Building a Patient Care Culture of Accountability

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AGENDA

Creating a Culture of Accountability
People - Leadership & Change
Process - Tools & Frameworks
Outcomes - Value-Based Care
Patient Care Equity & Healthy Living

Global Accountability Workplace Study
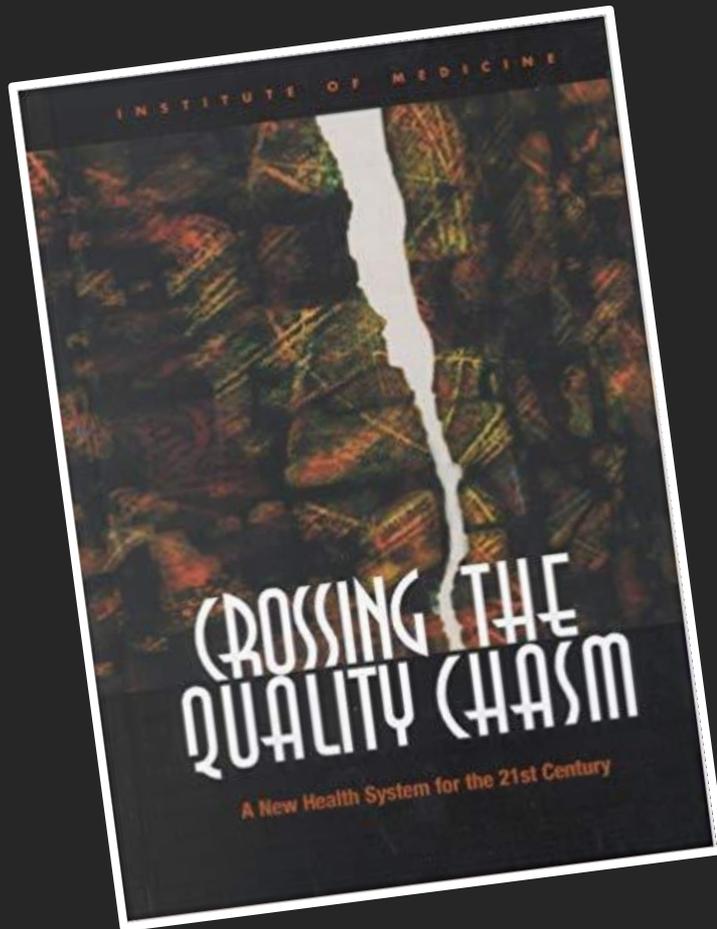
Leaders Spend Time:
Strategy 74%
Culture 26%

Yet 92% Say Culture Has Greater Impact on Achieving Business Outcomes

Why do leaders spend more time and resources on strategy than culture?

