Welcome!
A little bit about myself...

- Lab tech for 16 years
- Transfusion Med, Heme and Chem
- Children’s Hospital - Newborn Screening & Research
- Head Technologist - Hematology
- Part of the LQMT
- Course curriculum development and teaching of MLA program
- Developing a Population Specific Health Program based at FHA

Today’s Objectives
1. Understand Culture
2. Diagnosing Culture
3. Communication Strategies to Change Behaviour

Quality Management appears to be the art of getting others to want to do something you are convinced should be done.
**What is Culture?**

- The values, assumptions & beliefs shared by members of a group
- Allows a group to make common meaning & interpret collective experiences
- Provides individuals with emotional stability
- Reduces anxiety, uncertainty, confusion
- Impacts on how we think & perceive the world around us, and act upon it
- Can be conscious and or unconscious adherence to “the way things are done around here”

**Culture of Quality:**

“A set of beliefs, values, actions, and interventions that are consistently enacted with the sole purpose of protecting patients and staff from harm”

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**Human Systems - Social Structures**

= this is the way things are done around here

Based on the work of Ken Wilbur
Dominating Characteristics of Organizational Culture

- **The Clan Culture (the family)**
  - The Family
  - Team work
  - Parental
  - Less focus on structure and control
  - Vision, shared goals

- **The Adhocracy Culture**
  - Innovative
  - Lots of independence
  - Calculated risk takers
  - Quickly adaptable to new conditions
  - Form new teams for new challenges

- **The Hierarchy Culture**
  - Traditional approach to structure
  - Control that flows from a strict chain of command
  - Respect for position and power
  - Well-defined policies, processes and procedures

- **The Market Culture**
  - Transaction costs
  - Hard-driving competitors
  - Very competitive environment
  - Strive for minimal cost and delay

The 4 Lenses Applied to a QUALITY Profile

- **The Clan Culture (the family)**
  - Empowerment
  - Teambuilding
  - Employee Involvement
  - Human Resource Development
  - Open Communication

- **The Adhocracy Culture**
  - Surprise and Delight
  - Create New Standards
  - Forecast Needs
  - Continuous Improvement
  - Creative Solution Finding

- **The Hierarchy Culture**
  - Error Detection and Correction
  - Measurement of QC/QA
  - Process Control/Standardization
  - Systematic Problem Solving
  - Applying Quality Tools

- **The Market Culture**
  - LEAN
  - Measuring Customer Satisfaction
  - Measuring Speed of Service Delivery
  - Improving Productivity
  - Decreasing Cost
  - Enhancing Competitiveness

When individuals transform the organization transforms

When individuals/leaders change their beliefs and values, their behaviors change.

This influences the culture of the group, which in turn changes the behaviors of the group.

Organizational transformation begins with the personal transformation of the leaders.
“Organizations don’t change; people do.”

Ken Wilbur

Diagnose your organizational culture?

Divide 100 marks among each of the 4 characteristics

Each section should add up to 100

Repeat for the preferred culture you would like to see in your organization (“preferred” column)

Plot on flipchart

Shifting Culture:

1. Reach consensus on current culture
2. Reach consensus on the desired future culture
3. Determine what the changes will & will not mean
5. Develop a strategic action plan
6. Develop an implementation plan
7. Identify Illustrative Stories
Communication Strategies to Change Behaviour

- Communication to change vital behaviours (BCC)
- Use multiple strategies. Overwhelm the problem with resources. If you want to improve your success 10x, then rather than use 1-2 strategies, use 4 or more high-leverage strategies

The key is focusing on changing just a few VITAL behaviors...

3 vital behaviors Guinea worm dx: 1) filter drinking water 2) don’t enter the drinking water with infected limbs 3) hold other members accountable to doing the first two behaviors.

3 vital behaviors for weight loss: 1) weight yourself daily 2) eat breakfast 3) work out at home.

3 vital behaviors for diabetes: 1) improve diet 2) exercise 3) monitor

3 vital Behaviors for Quality improvement: 1) Audits 2) more Audits 3) make changes or address issues discovered
Multiple Communication Strategy

1. The “Whys” of Phlebotomy
2. Quality Awareness Program
   - Info sheets (Province wide, center specific and Mgmt - 727)
   - ISO preparedness workshop (virtual assessment)
   - Presentations for BCMT, monthly statistics and MGMT review reports
   - Quality Awareness Thermometer (6 in total)
   - L&L (580 staff total attendance - 34 Mainland & Island)
   - F2F (fall, spring and fall - 700 attendance)
   - Quality Connections Newsletter (quarterly 9 in total)
   - Weekly quality tips and countdown on Intranet (104 tips)
   - Tips and Polices Posters posted throughout organization
   - Quality Orientation and Training
   - Internal Audit program (190 audits)
   - Crosswords and prizes

Lessons Learned

- To create a culture of CQI requires daily communication - message must be continuous and simple
- Everyone needs to be involved - people first
- Simplify, eliminate, automate or integrate
- Beware and watchful of project “sabotagers”
- Need to educate not just about tools & techniques but create a holistic understanding and a deep desire to improve
- Sometimes improvements are not always evident by traditional financial means (“market culture”)
- Attitude is contagious
- Remember rule # 6
Take away messages:

Culture is formed when an individual decides on a behavior and then a group adopts those values and beliefs

...and that diagnosing your organization’s culture is the first step in shifting it

...and we need to tailor communication strategies according to the vital behaviors we are trying to change

...then, we have begun realizing the impact of Culture on Quality and Communication!