Building QI Culture

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PQI changing Culture

The BC Experience
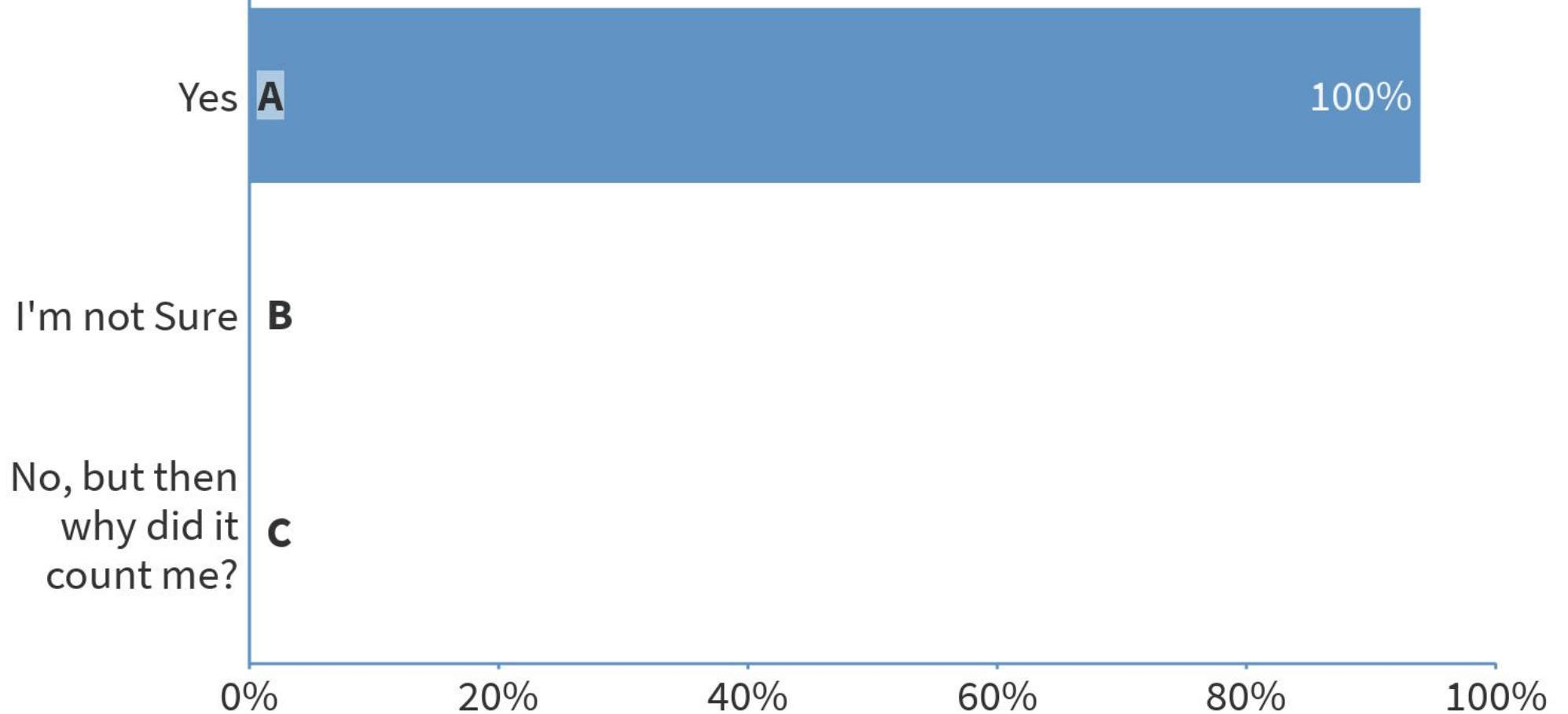
2014 - 2018

Building QI Culture

Interactive Polling

1. Get out your Cell Phone
2. Text "PhysicianQI" to 37607
3. Now, you will be able to text your responses to our polls

Am I connected?

Yes **A** 100%

I'm not Sure **B**

No, but then why did it count me? **C**

0%   20%   40%   60%   80%   100%

PQI changing Culture

The BC Experience

2014 - 2018

Agenda

- Who are we, as PQI?
- What is a Tipping Point, and how does it apply to us?
- What variables are at play?
- What does this mean to us?

