Communication and Culture

Survey Results 2021

Why Focus on Culture? High Performance!

(1) When aligned with strategy and leadership, drives positive organizational outcomes

(2) Developing position for the future requires a forward-looking strategy and culture

(3) Creates more value over time

Harvard Business Review, 2018

(1) Increased engagement

(2) Better quality and safety outcomes

(3) Improved patient experience

(4) Improved retention

(5) "Joy" at work

(6) Increased job satisfaction

Institute for Healthcare Improvement (IHI)

Aspects of Organizational Culture: Aspirations...

- *Caring*, focused on relationships and mutual trust
- *Purpose*, exemplified by idealism and altruism
- *Learning*, characterized by exploration, expansiveness, and creativity
- *Enjoyment*, expressed through fun and excitement
- *Results*, characterized by achievement and winning
- *Authority*, defined by strength, decisiveness, and boldness
- *Safety*, defined by planning, caution, and preparedness
- *Order*, focused on respect, structure, and shared norms
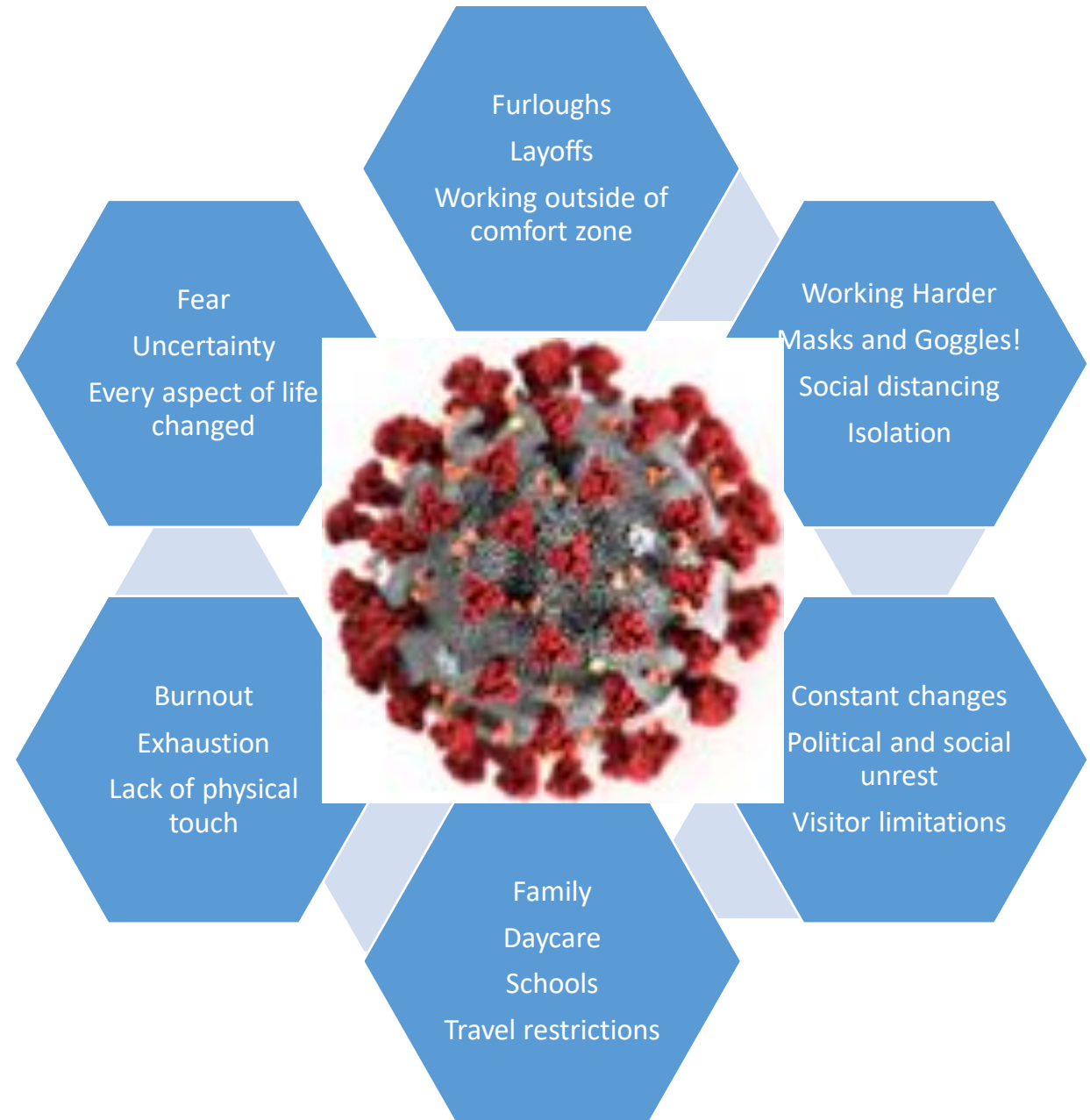
Harvard Business Review, 2018

