BUILDING A CULTURE OF OWNERSHIP IN HEALTHCARE
The Invisible Architecture of Core Values, Attitude, and Self-Empowerment

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Learning Outcomes

1. Describe “the healthcare crisis within” of incivility, bullying, and toxic emotional negativity in the workplace and the way it contributes to stress, burnout, and compassion fatigue.

2. Describe the three essential elements needed to move from a culture of accountability to a culture of ownership.

3. Identify with the Twelve Core Action Values
BACKGROUND

Memorial Hospital is a 381-bed hospital with the newly added 230-bed patient tower. The design of the building included conceptual models with patient safety, improved practice environment, and a healing patient experience were used. Beginning in 2009 with the approval of a $125 million bond proposal by voters in Midland County and provide donations of more than $50 million, hospital executives began designing the new patient tower. After months of California-based design research and evidence such as Safety by Design, Healing Environment and Leadership in Energy and Environmental Design LEED the new tower was designed. The new staff, medical staff and community were involved in review the plan and ensure it fulfilled the unique needs of our hospital's staff, patients and visitors in mind.

OBJECTIVES

- A more efficient practice environment
- Additional patient safety measures
- A more healing environment
- Better utilization of technological advances
- A more efficient use of energy and environmental resources

METHODS

- Time & Motion Study
- NDNQI RN Satisfaction Survey with Practice Environment and Job Environment Scales
- Workplace safety
- HCAHPS Patient Satisfaction Surveys

ANTICIPATED RESULTS

- Improved NDNQI RN Satisfaction (PES) and Job-Environment (J-ENR)
- Improved overall staff satisfaction
- Decreased workplace injuries associated with lifting, pulling and pushing
- Decreased steps over the course of the shift by nursing staff
- Improved patient experience/satisfaction

CONCLUSION

- Excited staff
- Excited medical staff and allied health providers
- Excited community
- 33% reduction in steps walked
- An efficient and beautiful building
- Attractive and healing environment and landscape

SAFETY BY DESIGN

Old Building
New Patient Tower
33% REDUCTION IN STEPS WALKED OVER THE COURSE OF A SHIFT

HEALING ENVIRONMENT

Artwork
Colors
Natural Light
Interactive Patient Televisions
Noise Reducing Flooring
Sound Absorbent Ceiling Tiles
Room Service

LEED LEADERSHIP IN ENERGY AND ENVIRONMENTAL DESIGN

Automatic Lighting
Drought Tolerant Landscaping
‘Free Cooling’
Highly Efficient Energy Equipment (CUP)
Low E Window Panes
Rainwater Harvesting Tank
Reflective Roof
Well Water for Irrigation
What was the effect of this new building on outcomes?
Invisible Architecture?
Toxic Emotional Negativity “TEN”
It's OK to Disagree but not OK to Disrespect
Names Used to Describe Phenomenon

- Intra-staff Aggression
- Intra-staff Hostility
- Lateral Violence
- Bullying
- Incivility

Mahr, 2016
Kelley Johnson, RN
Miss Colorado

#NursesUnite
Incivility can take the form of rude and discourteous actions, of gossiping and spreading rumors, and of refusing to assist a coworker. All of these are an affront to the dignity of the coworker and violate professional standards of respect.

ANA Position Statement on Incivility, Bullying, and Workplace Violence (2015)
Many Faces of **TEN**

**Overt (Done Openly)**
- Name-calling
- Fault-Finding
- Criticism
- Intimidation
- Gossip
- Shouting
- Blaming

**Covert (Not Openly Acknowledged)**
- Ignoring
- Refusing to help
- Unfair assignments
- Sabotage
- Exclusion
- Broken Confidences
- Failure to respect privacy

Mahr, 2016
22,000,000

negative workers in the
United States
UNDERSTANDING ENGAGEMENT
THE BELL CURVE
$500,000,000,000 wasted in negative energy and employee disengagement
Theoretical Model of Horizontal Violence \textit{(TEN)}

Process

- Oppression \textit{(TEN)}
- Internalized Dominant Values
- Horizontal Violence
- Peer Communication
- Patient Safety

Key:
\begin{itemize}
  \item + Positive Relationship
  \item − Negative Relationship
\end{itemize}

Mahr, 2016; Purpora, 2010
Danny Meyer, owner of twenty-seven restaurants in New York City, preaches civility and tolerates nothing less. If bad behavior from an employee at any level isn’t corrected quickly, they’re gone. Meyer is convinced that customers can taste incivility. Even exceptional chefs don’t last in Meyer’s restaurants if they’re disrespectful to other employees.