The Beginning

2015 – First Cohort

Cautious attitude from Health Authorities
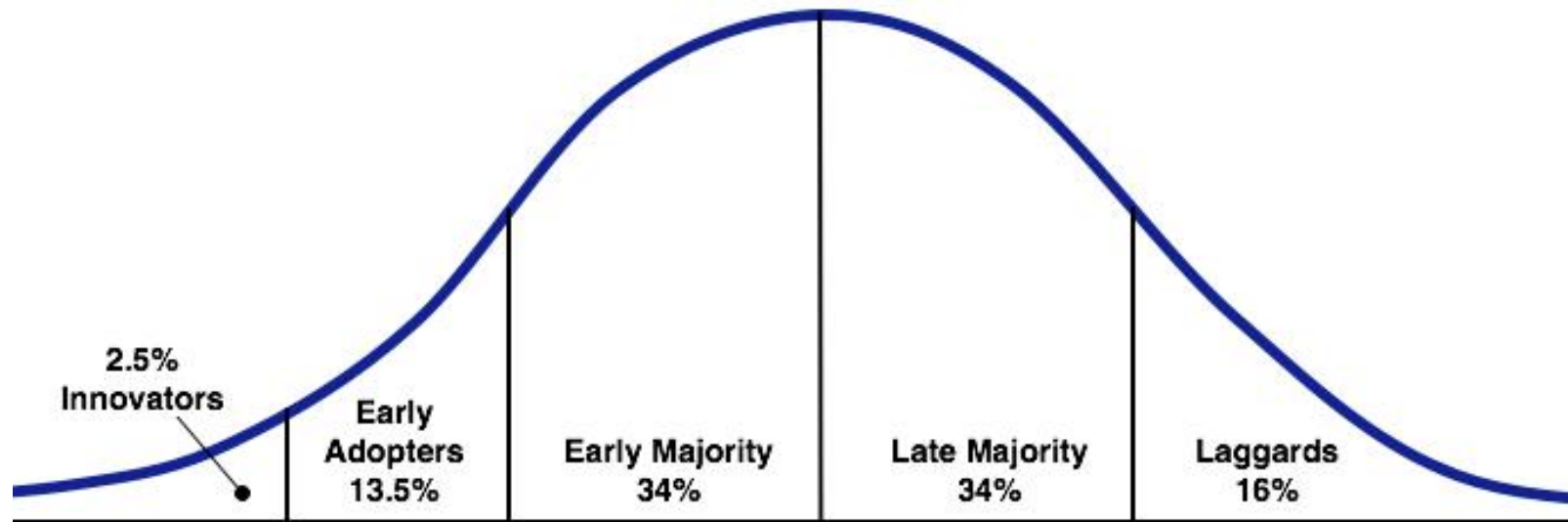- Will this amount to anything?
- Loose Cannons?

As we gained Momentum
- Taking Notice
- OK, you've had successes, but what about Spread?
- Can it be shaped to HA needs
- What does Alignment look like?

We have 2 Cultures that need to grow and align:
- Physician Culture
- Health Authority Culture