Dr. Kent in recent email...

- "A healthy culture is one of **shared values; beliefs and behaviors** that are **enthusiastically embraced and implemented** across the organization"

- "To this end, we have initiated an effort to explore our culture with the goal of **creating an environment that will enable us to reach our goals together**"

- "The identification and operationalization of discrete initiatives aimed at empowering you and **enhancing a positive and forward looking culture at UVA Health**"
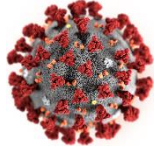
Context:

It has been a *REALLY (really)* tough year!

Furloughs
Layoffs
Working outside of comfort zone

Working Harder
Masks and Goggles!
Social distancing
Isolation

Fear
Uncertainty
Every aspect of life changed

Constant changes
Political and social unrest
Visitor limitations

Burnout
Exhaustion
Lack of physical touch

Family
Daycare
Schools
Travel restrictions

About the survey…

- Last survey: 2019
- AND THEN… !!!
- This one: February, 2021
- 253 Respondents
  - Setting
    - 43% Inpatient
    - 29% Outpatient
    - 28% Both
  - Role~
    - 28% LIP
    - 40% RN
    - 5% PCA/PCT
    - 27% Other
- 16 Questions
- Anonymous

UVA Women's and Children's Services
Mission, Values, and Goal

Mission

We strive to provide excellence, innovation and superlative quality in the care of women, children, and families, the training of health professionals, and the creation and sharing of health knowledge within a culture that promotes equity, diversity, inclusiveness, patient and family-centered care, and wellness.

Values

We value Accountability, Stewardship, Professionalism, Integrity, Respect, and Excellence (ASPIRE).

We provide the best care when:

1) We function as a team, all team members' roles are recognized as inter-dependent, and everyone feels respected and valued
2) We recognize that we are only as strong as our weakest link, and we strive to encourage, educate, and enlist help so that we may reach our goals
3) We foster a safe environment and assume positive intent, recognizing that everyone is here to do good, meaningful work and to make a difference, and we value input at all levels; everyone has a voice
4) If we see something, we say something, and when we speak up, we are supported
5) We are respectful of all team members and are clear in our communication, we realize that perception is as important as intention, and we listen as much or more than we speak
6) We are respectful of each person's time
7) We take care of ourselves and each other as well as those we care for, strive for work-life balance, and recognize that rest is important
8) We recognize and celebrate each other and jobs well done
9) We are able to leave work feeling like we excelled as a team and that we each made a difference

Goal

To be the place that you would recommend to your friends as a great place to work and where you would like for your family members to receive care.

Goal: To be the place that you would recommend to your friends as a great place to work and where you would like for your family members to receive care

We are Making Progress!

- *Safe environment, value input at all levels:* "We foster a safe environment and assume positive intent, recognizing that everyone is here to do good, meaningful work and to make a difference, and we value input at all levels; everyone has a voice"

- *Thank you's/gratitude/praise*

- *Recognize and Celebrate:* "We recognize and celebrate each other and jobs well done"

- *Taking Responsibility for mistakes*

- *Making a difference, doing good work:* "We are able to leave work feeling like we excelled as a team and that we each made a difference"