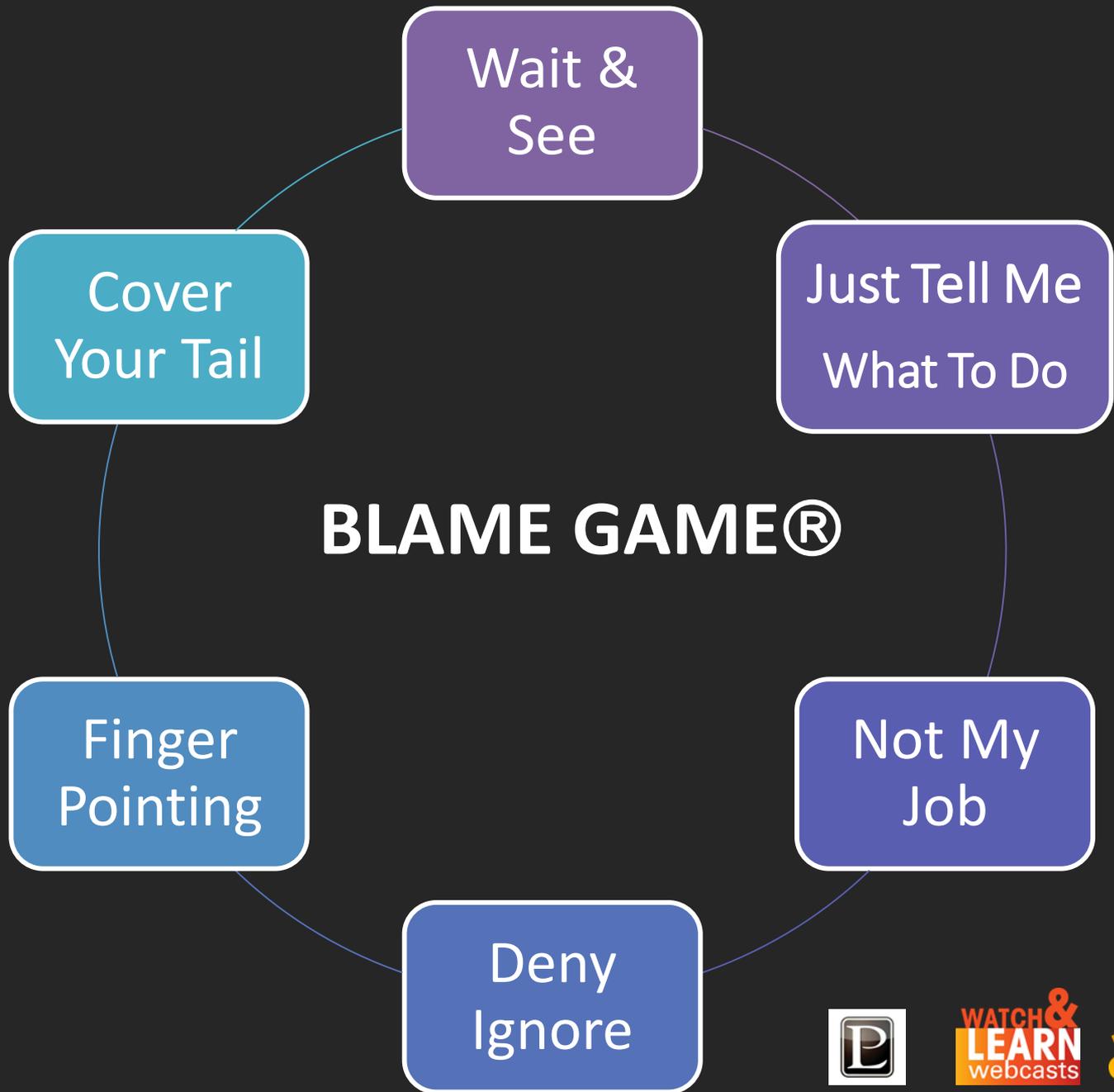# What are key challenges in creating a Culture of Accountability that delivers value-based quality care?

The GAP

Safety & Quality of Care
What is vs. Should be

Key Elements:

Efficiency
Effectiveness
Safety
Timeliness
Patient-Centered
Equity

	Culture of Blame	Culture of Accountability
Believes	People are the problem	People are problem solvers
	Problems are headaches	Problems are learning opportunities
	Admitting weaknesses is career limiting	We are all still learning
Focused on	Who is wrong	What is wrong
	The individual	The process
	Fault-finding	Fact-finding
	The past	The future
	Assigning punishment	Improving future results
Results in	Making assumptions	Considering alternatives
	Hoarding decision-making authority	Delegating decision-making authority
	Hiding problems	Surfacing problems and solutions
	Finger-pointing and CYA behaviour	Learning from mistakes
	Distrust	Trust
	Turf wars	Cross-functional cooperation
	Risk adverse	Calculated risk taking
	Wait until told	Taking initiative
	Lack of innovation	Innovation