Our Experience in PQI

Source: Everett Rogers *Diffusion of Innovations* model

Everett Rogers, 1962

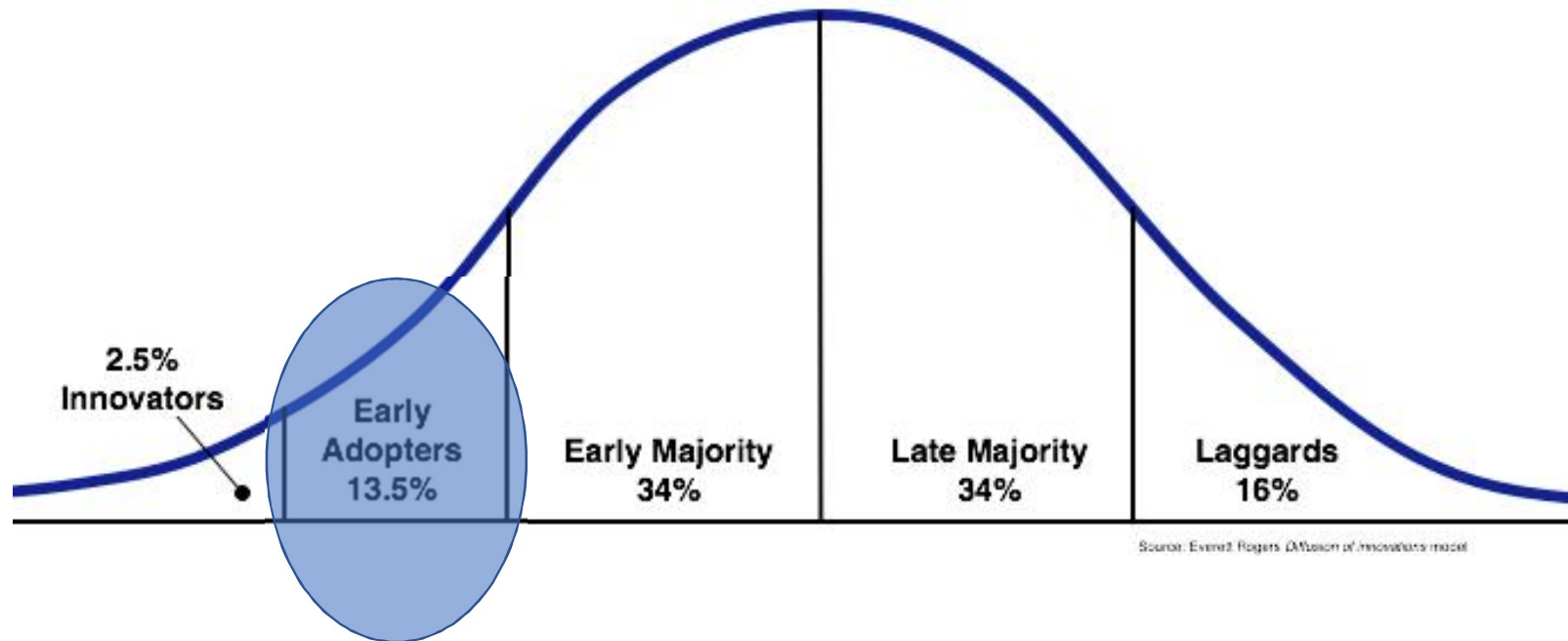# Which group does PQI recruit it's members from