- *Going the extra mile to help*

- *Constructive feedback/Using ideas to make changes/Expressing difference of opinion respectfully*
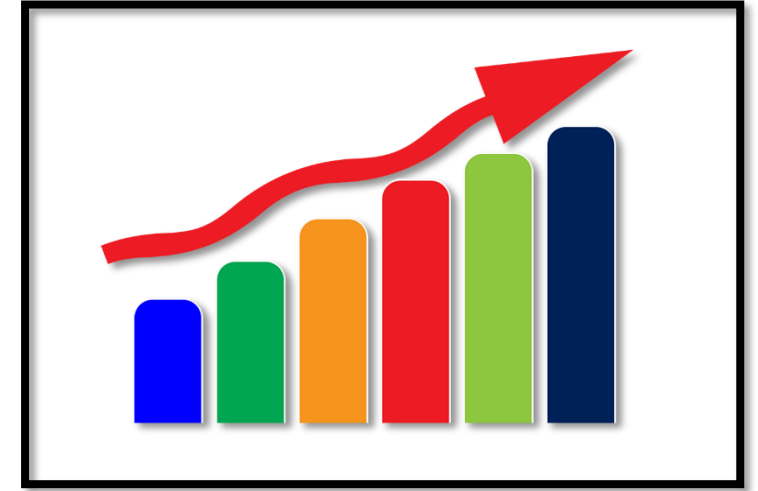
What needs more work?

- *Speaking up:* "If we see something, we say something, and when we speak up, we are supported"

- *Respectful, clear communication and Listening:* "We are respectful of all team members and are clear in our communication; we realize that perception is as important as intention, and we listen as much as or more than we speak"

- *Work-Life balance and caring for each other:* "We take care of ourselves and each other as well as those we care for, strive for work-life balance, and recognize that rest is important"

- *Respecting each other's time:* "We are respectful of each person's time"

Targeting unhealthy workplace behaviors

- Gossiping/rumors/attacks on character

- Insults/condescending tone/belittling

- Interrupting when others are talking/giving report/with a patient (not urgent)

- Blaming/assumptions

- Criticizing/nit-picking/complaining
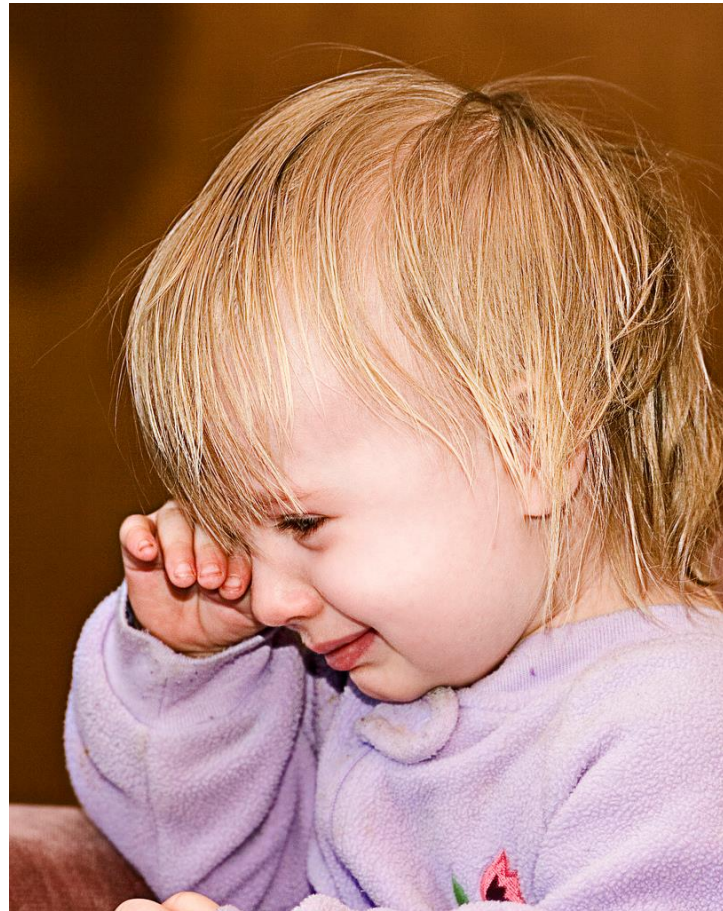
- Exclusion, criticism

- MICRO and MACROaggressions

- Interrupting, not respecting others' time

- Not seeking clarity before jumping to conclusions

- Culture of "judging"

Do we have an inclusive, welcoming environment for ALL?

