Appreciates the provider
- Gives feed back
- Challenges/gives growth
- Gives tools to do the job
- RESPECT
- Transparency

**Background Table: Mayo Clinic Leadership Behavior Score\***

1	To what extent do you agree or disagree with each of the following statements about (name of immediate supervisor)?
2	1. Invites career development conversations with me.
3	2. Encourages me to do my job.
4	3. Encourages employees to suggest ideas for improvement.
5	4. Treats me with respect and dignity.
6	5. Provides helpful feedback and coaching on my performance.
7	6. Recognizes me for a job well done.
8	7. Keeps me informed about changes taking place at name of organization.
9	8. Encourages me to develop my talents and skills.
10	9. Overall, how satisfied are you with (name of immediate supervisor)?

**Trust Score:**

**Copyright: Mayo Clinic**  
 \*Response options: 1=strongly agree, 4=agree, 5=neither agree nor disagree, 2=disagree, 3=strongly disagree. No item reverse-scored.  
 Response options: 1=very satisfied, 4=satisfied, 5=neither satisfied nor dissatisfied, 2=dissatisfied, 3=very dissatisfied.  
 \*Scoring: sum 9-8 score for each of 12 items to generate a total score (range 12-60)

Adapted from: Shanafelt TD, Gorringer G, Menaker R, et al. Impact of organizational leadership on physician burnout and satisfaction. *Mayo Clin Proc.* 2015;90(4):432-440

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## What is Just Culture?

“Although different definitions exist, a just culture is generally regarded as a patient safety culture in which people can report accidents, incidents, mistakes, errors, and other mishaps without a risk of punishment. Only in the case of gross negligence or willful misconduct will punitive measures be taken.”

—Sjoerd van Marum, BSc, Daan Verhoeven, BSc, and Diederik de Rooy, LLM, MD, PhD

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## Elements of Just Culture



- Trust positively impacts job satisfaction and organizational effectiveness
- Staff need to:
  - Tell about errors truthfully
  - Not seen as “tattling”
  - Know that follow-through will improve patient safety
  - Know that personal reputation will be increased by reporting

Firth-Cozens. *Qual Saf Health Care* 2004;13:56-61

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## Elements of Just Culture

- Management must:
  - Be open and fair about handling incidents
  - Investigate sensitively and transparently
  - Not harm reporter
  - Treat subject fairly
  - Demonstrate follow up
- Trust staff to be accurate and fair



Firth-Cozens. *Qual Saf Health Care* 2004;13:56-61

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## Barriers to Just Culture



- Distant relationship between “reporter” and supervisor
- Large organizational reporting structure vs departmental (knowledge of system)
- Experience
  - Lack of confidence in skills
  - Fear of shame/blame

Van Marum, et al. *Journal of Patient Safety* Volume18, Number7, October2022

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## Conclusion

- Culture affects team performance and engagement
- Uniformly similar teams perform better
- Culture needs to be groomed at all levels
- Hiring for culture is a must
- Maintaining Just Culture depends on all levels and can ultimately improve quality

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