Innovators

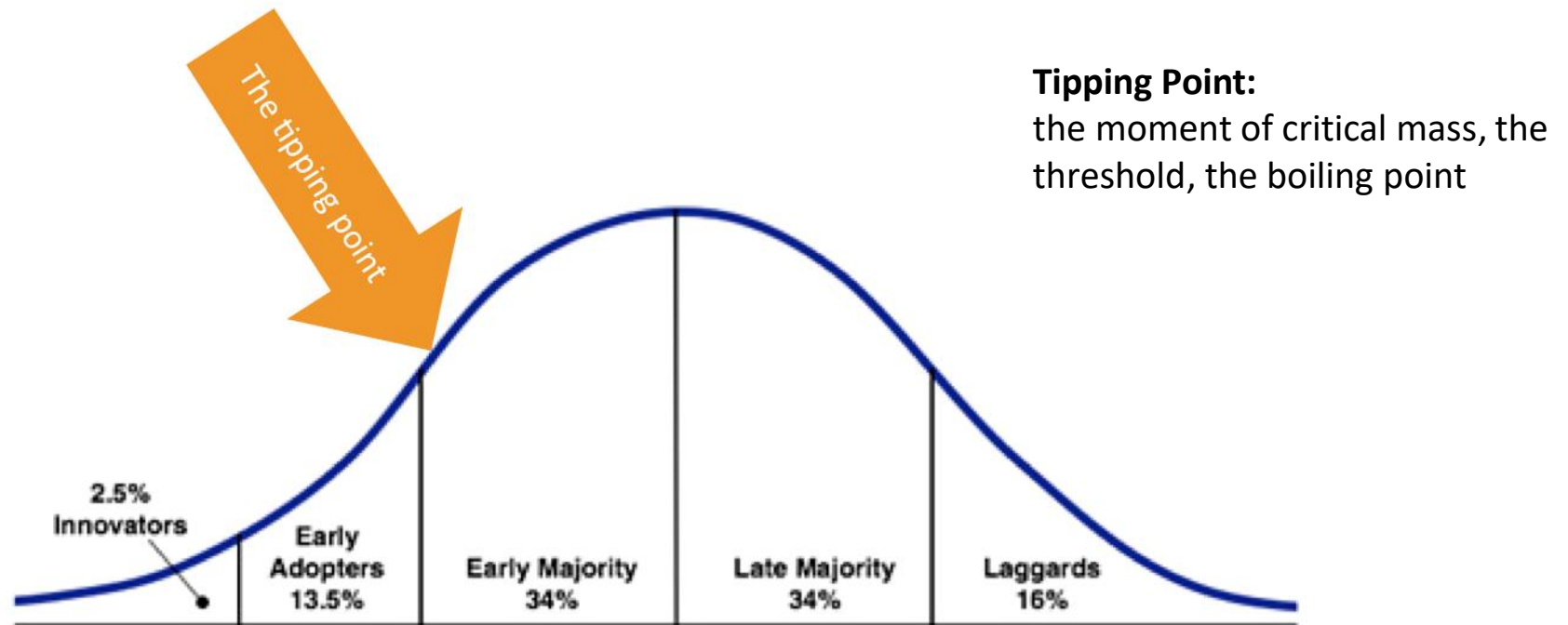Early Adopters

Early Majority

Late Majority

Laggards

Our Experience in PQI

Everett Rogers, 1962

The Tipping Point

The law of diffusion of innovation

The tipping point

Tipping Point:
the moment of critical mass, the threshold, the boiling point

2.5% Innovators

Early Adopters 13.5%

Early Majority 34%

Late Majority 34%

Laggards 16%

Malcolm Gladwell, 2000

The Tipping Point

"a point in time when a group—or a large number of group members—rapidly and dramatically changes its behavior by widely adopting a previously rare practice."

Is this not a description of Culture Change?

What do we need to know to judge our readiness to "Tip"?

The Tipping Point

Needs:

- "Readiness" – how ready is the group for the change
- "Ability" – how easy/difficult is the change? Does the group have the skills?
- "Completeness" -- of the team. Are there any "missing Links"?
- "Numbers" – how many are needed to "tip"? Maybe smaller than you think
  - How many are already in place?
  - How many do you need?
- "Influence" – how influential are the change agents?
- "Trigger" – do we need a bit of a push?

Numbers -- Malcolm Gladwell

In the same way as a virus can spread rapidly through a population, so too can behavioral change, <mark>*particularly within a group*</mark>*.*

For instance, a small action by one individual within a crowd can influence the actions of other individuals within the crowd, and so on, until the behavior becomes widespread.

Thus, small, initial changes have the potential to make significant differences overall.

What is the "Social Group" that will determine the "Tipping Point" where you work?

My Health Authority **A**

My Regional Department across all (or most) hospitals **B**

My Hospital **C**

My Department within the Hospital **D**

Within your Community, Who will contribute to the "Tipping Point" in terms of "Numbers"

Physicians

Nurses

Allied Health

Support Staff

Administration

All of the above

How influential, in general, are the PQI Physicians?

Very
Influential

Pretty
Influential

About
Average

A bit

Who?

Very High interest. A lot if Individual commitment

Very interested. Looking for someone to lead the charge.

Somewhat interested in finding out more

We've heard about it, but are suspicious about the intentions

Been there, tried that. Didn't go anywhere.

We can do it all! We've got it covered.

We're trying, and do pretty well, overall.

We're trying, but run into some problems that we have trouble with

We have trouble knowing where to start

How do you spell that?

In your work community, how many people are engaged in QI, other than PQI Physicians?

Lots

Quite a few

Some

only a few

Not a priority for us

The Tipping Point

Needs:

- "Numbers" – how many? Maybe smaller than you think
- "Influence" – how influential are the change agents?
- "Readiness" – how ready is the group for the change
- "Ability" – how easy/difficult is the change?
- "Trigger" – do we need a bit of a push?
- "Completeness" -- of the team. Are there any "missing Links"?

Are you ready to "Tip"?

How close to "Tipping" are you?