Power/Social Cliques/Newbies/"Differences"

Percent unhealthy workplace behaviors were related to these factors "Sometimes/Occasionally, Often, or All the time*" 2019 vs. 2021

73%➜70% Power differential/hierarchy
58%➜53% Social cliques
47%➜38% Other disciplines and specialties
44%➜43% Newcomers/outsiders

19%➜21% Gender
14%➜13% Maternity/lactation
10%➜12% Religion/accent/nationality
8%➜5% Disability/illness
5%➜7% Sexual orientation
5%➜18% Race/ethnicity

*Note: Everyone was asked to complete this question, not just those that fall into any of these categories, so frequencies are less reliable as an indicator of the degree of the problem

What makes a difference?

- Welcoming differing opinions
- Giving opportunities to others that are different than you intentionally
- Seeking input from ALL stakeholders
- Examining and acknowledging the unconscious biases that we ALL have
- Valuing diversity at every level on every team
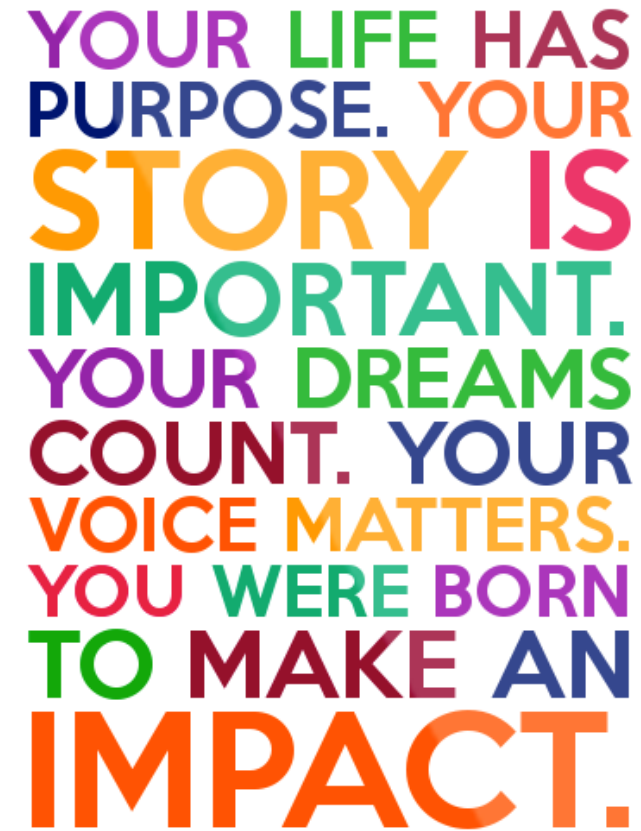- Celebrating differences

Planned Monthly Themes for 2021

- **Hope**
- **Diversity**
- **Equity**
- **Inclusion**
- **Culture**
- **Uniqueness**

- **Self care**
- **Empathy**
- **Service**
- **Wholeness**
- **Presence**
- **Awe and Wonder**

The Five Languages of Appreciation in the Workplace

Gary Chapman and Paul White, 2012

- **Verbal**
- **Quality time**
- **Acts of Service**
- **Tangible gifts**
- **"Touch"**

YOUR LIFE HAS PURPOSE. YOUR STORY IS IMPORTANT. YOUR DREAMS COUNT. YOUR VOICE MATTERS. YOU WERE BORN TO MAKE AN IMPACT.

Joy, Fun, Easy Laughter in the Workplace are signs of...

- Teamwork and collaboration
- Mutual respect
- Connection to purpose
- Strong relationships
- Trust
- Safety
- Inclusion
- **Healthy workplace**

What helps make work more enjoyable for you?

- **Personal notes or cards**

- **Gift cards**

- **One-one praise from supervisor**

- **Listening sessions with leaders**

- Feedback at annual review

- Shout outs

- Public recognition

- Personal email

" IT IS UNREALISTIC TO EXPECT EXTRAORDINARY EFFORT & PERFORMANCE WITHOUT CREATING AN ENVIRONMENT WHERE PEOPLE FEEL EXTRAORDINARILY VALUED. "

Doug Conant

More than half thought the following things would help us get there...