Christine Porath, Professor, McDonough School of Business, Georgetown University

Mastering Civility: A Manifesto for the Workplace

Source: Quartz, September 15, 2017. The silent killer of workplace happiness, productivity, and health is a lack of basic civility
Communication Breakdown:
Leading Cause of Sentinel Events - 2014

1. Human Factors (ex: staff supervision issues)
2. Leadership
3. Communication
Medical Errors: Significant Cause of Death

Medical Errors: 8th leading cause of death
Negative Impact of HV (TEN) on Organizations

**Work Culture**
- Commitment
- Collegiality
- Support
- Satisfaction
- Learned Behavior

**Patient Safety**
- Late Interventions
- Incomplete Interventions
- Errors

**Cost**
- Absenteeism
- Workforce Rehires
- Nursing Shortage

Mahr, 2016;
Negative Effects of HV (TEN) on Nurses

- Impaired Relationships
- Fatigue
- Hypertension
- PTSD
- Depression
- Panic Attacks
- Diminished Confidence
- Substance Abuse
- Dissatisfaction
- Burnout
- Irritability
- Fatigue

56-78.5% resign

1 in 3 leave nursing

Mahr, 2016
Vessey, 2009
Townsend, 2012
Longo, 2013
This is ...

The Healthcare Crisis Within!

Incivility: The Silent Virus
BUILDING A CULTURE OF OWNERSHIP IN HEALTHCARE
The Invisible Architecture of Core Values, Attitude, and Self-Empowerment
From Accountability ....
Accountability Is *Not* Enough!
Accountability implies irresponsibility
Accountability can be exhausting!
Accountability focuses on rules, not on values
Accountability is always after the fact and often demotivating.
Accountability provides an incentive to cheat
Accountability *never* takes an organization from *good* to *great*
... to *Ownership*!
Ownership IS the secret sauce!
Invisible Architecture™
The Blueprint Behind the Blueprint

ATTITUDE

CULTURE

VALUES
Mission, Vision, and 
Core Values
Who you are
What you stand for
What you won’t stand for
“Be yourself... unless you’re a jerk.”

Integrated DNA Technologies, 2016
Give a damn.

Southlake Regional Health Centre, 2012
Our culture is based on the Christian faith and that staff and physicians are encouraged to pray with patients …

Craig Lindsey, Chief Nursing Officer
Park Ridge Health, North Carolina

Interaction of Personal and Organizational Values
Workplace culture is important to the job satisfaction of all employees. For all generations, the highest indicator of satisfaction is to feel valued on the job.

AARP: Leading a Multigenerational Workforce

Young People: They’re People, Too
How would you describe your culture in just 6 words?
“Cursed with Cancer, Blessed with Friends”

9 year old Hannah Davies
Southwest Airlines Motto
Servant’s Heart, Warrior Spirit, Fun-Loving Attitude
The Real Marine Corps
The Few, the Proud, the Brave*

* And you’re not one of them
So, what is your 6-Word Culture Story?
No Opting Out

One toxically negative person can drag down morale and productivity of an entire work unit.
Invisible Architecture™
The Blueprint Behind the Blueprint
All I want is to have a good day and all I got is poop.
Attitude is a choice!
Bring your whole self to work; not only your knowledge and expertise, but also your values. Stay true to who you are and have the courage of your convictions. **If you do, you will become an authentic and courageous leader** — something intensely needed at this time in healthcare. And you will have the power to change your workplace and the community around you.

Mary Brainerd, President and CEO, HealthPartners
“The call to end this silent epidemic in our profession has been heard loud and clear. It is time we turn our caring behaviors more fully toward our colleagues and those we work with and demand a stop to any form of violence that occurs in any setting.”

