“Bringing Organizational Values to Life: Embracing the Culture”

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Background …

- Healthcare organizations are experiencing change faster than ever before -- it is a fact of life.
- There is a need for strong leadership, accountability and innovation in order to create sustainable processes to survive in today’s complex healthcare environments.
- Organizations that are values driven demonstrate a strong commitment to the Quality of Care.
- Leadership is about coping with change.
Providence Care …

- 3 site non-acute care organization known for providing compassionate care and excellence in Complex Continuing Care, Physical Medicine and Rehabilitation, Specialized Geriatrics, Mental Health and Long Term Care
- A teaching center involved in education and research
At Providence Care our Core Purpose is …

- To make a difference in the unique lives we touch through the professional, expert and compassionate care on a daily basis
- To strive for quality, individualized patient care, with an appreciation of the entire being, body, mind, and spirit
We strive for …

- Quality patient centered care
- Enhanced patient and staff satisfaction
- A highly motivated workforce
- High performing interdisciplinary teams
- Leaders at all levels of the organization
- Staff who have a balance mind, body and spirit
Focus of today’s presentation…

- Illustrate the value of leadership as a driver for the quality of care
- Share how an organization’s culture and values impacts the health of the work environment
- Highlight the value of leadership in shifting the culture
- Share how professional practice and operations are aligned
Leaders Make the difference …

- Values, Integrity, Spirit and Energy all represent some of the softer qualities that demonstrate effective leadership.
- These values are observed in high performing organizations where such qualities are nurtured, respected and fostered.
Leaders inspire responses…

- They can be positive or negative
- They can attract or repel staff
- Staff who are excited by the vision, values and culture join the team and make for a powerful coalition
- Those who are turned off, are often indifferent and apathetic
Organizational Culture …

Schein (1985) defined “Organizational Culture” as a “pattern of basic assumptions – invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration – that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems”
An Organization’s culture …

- Is defined by their core ideals and beliefs
- These must be acted upon
- Values are the bedrock of any corporate culture – they provide a common direction
- Successful organizations have employees who can act on the values of the organization
Values …

- Are observable behaviours that you would like to see demonstrated in your organization – real and tangible
- When brought to life, values create a culture where people know what to do without being told
- Need to ask how are your values lived? If on a piece of dusty paper they are not lived
The Challenges …

- How to value others and align personal values
- How to move forward and be proactive
- Organizations need the bonding glue of a strong culture to hold everything and everyone together
- Enhance the value of professional practice as an underpinning and grounding for being “Human Centered”
- Foster and sustain a healthy workplace
The Issue …

- How to have a strategic and integrated approach to Professional Practice in order to ensure the design and delivery of quality, safe healthcare and to meet our responsibilities to those we serve.
The Impact …

- Need clearly defined accountabilities
- Need to build leadership capacity
- Need to recognize chaos is essential for any change to occur
- Life is a journey of constant creation
Were we ready for this change?

- To develop agreement on the aim for improvement is no small matter.
- Organization leaders need to recognize where we were and where we wish to go.
- It is vital to listen and communicate well.
- All improvements are change, but not all change is an improvement.
The Leadership Challenge…

- How to mobilize others to get things done
- Need to use a framework
- We chose James Kouzes and Barry Posner’s framework that represents the five practices of exemplary leadership
Applying a model …

- The five practices of exemplary leadership:
  - Model the way
  - Inspire a shared vision
  - Challenge the process
  - Enable others to act
  - Encourage the heart
Model the way…. 

- Action needs to be aligned with the shared values of the organization, the employees and the leaders
Inspire a Shared Vision …

- Demonstrate on a daily basis being “Human Centered”
- There are endless possibilities
- Need to have conviction and sincerity
- Were they driven to succeed?
Challenge the process…. 

- With new leadership came CHANGE, the days of status quo and complacency were gone for good.
- New leadership also brought ambiguity, uncertainty, transitions and transformation.
- It is a good time to question the status quo, grow and have fun too!
Enable others to act …

- To create a climate of trust
- To facilitate positive interdependence, shared leadership and foster accountability
- Leadership was everyone’s responsibility
Encourage the heart …

- As exemplary leaders we need to:
  - focus on clear standards
  - expect the best
  - motivate the internal drive of others
  - recognize others contributions

- Celebrate SUCCESSES
Values and Linkages

- Personal Values
- Professional Values
- Organizational Values
## Professional Practice Website Assessment for Values

<table>
<thead>
<tr>
<th>Value</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Accessibility</td>
<td>3</td>
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<tr>
<td>Accountability</td>
<td>8</td>
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<tr>
<td>Avoidance of Conflict of Interest</td>
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<tr>
<td>Client choice</td>
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<tr>
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<td>Collaboration</td>
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<td>Communication</td>
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<td>Consent</td>
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<td>Continuous commitment to quality assurance</td>
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<tr>
<td>Dedication to public service</td>
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<tr>
<td>Dignity</td>
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<tr>
<td>Efficiency</td>
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<tr>
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<td>Excellence</td>
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<td>Fairness</td>
<td>4</td>
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<tr>
<td>Fiscal diligence</td>
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<td>Governance OD &amp; effectiveness</td>
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<tr>
<td>Honesty</td>
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<td>Innovation</td>
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<tr>
<td>Integrity</td>
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### Values

- Leadership
- Maintaining commitments
- Meet & exceed statutory obligations
- Partnerships
- People
- Privacy and Confidentiality
- Professional Boundaries
- Professional Judgment
- Professional Standards
- Professional ethics
- Professionalism
- Quality
- Respect for life
- Respect for others
- Respect for Autonomy, Individuality, Dignity
- Sensitivity to Diversity
- Transparency & openness
- Trust
- Value staff in employment practices
- Vibrancy
Values Assessment

22 regulatory organizations Internet sites were assessed for identification of “values”

Findings:

- 50% (n=11) Regulatory Colleges have identified values noted on their website
- 40 values have been identified
- 22 are noted only once
- 9 noted twice
- 9 noted three or more times
Regulatory College Values

- Accountability (8)
- Integrity (5)
- Transparency & Openness (5)
- Fairness (4)
- Accessibility (3)
- Collaboration (3)
- Efficiency (3)
- Honesty (3)
- Privacy and Confidentiality (3)
Regulatory College References

College of Audiologists and Speech-Language Pathologists of Ontario
College of Chiropodists of Ontario
College of Chiropractors of Ontario
College of Dental Hygienists of Ontario
College of Dental Technologists
College of Dental Surgeons of Ontario
College of Denturists of Ontario
College of Dietitians of Ontario
College of Massage Therapists of Ontario
College of Medical Laboratory Technologists of Ontario
College of Midwives of Ontario
College of Medical Radiation Technologists of Ontario
College of Nurses of Ontario
College of Occupational Therapists of Ontario
College of Opticians of Ontario
College of Optometrists of Ontario
Ontario College of Pharmacists
College of Physicians and Surgeons of Ontario
College of Physiotherapists of Ontario
College of Psychologists of Ontario
College of Respiratory Therapists of Ontario
College of Social Workers and Social Service Workers
In conclusion …

- Shifting the culture at Providence Care has created a new way of Caring
- We are focusing on the health of the organization – it needs to be “HEALTHY”
- Our staff need to want to come to work in order to deliver quality patient centered care
At Providence Care …

- We recognize the growth and development of our team players is the highest calling of leadership.
- The difference between playing to win and playing not to lose is the difference between success and mediocrity.
- Continued success is a result of continued improvement.
- We strive to radiate “excellence”.