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Steps to Accountability®

SEE IT

Feedback Seeking

OWN IT

Psychological Ownership

SOLVE IT

Solution Finding

DO IT

Taking Positive Action
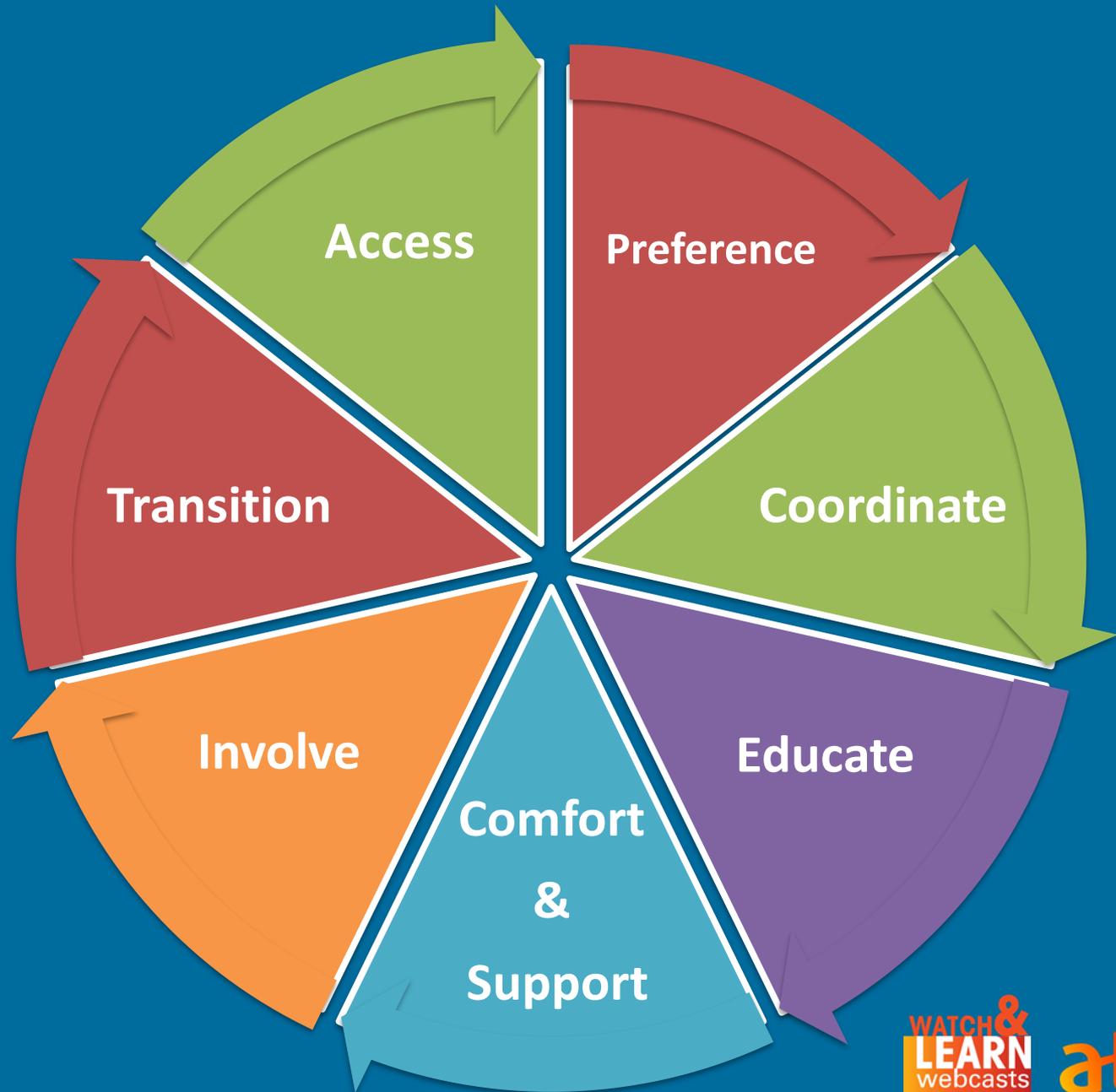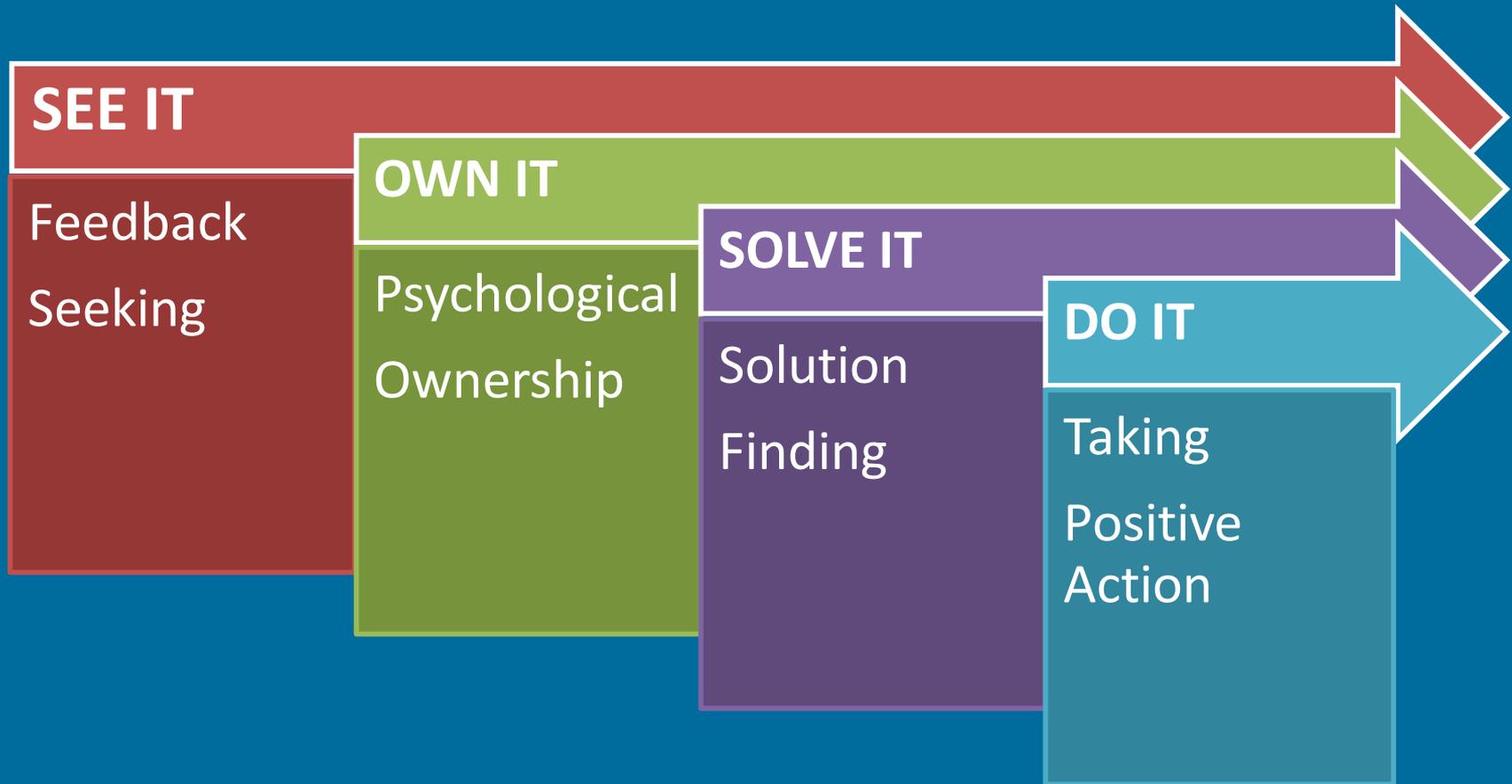
Steps to Accountability®

