

Quality and Safety Educators Academy: Curriculum Minus Culture = Failure

"Culture eats strategy for breakfast!" - *Peter Drucker*

"The only thing of real importance that leaders do is to create and manage culture."
If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening." - *Edgar Schein*

Goal: Develop appreciation of the importance of culture change and sustainability strategies in QSEA attendees

Specific Learning Objectives:

- 1) Describe the key components required for successful culture change
- 2) Illustrate concrete strategies to translate vision into action
- 3) Recognize how overcoming hidden barriers to culture change can sustain your improvement efforts in the long run

Flow of Session:

- 10 minutes Introduction and initial discussion
- 25 minutes High level discussion of culture change
- 25 minutes Hidden barriers to culture change
- 15 minutes Closing discussion

Table Exercise 1

Share a time when you worked on a quality improvement project that didn't go well. What did you take away from that and how did it make you feel? If you have not led a QI/PS project, please reflect on one you may have participated in.

Table Exercise 2

With regards to the issues discussed above, discuss the reasons why you encountered resistance. Use the 'wonder' question – "I wonder why the parties opposed to me acted in the way they did?" What could you have done differently, and what will you do the in the next similar situation?

Change Roadmap

What problem(s) are you trying to solve?

List some reasons why your project may fail?

1. Establish a sense of urgency

a. List 3 reasons why anyone should care about your project?

- i.

- ii.

- iii.

2. Creating a guiding coalition

a. List leaders that can help you lead your change? Don't forget the front line.

- i.

- ii.

- iii.

- iv.

- v.

- vi.

3. Develop a vision

a. What is the vision for your project (where do you want it to go/achieve)?

4. Develop strategies

a. Name 3 strategies that will help you achieve your vision.

- i.

- ii.

- iii.

5. Empower broad-based action

a. List 3 major barriers to the success of your project?

- i.

- ii.

- iii.

b. List ideas for overcoming these barriers?

- i.

- ii. _____
- iii. _____
- c. List ways in which you could make it EASIER to do the right thing?
 - i. _____
 - ii. _____
 - iii. _____

6. Generate short-term wins

- a. List 3 short-term wins that you can plan before starting your project?
 - i. _____
 - ii. _____
 - iii. _____
- b. List 3 rewards that you can afford to give in response to early success?
 - i. _____
 - ii. _____
 - iii. _____

7. Consolidate gains, produce more change

- a. List 3 bigger wins that are closer to your final vision that you will build toward next.
 - i. _____
 - ii. _____
 - iii. _____
- b. List 3 structures/systems that would need to be changed to meet bigger success.
 - i. _____
 - ii. _____
 - iii. _____

8. Anchor new approaches in the culture

- a. List 3 ways in which you can tie this success back to what people personally care about?
 - i. _____
 - ii. _____
 - iii. _____
- b. List 3 ways in which you'll assure your project lives on after you leave.
 - i. _____
 - ii. _____
 - iii. _____