Dr. Cole Edmonson, Chief Nursing Officer
Texas Health Presbyterian Hospital, Dallas, Texas

www.stopbullyingtoolkit.org
“A silent epidemic”
“A great threat to patient safety”
“An ugly secret in the most caring of professions”

These are just a few of the ways that incivility and bullying have been referred to in the literature over the last 10 years.

Edmonson, Bolick and Lee: A Moral Imperative for Nurse Leaders: Addressing Incivility and Bullying in Health Care, Nurse Leader, February 2017
How do we create a more positive and healthy work environments?

Blueprinting a Culture of Ownership
People will be and do their best with the tools they have.

As a leader, we need to make sure they have the tools!
• What are the benefits of having a Culture of Ownership (the why)?

• What are the specific characteristics that you want to promote in your culture (the what)?

• What actions can you take to foster those characteristics (the how)?
Three Essential Elements of a Culture of Ownership

The Florence Challenge
The Florence Challenge
Certificate of Commitment

By taking The Florence Challenge I am committing to myself, my coworkers, and the patients we serve to be:

**Emotionally Positive** by taking to heart The Pickle Pledge and turning every complaint into either a blessing or a constructive suggestion.

**Self Empowered** by taking to heart the 7 promises of The Self-Empowerment Pledge: Responsibility, Accountability, Determination, Contribution, Resilience, Perspective, and Faith.

**Fully Engaged** by being committed, engaged, and passionate in my work; taking initiative and being an effective steward of resources; fostering a spirit of belonging and fellowship; and taking pride in my work, my profession, my organization, and myself.

Signature
Date

TheFlorenceChallenge.com
Be Emotionally Positive
Be Self Empowered
THE SELF EMPOWERMENT
PLEDGE
Seven Simple Promises That Will Change Your Life

Monday’s Promise: Responsibility
I will take complete responsibility for my health, my happiness, my success, and my life, and will not blame others for my problems or predicaments.

Tuesday’s Promise: Accountability
I will not allow low self-esteem, self-limiting beliefs, or the negativity of others to prevent me from achieving my authentic goals and from becoming the person I am meant to be.

Wednesday’s Promise: Determination
I will do the things I’m afraid to do, but which I know should be done. Sometimes this will mean asking for help to do that which I cannot do by myself.

Thursday’s Promise: Contribution
I will earn the help I need in advance by helping other people now, and repay the help I receive by serving others later.

Friday’s Promise: Resilience
I will face rejection and failure with courage, awareness, and perseverance, making these experiences the platform for future acceptance and success.

Saturday’s Promise: Perspective
Though I might not understand why adversity happens, by my conscious choice I will find strength, compassion, and grace through my trials.

Sunday’s Promise: Faith
My faith and my gratitude for all that I have been blessed with will shine through in my attitudes and in my actions.

www.Pledge-Power.com

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Be Fully Engaged
Laying a Solid Foundation

The first 6 Core Action Values help you develop inner strength of character.

1. Authenticity
   - Self Awareness
   - Self Mastery
   - Self Belief
   - Self Truth

2. Integrity
   - Honesty
   - Reliability
   - Humility
   - Stewardship

3. Awareness
   - Mindfulness
   - Objectivity
   - Empathy
   - Reflection

4. Courage
   - Confrontation
   - Transformation
   - Action
   - Connection

5. Perseverance
   - Preparation
   - Perspective
   - Toughness
   - Learning

6. Faith
   - Gratitude
   - Forgiveness
   - Love
   - Spirituality
The Twelve Core Action Values and the Cornerstones that Put Action into those Values

Taking Effective Action

The second 6 Core Action Values catalyze action and inspire contribution.

7. Purpose
   Aspiration
   Intentionality
   Selflessness
   Balance

8. Vision
   Attention
   Imagination
   Articulation
   Belief

9. Focus
   Target
   Concentration
   Speed
   Momentum

10. Enthusiasm
    Attitude
    Energy
    Curiosity
    Humor

11. Service
    Helpfulness
    Charity
    Compassion
    Renewal

12. Leadership
    Expectations
    Example
    Encouragement
    Celebration
A Nurse Leaders guide to the Twelve Core Action Values along with the 48 cornerstones
A Leadership Philosophy
A Leadership Team Pledge

