Building a Culture of Ownership
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.
Toxic Emotional Negativity
It's OK to Disagree but not OK to Disrespect
This is …

The Healthcare Crisis Within!
Invisible Architecture

“Invisible Architecture” is a trademark of Values Coach Inc.
Invisible architecture is to the soul of your organization what physical architecture is to its body.
3 stages
The Foundation
Core values define who you are, what you stand for, and what you won’t stand for.
Integrated DNA Technologies Inc. values (excerpt)

Be yourself,

Unless you’re a jerk
The Superstructure
Culture is to the organization what personality and character are to the individual.
A Key Point!

You cannot allow people to opt-out of positive culture change!
One toxically negative person can drag down morale and productivity of an entire work unit.
It is a leadership duty to create a workplace environment where toxic emotional negativity is not tolerated.
Vitally Important!

Culture work can’t be just another “flavor of the month”
Three Design Concepts
For Improved Practice Environment & Patient Experience

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Background
Midland Memorial Hospital (MMH) is the largest and busiest hospital in the West Texas Panhandle. The vision of the Midland Memorial Hospital Board of Directors was to design a world-class hospital that would be the benchmark for patient care and excellence. The Midland Memorial Hospital Board of Directors engaged the services of Foster + Partners, one of the world's leading architectural firms, to design and construct the new facility. The new hospital was designed to be a state-of-the-art medical facility that would provide patients with the highest level of care and comfort. The design of the new hospital was based on extensive research and consultation with healthcare professionals and patients to ensure that the facility would meet their needs.

Objectives
Midland Memorial Hospital was designed to:
- Provide a high-quality patient care environment
- Promote patient safety
- Enhance patient satisfaction
- Improve clinical outcomes
- Enhance staff satisfaction

Methods
- Participatory design process
- Patient and staff surveys
- Focus groups with healthcare professionals
- Review of best practices in hospital design

Anticipated Results
- Reduced patient and staff stress
- Improved patient satisfaction
- Increased staff satisfaction
- Improved clinical outcomes
- Enhanced patient experience

Conclusion
- Overall, the new hospital provides a state-of-the-art facility that is patient-centered and staff-friendly.
- The design of the new hospital is focused on providing a high-quality patient care environment that meets the needs of patients, staff, and the community.
- The new hospital is a significant improvement over the old hospital, and it is an example of best practices in hospital design.

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The Florence Challenge

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!
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
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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And now for the results at MMH ...
22% reduction in CLABSI
64% reduction in CAUTI
38% reduction in ventilator related events
Nursing Turnover

32% reduction overall
43% reduction in first two year’s
Nurse Satisfaction

Improvements Year-Over-Year
Emergency Department: Top 10\(^{\text{th}}\) percentile
Patient Satisfaction

90th percentile in Emergency Department
All other departments continue improvement
The transformation I have witnessed the last few years has been inspirational for me.

Dr. Sari Nabulsi, MD
Private Practice Pedestrian and Past Chief of Staff
Midland’s Year of Values

Robert Wood Johnson Foundation’s: Culture of Health Study
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