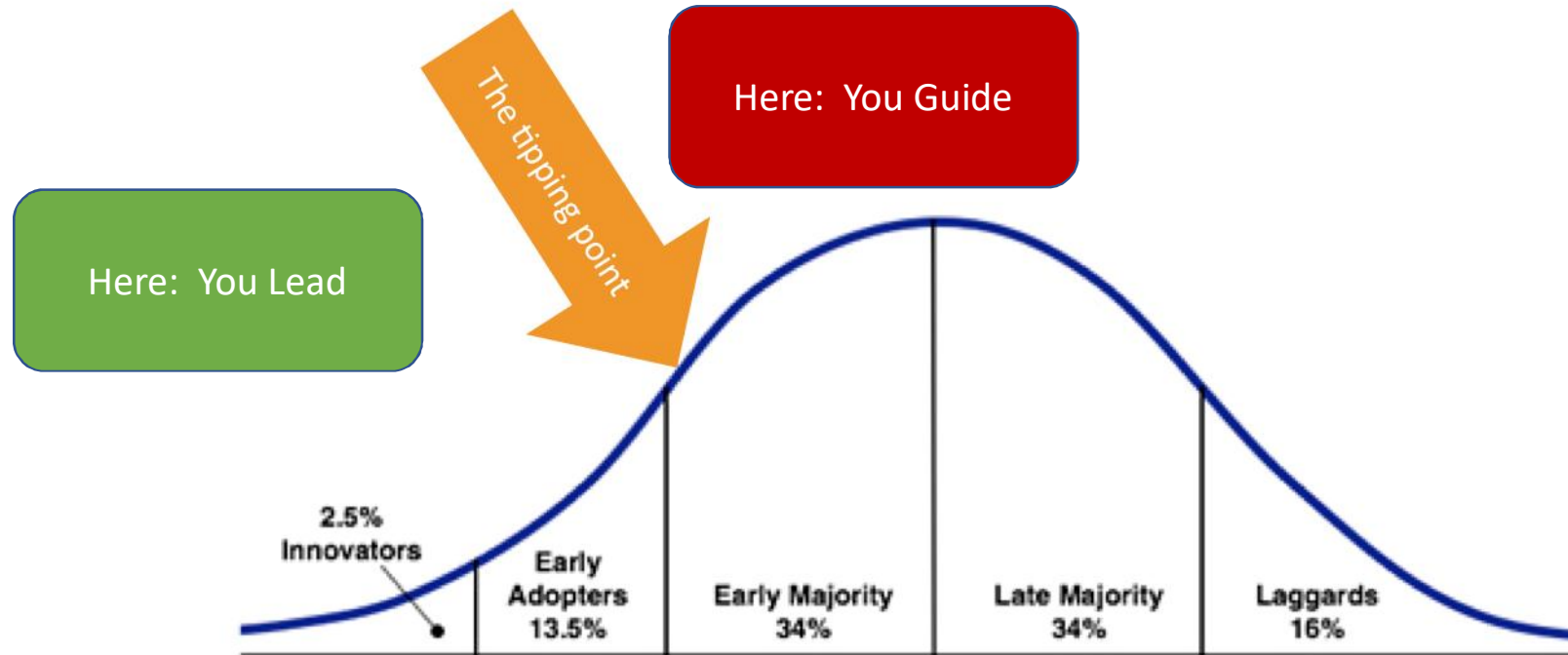We've Tipped

We're tottering

Close, but not quite

Keep doing what you're doing, we're not ready yet.

Still trying to get started

Working hard to stay where we are

The law of diffusion of innovation

Here: You Guide

The tipping point

Here: You Lead

2.5%
Innovators

Early
Adopters
13.5%

Early Majority
34%

Late Majority
34%

Laggards
16%

Leading the Change

"I":
- Set the Agenda
- Choose the timing
- Pick and Choose the Activities
- Hold the power

I, as I like:
- Direct activities
- Teach, Inform

Guiding the Change

"You"
- Set the Agenda
- Choose the timing
- Pick and Choose the Activities
- Hold the power

I, **if you want**:
- Assist you
- Teach, Inform

Guiding vs Leading

- A fundamental change in approach
- Empowers the local community
- Much more powerful than trying to drive action, self-motivated
  - Has the power of a "social movement"
- Can be scary, in a command and control structure
- Local ownership of the problems and solutions

Empowering vs Dissipation

- Guiding and nurturing the early change groups may allow them to flourish

- Fighting, controlling them may cause the energy to dissipate and burn out

- Where do we want to go with this?

The Link

- We must align with the Health Authorities
- We must integrate our efforts with the Health Authorities
- We must operate as a "Strategic Partnership" between:
  - Physicians
  - Non-Physicians
  - Administration
  - Patients

How closely does the PQI Community work within the Health Authority?

We are completely Integrated, with input throughout

We are Consulted

We meet periodically

We are starting to be recognized

We struggle

PQI and Culture Change

- Physicians are a small, but Important part of the Team
- Most of the "Numbers" needed are already there
- Physicians are generally influential
- Our Organizations are ready for change
- Our Ability and Skill levels vary, PQI is trying to help here.
- Physicians can "Trigger" change
- Physicians are often a "missing link" in the team
- We're all at different stages in this journey

We have the ability to cause the change we desire

Challenge

What will you do to move your culture change forward?