Leadership Team PLEDGE

As a Leadership Team at Midland Health, we are committed to building and maintaining a positive workplace environment delivering exceptional care and experiences to our patients and their families. As such, I WILL:

- Embrace the Culture of Ownership by modeling the way myself.
- Lead with freedom, democracy, and collegiality not tolerating fear, control, and intimidation from myself or others.
- Commit to a Culture of Safety reducing preventable harm at Midland Health. If anyone mentions the words ‘Concerned’, ‘Uncomfortable’ or ‘Safety’ (CUS) in a message, I will make this a priority of mine to resolve immediately.
- Reflect a positive attitude and not complain, but engage in solutions without assigning blame. I choose to work here.
- Be professional in all of my interactions, including:
  - Starting meetings on time
  - Communicating professionally
  - Being present and engaged in the moment: unplug in meetings (e.g., no cellphones, computers, or other distractions) as much as possible.
- Participate in the “Sacred 60” Leadership Bundling daily from 10:00-11:00am. There should be no meetings, phone calls, emails, text messages or other distractions during this time except when necessary.
- Engage in Professional Governance and Care Innovation & Transformation processes to build a more positive workplace environment.
- Assume that each person is doing their best with the tools they have. I will seek first to understand and then to be understood, setting clearer expectations when needed.
- Consider the following meeting strategies (exceptions for necessary, urgent, or emergent needs):
  - Meeting Purpose: Clearly articulate the purpose of meetings. Challenge frequency. Other ways of getting the work done while ensuring we are advancing our mission, vision and core values.
  - No Meeting Fridays: This allows for catch up on administrative tasks and plan ahead for the next week.
  - Meeting Restyle: No meetings scheduled the full month of July and the last half of December (12th-31st)
- Build and maintain strong, lasting relationships with our patients, families and the people of our community as an ambassador of Midland Health.
- Hold myself accountable to the highest standards of excellence and to lifelong learning. Earn the respect and trust of our patients, their families, medical staff, colleagues, and the community.
- Work hard. There are no tasks too small to meet Midland Health’s Mission, Vision and Core Values.
- Balance my work life (career and ambition) and personal life (health, pleasure, leisure, family and spiritual development/meditation).
- Recognize, reward and celebrate the accomplishments of others.

Our Mission is leading healthcare for greater Midland
Our Vision is that Midland will be the healthiest community in Texas
Our Core Values: Pioneer Spirit, Caring Heart, Healing Mission
Daily Leadership Huddle
I’ve Taken The Pickle Pledge

“I will turn every complaint into either a blessing or constructive suggestion.”

By taking The Pickle Pledge, I am promising myself that I will no longer waste my time and energy on blaming, complaining, and gossiping, nor will I commiserate with those who steal my energy with their blaming, complaining, and gossiping.

* As told by someone comptaining like they were born with a pickle stuck to their mouth.

VALUECOACH.COM • THEFLORENCECHALLENGE.COM
THE SELF EMPOWERMENT PLEDGE
Seven Simple Promises That Will Change Your Life

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www.Pledge-Power.com
PROMISES
Sacred 60: Leadership Rounds
TeamSTEPPS®

Culture of Safety
Leadership Job #1

Shifting the shape of your Attitude Bell Curve
Adoption and the S-Curve
The diagram illustrates the stages of productivity over time, labeled as 'Endings' and 'New Beginnings'. The stages include:

- Shock
- Denial
- Anger
- Frustration
- Apathy
- Confusion
- Listlessness
- Engagement
- Excitement

The graph shows a downward trend from Shock through Apathy to Listlessness, followed by an upward trend from Engagement to Excitement, leading to New Beginnings.
The transformation I have witnessed the last few years has been inspirational for me.

Dr. Sari Nabulsi, MD
Private Practice Pediatrician and Past Chief of Staff
### Quotes from Culture of Ownership Class Participants

- “This was one of the greatest experiences of my entire life, so far!”
- “By the end it made me sad to know we were over.”
- “Great program. Just what I needed. Not only for work ... but for life.”
- “Culture of Ownership was amazing – looking forward to working here.”
- “I believe this hospital cares about it’s employees and their success.”
Robert Wood Johnson Foundation’s: Culture of Health Study

3rd ANCC Pathway to Excellence Submission
Midland’s Year of Values
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References