SEE IT

Obtaining perspective of others; patients, family members, and fellow care givers, being open in my communication, asking for and offering feedback, and hearing the hard things so I openly see the reality of the situation.

OWN IT

Being personally invested, learning from both successes and failures, aligning my patient care work with the organizational care model and desired patient experience results, and acting on feedback I received.

SOLVE IT

Constantly asking "what else can I do?" overcoming cross-functional boundaries, creatively dealing with obstacles, and taking the necessary and appropriate risks.

DO IT

Doing the things I say I'll do focusing on the top priorities, staying Above the Line not blaming others and sustaining an environment of trust.

HEALTH INCLUSION
Elevating Workplace Diversity & Patient Care

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How do you change culture?

What are the barriers to culture change?

Results-Focused
Clear Goals | Feedback | Storytelling

Mayo Model Improving Service Quality
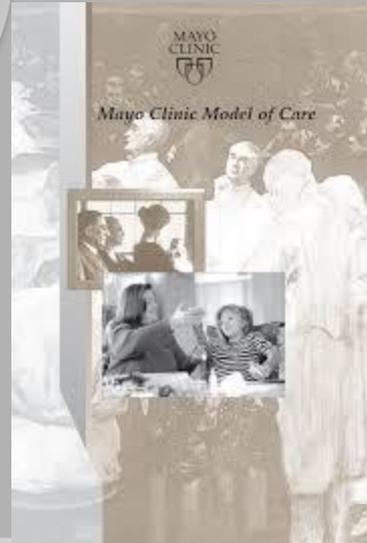
Multi-Source Data

Recognition & Reward

Accountability

Mayo Clinic Model of Care

Monitor & Control

Service Consultation & Tools

Education & Training

Service Values & Behaviors

Mayo Service Quality Loop

Practice Performance & Behaviors

Scorecard Metrics

Patient Experience Feedback Loop

Clinical Practice

Department Chairs & Administrators

What Goes Into Your Health?

20%

What Goes Into Your Health?