For delegates of PQI Summit, November 19, 2018

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What is Organizational Culture

and

Whose Responsibility is it?

Tracey Gurton,
UBC Sauder School of Business

UBC SAUDER
SCHOOL OF BUSINESS | ROBERT H. LEE
GRADUATE SCHOOL

Henry Mintzberg on Culture

"Culture is the soul of the organization –
the beliefs and values, and how they are
manifested. I think of the structure as the
skeleton, and as the flesh and blood. And
culture is the soul that holds the thing
together and gives it life force."

OC, QC, FRSC; McGill
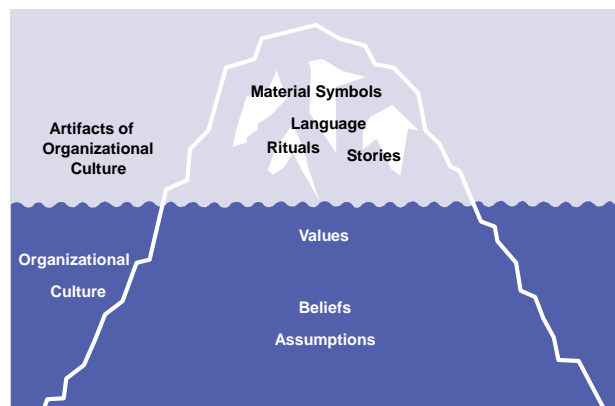
Simplified

Shared Values
- – Defining what's important

Norms
- – Establishing appropriate attitudes and behaviours to express what's important

Culture is the way you think, act, and interact.

Layers of Culture

Cultural Artifacts
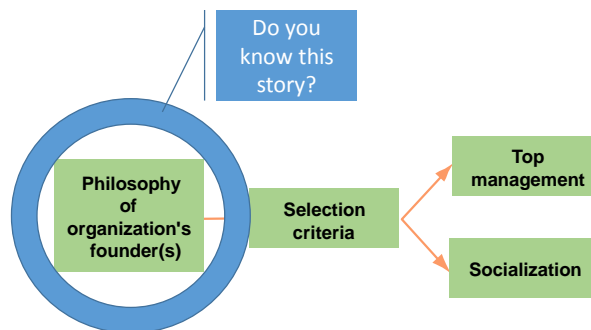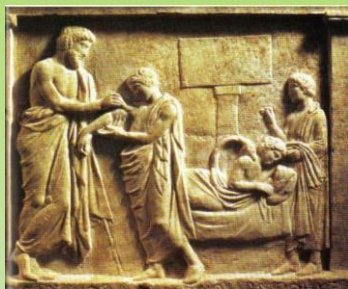
- Stories
- Rituals
- Material Symbols
- Language

Aggieatheltics.com

ChilliC.com

How Organizational Culture Forms

Do you know this story?

Philosophy of organization's founder(s)

Selection criteria

Top management

Socialization

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The Province

Royal BC Archive

As a Leadership Tool

1. Culture must be strategically relevant

2. Culture ought to be "strong"

3. Culture should contain norms and values that promote innovation and change

Chatman & Eunyoung Cha (UC Berkeley, 2003)

Culture as a Leadership Tool

"The irony of leadership through culture is that the less formal direction you give employees about how to execute strategy, the more ownership they take over their actions and the better they perform."

from *Leading by Leveraging Culture*

Take-Aways

- Organizational Culture is a powerful force that underlies almost all operations
- It is created at first by the philosophy of the founder(s)
- It is maintained by Recruitment & Selection, Socialization, and Behaviour of Top Mgmt
- We can learn about a given entity's org. culture by understanding its artifacts, values, norms and long-held beliefs

Take-Aways, too

- For an organization to be as successful as it can be, Culture should:
  - Be **strategically relevant** (social control over formal)
    - People just get stuff done!
  - Be **strong** (agreement on values, and intensity in showing them)
    - Low on agreement = warring factions
    - Low on intensity = insipid, vacuous
  - Embody norms that inspire **innovation** and change
    - This requires healthy team functioning with lots of trust, psychological safety, and therefore constructive conflict

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

Edwards Deming (1900-1993)