- Curbing disrespectful behavior

- More information sharing

- Appreciation messages/thank you notes

- Team-building exercises

- Gratitude boards

- Events outside of work
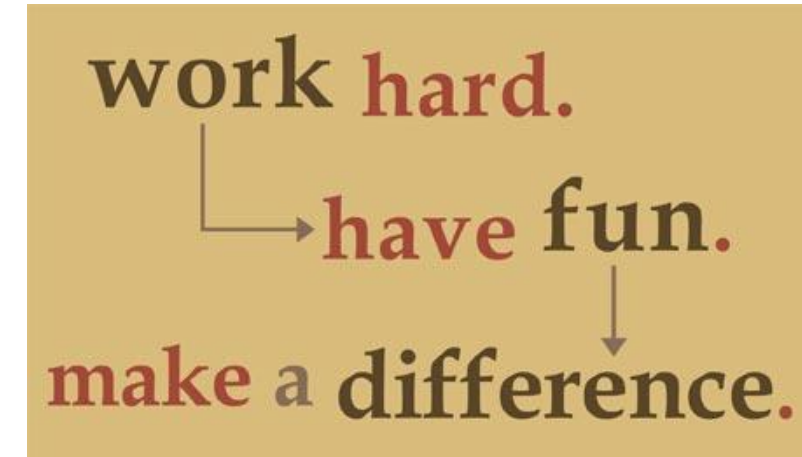
COVID Silver Linings

- Banding together
- Families with less visitors
- More time with nuclear family
- Implementation of Telemed
- Good care for patients with COVID
- We did not run out of PPE
- Appreciating life a lot more
- Life has slowed down a bit

- Seeing excellent teamwork
- Made me appreciate work family
- The vaccine!
- Virtual social events
- Self and others rising to the occasion
- Time-efficient and well-attended virtual meetings
- Less traffic

Popular communication and culture efforts (more of this!)

- **"Random Acts of Kindness"**
  - **Candy**
  - **Flowers**
  - **Stickers**
  - **Badgholders**
  - **"Vaccinated" buttons**
- Opportunities to order "swag"
- Listening Sessions with Leadership
- Quotes of the week
- Monthly newsletter
- Professional recognition days
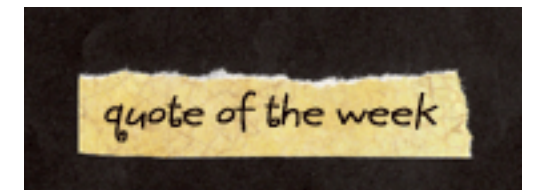
Let's make a commitment today...

To help us create and nurture a healthy workplace and a culture of diversity, equity, welcoming and inclusion in each every member of the team feels respected, valued, and heard.

Leaders, Medical Directors, Division Heads, Managers

- Walk rounds/Observations
- Seek broad input
- Listening sessions
- Recognize contributions
- Keep advocating at the highest levels
- Keep everyone informed
- Clarify roles and org chart
- Welcome opposing views
- Try not to take things personally
- Give permission to unplug
- Value self-care in those you lead
- Leadership bookclub
- BUY IN to communication and culture efforts
- Listen to understand
- Tragic optimism vs. Toxic positivity
- Transparency with decision-making
- Inspire

Medical and Surgical Teams

- Avoid interrupting handover of care unless urgent

- Avoid interrupting care of a patient by another provider

- Respect the knowledge, value and expertise of team members

- Preserve everyone's dignity regardless of role

- Consider input and suggestions from others on the care team

- Educate and explain the 'why'

- Praise publicly, criticize in private

- Actively participate on rounds, in huddles, and in quality initiatives

Nursing staff

- Be patient with trainees
- Welcome new employees
- Teach and explain
- Escalate up the chain if concerns are not being heard or met
- Keep advocating for the patients and families
- Be inclusive
- Offer suggestions and solutions
- Speak up
- Avoid "us" vs. "them"

All of Us

- Welcome and Include
- Listen fully
- Avoid interrupting
- Seek understanding
- Invite differing views
- Invite others
- Speak up
- Curb gossip/rumors
- Offer solutions
- No such thing as "not my job"

- Educate and train others
- Examine unconscious biases
- Value others' input
- Be pleasant
- Make eye contact
- Say 'Hello'
- Celebrate
- Embrace culture change
- Support each other
- Have fun!

THANK YOU!!! Together We Make a Difference

UVAChildren's