30%

20%

Health Behaviors

Tobacco Use

Diet & Exercise

Alcohol Use

Sexual Activity

Health Care

Access to Care
Quality of Care

Source: Institute for Clinical Systems Improvement, Going Beyond
Clinical Walls: Solving Complex Problems (October 2014)
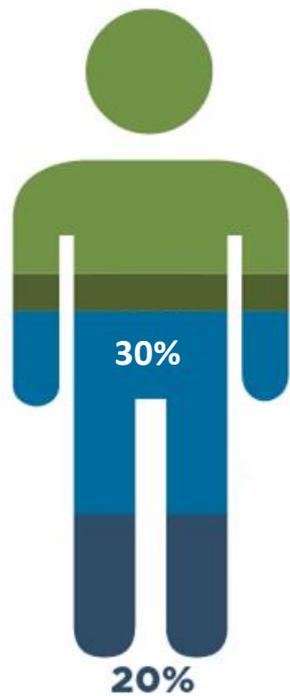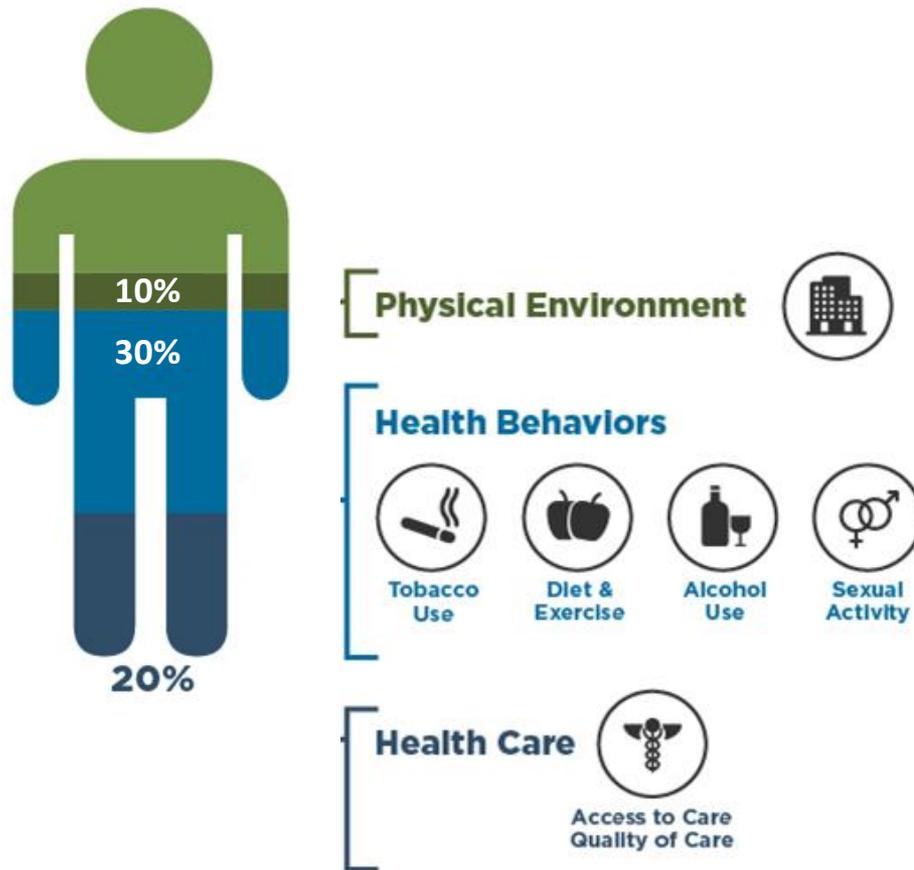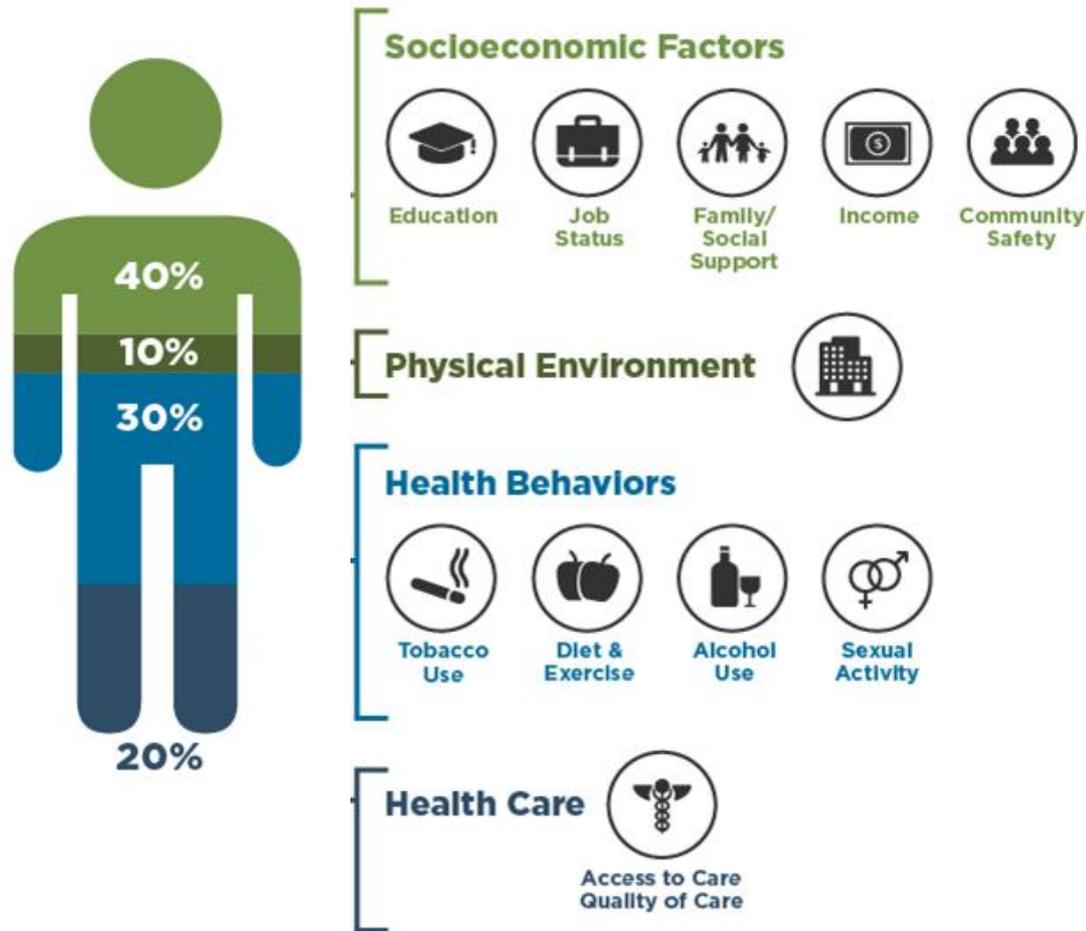
Adapted from The Bridgespan Group

