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 elements of the Invisible Architecture of core values, organizational culture and workplace attitude.

3. Practical values-based leadership applications to foster and sustain a culture of ownership.
Three Design Concepts
For Improved Practice Environment & Patient Experience

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Vice President, Support Services

BACKGROUND
Midland Memorial Hospital (MMH) is a licensed 498-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 $115 million bond supported by voters of Midland County and private donations of more than $60 million, hospital executives began design of the new patient tower. After months of gathering information from some of the nation’s top hospitals and reviewing design research and evidence such as Safety by Design, Healing Environments and Leadership in Energy and Environmental Design LEED, the new tower was designed. Then our staff, medical staff and community were invited to review the plan and further refine it with the unique needs of our hospital’s staff, patients and visitors in mind.

OBJECTIVES
Midland Memorial Hospital was designed for:
- 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 Injuries
- HCMPH Patient Satisfaction Surveys

ANTICIPATED RESULTS
- Improved NDNQI RN Satisfaction PES and Job Environment T-Score
- 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

Reduction in steps walked over the course of a shift

Traditional Patient Tower Old Building
New Patient Tower

33%

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

Midland Memorial Hospital 400 Rosalind Redfern Grover Parkway Midland, TX, 79701 (432) 221-1111 www.midland-memorial.com
What was the effect of this new building on outcomes?
Invisible Architecture?
Toxic Emotional Negativity
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
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**

<table>
<thead>
<tr>
<th>Overt (Done Openly)</th>
<th>Covert (Not Openly Acknowledged)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Name-calling</td>
<td>• Ignoring</td>
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<tr>
<td>• Fault-Finding</td>
<td>• Refusing to help</td>
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<tr>
<td>• Criticism</td>
<td>• Unfair assignments</td>
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<tr>
<td>• Intimidation</td>
<td>• Sabotage</td>
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<tr>
<td>• Gossip</td>
<td>• Exclusion</td>
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<tr>
<td>• Shouting</td>
<td>• Broken Confidences</td>
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<tr>
<td>• Blaming</td>
<td>• Failure to respect privacy</td>
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</table>

Mahr, 2016
22,000,000 negative workers in the United States
UNDERSTANDING ENGAGEMENT
THE BELL CURVE

Actively Disengaged

Somewhat Disengaged

Somewhat Engaged

Actively Engaged
$500,000,000,000 wasted in negative energy and employee disengagement
Theoretical Model of Horizontal Violence (TEN) Process

Key:
+ Positive Relationship
– Negative Relationship

Oppression (TEN)

Internalized Dominant Values

Horizontal Violence

Peer Communication

Patient Safety

Mahr, 2016; Purpora, 2010
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

Annual U.S. 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
- PTSD
- Depression
- Irritability
- Panic Attacks
- Diminished Confidence
- Substance Abuse
- Dissatisfaction
- Burnout

56-78.5% resign
1 in 3 leave nursing

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

The Healthcare Crisis Within!
Determinants of Best Places to Work

Pride

Connection

Trust
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
Mission, Vision, and Core Values
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
Invisible Architecture™
The Blueprint Behind the Blueprint
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."
No Opting Out

One toxically negative person can drag down morale and productivity of an entire work unit.
all i want his 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
Eight Essential Characteristics of a Culture of Ownership
Commitment

To the mission, vision, and core values of the organization
Engagement

With patients, coworkers, and with the work itself
Passion

Enthusiasm, positive attitude, and joy reflected in everyday actions.
Initiative

A “Proceed Until Apprehended” mindset
Stewardship

Caring for yourself, your organization, and your world
Belonging
Making everyone feel like a partner and not just a hired hand
Fellowship

Fostering a
“support group”
culture of respect
and caring
Pride

In the organization, in the profession, in the work, and in yourself
Be Emotionally Positive
Be Fully Engaged
Be Self Empowered
People will be and do their best with the tools they have. As a leader, we need to make sure they have the tools!

Leadership
The Power of a Leadership Philosophy

Over the past 27 years as a nurse and nurse leader, I have reflected many times on the importance of having leadership. Nursing leadership creates a safe workplace environment where nurses can be at their best to provide for an excellent patient experience of care. I have been blessed with great mentors along my journey as a nursing leader that I have been faced with significant challenges as a nurse leader as well. It is through the relationships and challenges that I have gained knowledge and experience as a nurse and nurse leader that have shaped my leadership philosophies, guiding how I choose to respond to people and situations. Here is my leadership philosophy:

1. I believe that being a leader carries the responsibility of being a positive example in the workplace. To accomplish this, it is important for me to be accessible, approachable, and highly visible with our people and to lead at every interaction. I schedule time each day to complete Leadership Rounds with our people and patients.
2. I believe leaders have the responsibility to Inspire A Shared Vision, recognizing the current state and our future related to the mission, vision, core values, and the key priorities of our hospital.
3. I believe in Professional Governance, where staff are empowered to challenge our current policies, procedures, and practices, making important decisions to improve the workplace environment and the patient’s experience of care. None of us are at risk of all of us.
4. I believe in One People First. I have the responsibility to involve, recognize, and celebrate the contributions of individuals and teams. I believe our people will perform at their best depending on the tools they have. As leaders, we have to assure our tools are well cared for and have the tools they need. People work for people, not organizations.
5. I believe in Safety, above all else, with our patients, visitors, and each other. So accomplish this, it is important that I am approachable. People need to feel comfortable and safe reporting any practices.
6. I believe in One Mission Always. I use our vision to guide the strategic and decision-making of our team.
7. I believe in a Culture of Ownership. I believe in the spirit of “I can do until it is unachievable.” Encourage people to be creative and innovative and to exceed the limit of their roles and responsibilities. I do not tolerate a lack of ownership, initiative, or being unprepared.
8. I believe in lifelong learning. I take complete responsibility for my own growth and development by staying involved in professional organizations, maintaining appropriate certifications, and seeking pertinent material to stay ahead of impending changes to the healthcare environment.
9. I believe Communication is Key! I believe in open, honest, and ethical communication and being completely transparent. I will be upfront, above board, and direct with our staff, professionals, and the public. I do not tolerate open hiding, anger, and failure to treat people with courtesy and respect.
10. I believe in Excellence. I have the responsibility of working with our teams to establish SMART goals for measuring progress (not perfection) toward our key priorities. I believe results are very important.
11. I believe in Interprofessional Collaboration. I have the responsibility to ensure we have adequate representation in an environment of inclusivity to accomplish our shared vision and goals.
12. I believe the most important role of a leader is in Relationship Management. A leader’s circle of influence is more important than authority or control. Leadership is about discipline and intelligence, not about who has the harder hand.
13. I openly share my leadership philosophy with my team. They know what to expect from
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 (i.e., no cellphones, computers, or other distractions) as much as possible.
- Participate in the “Sacred 60” Leadership Rounding daily from 10:00-11:00 am. 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 everyone is doing their best with the tools they have. I will seek first to understand and then to be understood, setting clear 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 Today: This allows for catch up on administrative tasks and plan ahead for the next week.
  - Meeting Request: No meetings scheduled the full month of July and the last half of December (12-31).
- 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 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: Passionate, 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.

* So-called because chronic complainers look like they were born with a dill pickle stuck in their mouths.

ValuesCoach.com • TheFlorenceChallenge.com
# THE SELF EMPOWERMENT PLEDGE

**Seven Simple Promises That Will Change Your Life**

<table>
<thead>
<tr>
<th>Day</th>
<th>Promise</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday</td>
<td>Monday’s Promise: Responsibility</td>
<td>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.</td>
</tr>
<tr>
<td>Tuesday</td>
<td>Tuesday’s Promise: Accountability</td>
<td>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.</td>
</tr>
<tr>
<td>Wednesday</td>
<td>Wednesday’s Promise: Determination</td>
<td>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.</td>
</tr>
<tr>
<td>Thursday</td>
<td>Thursday’s Promise: Contribution</td>
<td>I will earn the help I need in advance by helping other people now, and repay the help I receive by serving others later.</td>
</tr>
<tr>
<td>Friday</td>
<td>Friday’s Promise: Resilience</td>
<td>I will face rejection and failure with courage, awareness, and perseverance, making these experiences the platform for future acceptance and success.</td>
</tr>
<tr>
<td>Saturday</td>
<td>Saturday’s Promise: Perspective</td>
<td>Though I might not understand why adversity happens, by my conscious choice I will find strength, compassion, and grace through my trials.</td>
</tr>
<tr>
<td>Sunday</td>
<td>Sunday’s Promise: Faith</td>
<td>My faith and my gratitude for all that I have been blessed with will shine through in my attitudes and in my actions.</td>
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www.Pledge-Power.com
Sacred 60:
Leadership Rounds
The Twelve Core Action Values
and the Cornerstones that Put Action into those Values

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

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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

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Leadership Job #1

Shifting the shape of your Attitude Bell Curve
Adoption and the S-Curve

[Diagram showing the S-Curve with phases: Innovators (2.5%), Early Adopters (13.5%), Early Majority (34%), Late Majority (34%), and Laggards (16%).]
And now for the results at MMH ...
Patient Satisfaction:

90th percentile in Emergency Department
All other departments continue improvement

But...that’s not all!
22% reduction in CLABSI
64% reduction in CAUTI
38% reduction in ventilator related events
32% reduction overall nursing turnover
43% reduction in first two year’s
Nurse Satisfaction Improvements w/ Emergency Department: Top 10th percentile
“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
Midland’s Year of Values

Robert Wood Johnson Foundation’s: Culture of Health Study

3rd ANCC Pathway to Excellence Submission & ANCC Magnet Submission
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BUILDING A CULTURE OF OWNERSHIP IN HEALTHCARE

The Invisible Architecture of Core Values, Attitude, and Self-Empowerment

Joe Tye • Bob Dent
Professional Organization Engagement

AONE
The Voice of Nursing Leadership™

ANA
AMERICAN NURSES ASSOCIATION

TONE
TEXAS ORGANIZATION OF NURSE EXECUTIVES

TEXAS TEAM
Advancing Health through Nursing Initiative on the Future of Nursing
AONE 2017

Thousands of nurse leaders will attend AONE 2017 in Baltimore to celebrate 50 years of inspiring leaders.
Bob Dent, DNP, MBA, RN, NEA-BC, CENP, FACHE

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References