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Social Determinants of Health Factors
(Health-related social needs)

Housing instability/homelessness: Having difficulty paying rent or affording a stable place of one's own, living in overcrowded or run-down conditions

Food insecurity (hunger and nutrition): Not having reliable access to enough affordable, nutritious food

Transportation: Not having affordable and reliable ways to get to medical appointments or purchase healthy foods

Education: Not having access to high school or other training that might help someone gain consistent employment

Utility needs: Not being able to regularly pay utility bills (e.g., electricity, gas, water, phone), and/or afford necessary maintenance or repairs

Interpersonal violence: Being exposed to intentional use of physical force or power, threatened or actual, that results in or has a high likelihood of resulting in injury, death, psychological harm, etc.

Family and social supports: The absence of relationships that provide interaction, nurturing, and help in coping with daily life

Employment and income: Not having the ability to get or keep a job, or gain steady income
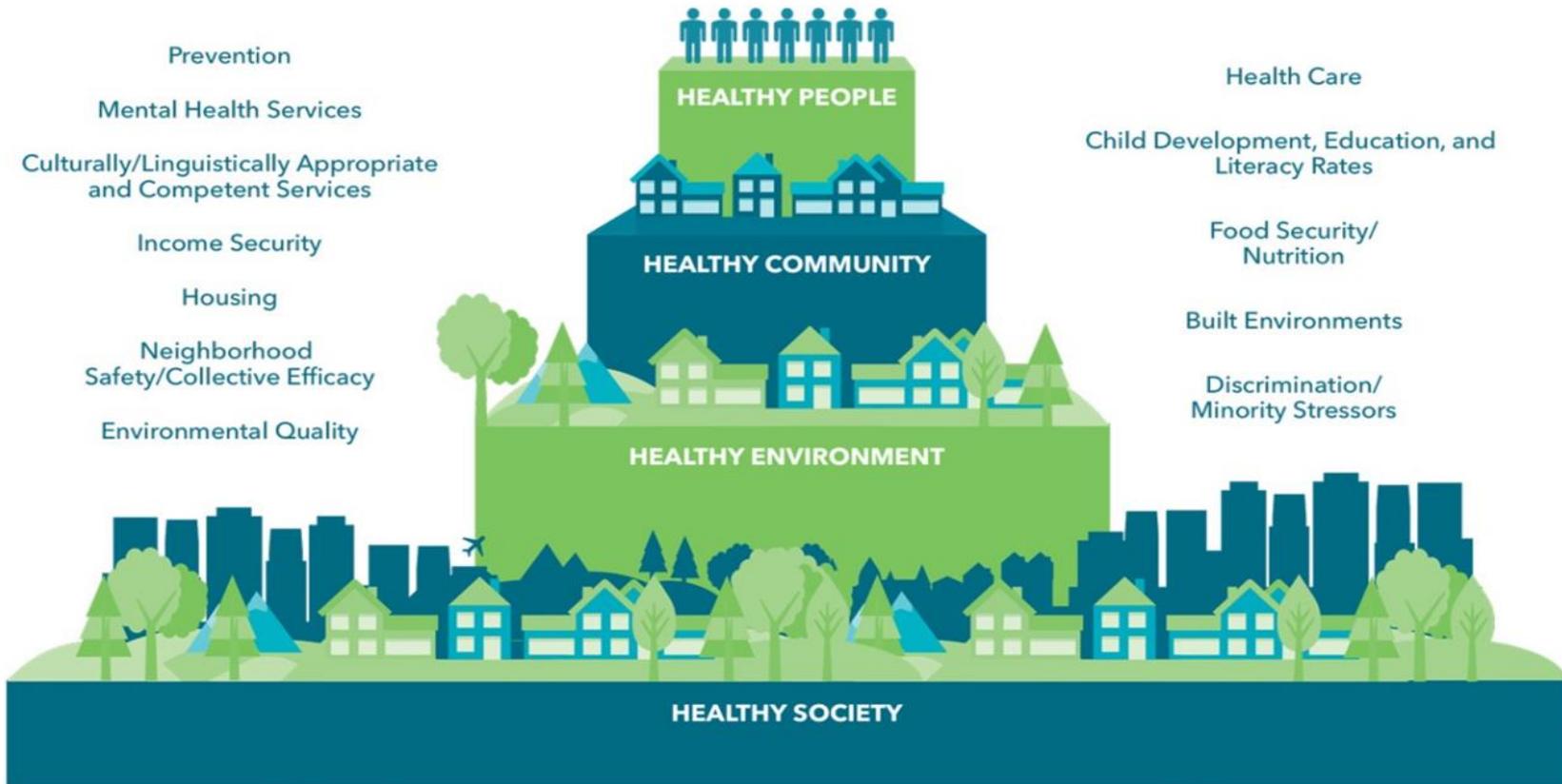
Source: Deloitte analysis.

Results Pyramid®

Address Determinants of Health
Reduce Costs and Emergency Room Utilization

ACHIEVING HEALTH & MENTAL HEALTH EQUITY AT EVERY LEVEL

Transforming the conditions in which people are BORN, GROW, LIVE, WORK and AGE for optimal health, mental health & well-being.

HEALTHY PEOPLE

HEALTHY COMMUNITY

HEALTHY ENVIRONMENT

HEALTHY SOCIETY

Prevention

Mental Health Services

Culturally/Linguistically Appropriate and Competent Services

Income Security

Housing

Neighborhood Safety/Collective Efficacy

Environmental Quality

Health Care

Child Development, Education, and Literacy Rates

Food Security/ Nutrition

Built Environments

Discrimination/ Minority Stressors

Address Gaps in Care

KAISER PERMANENTE®

N: NOVANT HEALTH

Equity of Care — American Hospital Association

Providing services and education where community members shop, eat, pray or convene can expand the safety net and address gaps in care. It also is critical in fostering trust between health care organizations and the communities they serve.

Institute for Diversity and Health Equity
An affiliate of the American Hospital Association

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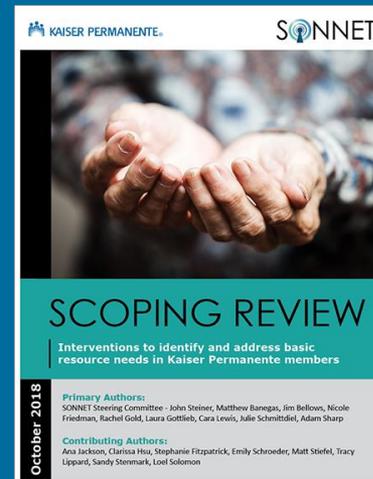# Additional Resources and Successes

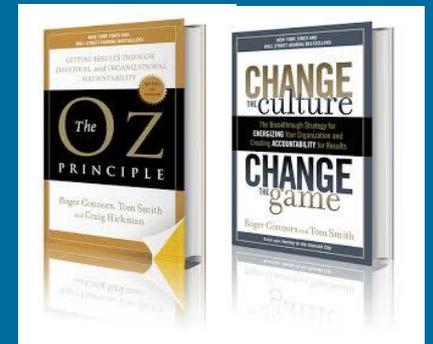CHNA - Community Health Needs Assessment

Surgeon General Prevention Strategy

Deloitte Research

Predictive Models to Design Interventions

Accountability is a Personal Choice
Culture is the Inspiration

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