

# Changing Culture

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 DEPARTMENT OF ANESTHESIOLOGY



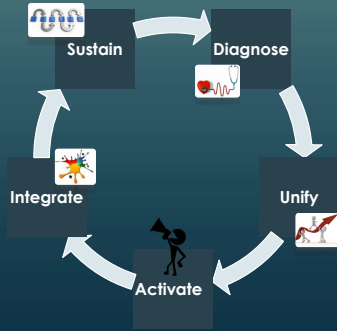
## Culture: Definition

- ▶ The customary beliefs, social forms, and material traits of a racial, religious, or social group also: the characteristic features of everyday existence
- ▶ **The set of shared attitudes, values, goals, and practices that characterizes an institution or organization.**
- ▶ The integrated pattern of human knowledge, belief, and behavior that depends upon the capacity for learning and transmitting knowledge to succeeding generations
- ▶ Enlightenment and excellence of taste acquired by intellectual and aesthetic training
- ▶ Acquaintance with and taste in fine arts, humanities, and broad aspects of science as distinguished from vocational and technical skills a person of culture
- ▶ The act or process of cultivating living material (such as bacteria or viruses) in prepared nutrient media

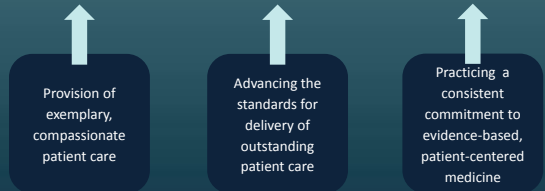
Adapted from Merriam-Webster

## Generic outline for change

- ▶ Define values
- ▶ Commit to your values
- ▶ Hire for fit with desired culture
- ▶ Provide faculty development
- ▶ Increase employee engagement
- ▶ Provide excellent customer service



**We will be a leader in patient care, education and the development of new knowledge in the biomedical sciences to improve the health of the communities we serve.**



Excellence	Diligence	Respect	Professionalism	Honesty
Collaboration				

## Culture

<b>What we see</b> 	<b>Behaviors, systems, processes, policies</b>
<b>What we say</b> 	<b>Ideals, goals, values, aspirations</b>
<b>What we believe</b> 	<b>Underlying assumptions</b>

Adapted from: cultureIQ

## MCW: 125 years of knowledge changing life

1893-94: Wisconsin's first two medical colleges are founded



2015-16: Campuses open in Green Bay and Central Wisconsin

2018: Launch of the Kern Institute



## MCW Department of Anesthesiology: History



- ▶ 1979-2005
  - ▶ Chair: John P. Kampine
  - ▶ Department grew from 25 faculty to more than 100
  - ▶ Research flourishes
- ▶ 1980: Froedter Memorial Hospital, a private hospital staffed by MCW physicians, opens
- ▶ 1981: Pain Fellowship first offered
- ▶ 1982: The Critical Care Division was established; the fellowship was offered in 1987
- ▶ 1985: The Pediatric Anesthesia Division was established
- ▶ 2005-2016
  - ▶ Chair: David Wartier
  - ▶ Research remained a productive component of the department's portfolio
  - ▶ Volume of surgical cases grew substantially
  - ▶ Anesthesia services at Community Memorial became the responsibility of the Department of Anesthesiology
  - ▶ The MSA program was launched in 2015

## Summary...

In the preceding years, much had changed including:

- The physical plant
- The clinical work load
- The size of the department
- Expectations of the Department from the Medical College, the Hospital and the Practice Plan



## Where to go from there...



## Listen and Learn



## Approaches

- ▶ Improve communication & teamwork
- ▶ Recognize successes of faculty, residents, staff, APPs
- ▶ Increase transparency
- ▶ Provide feedback
- ▶ Increase faculty responsibility in departmental/college/hospital administration
- ▶ Support faculty development



## Improving communication, recognition & teamwork



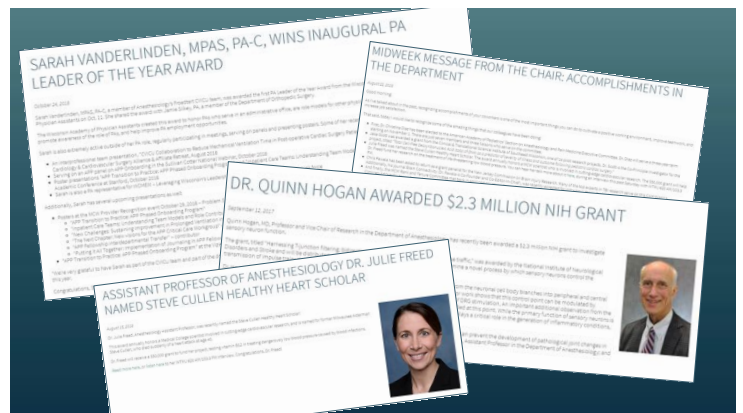
## Build bridges

- ▶ Communicate
  - ▶ With faculty
  - ▶ With hospital leaders
  - ▶ With leaders in the practice plan
  - ▶ With leaders in the hospital

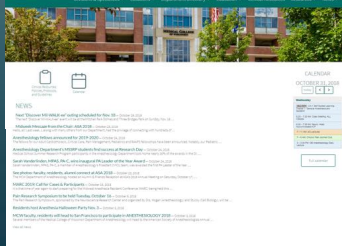


## Improving communication & celebrating success

- ▶ Identify a communication specialist
- ▶ Communicate with faculty, staff, residents, APPs
  - ▶ Intranet
  - ▶ Newsletter
  - ▶ Midweek Message
  - ▶ Monthly faculty meetings
  - ▶ Weekly meetings with the residents
  - ▶ Frequent notes to celebrate individual successes



a\*net

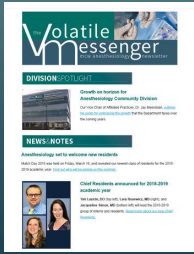


- ▶ A-Net, the Anesthesiology Department intranet
  - ▶ News and events
  - ▶ New staff profiles
  - ▶ Clinical resources
  - ▶ Research overview
  - ▶ Department directory
  - ▶ Department calendar
  - ▶ Sections for each Division

## Operating Room Turnover Time Daily Report

Monday, 10/22

Turnover Time Goal (Min)	Median Turnover Time (Min)
≤ 40	36



- ▶ Department e-newsletter
- ▶ Department news & new hires
- ▶ Professional successes
- ▶ Personal-life highlights (babies, marathons, etc.)
- ▶ Publications
- ▶ "Midweek Message from the Chair"
  - ▶ Weekly email
  - ▶ Timely or team-building topic

**Midweek Message from the Chair**  
 Durano, Michele on behalf of Lien, Cynthia  
 To: "The Residents" <[redacted]>  
 Sent: 03/27/2018 10:44 AM  
 Subject: Good afternoon!  
 As we head into the weekend and the festivities that are planned to celebrate the Medical College's 100th anniversary, I know that many of our faculty, residents, and staff have spent a significant portion of their careers at the hospital for many, many years - if you have any recollections, additional bits of history or input to expand this list!

## Building up our team

- ▶ Inclusive annual holiday party
- ▶ New-faculty welcome events
- ▶ Resident social & wellness committees



## Increasing transparency & providing feedback



## Establish expectations

- ▶ Education
  - ▶ Develop educational programs/systems
  - ▶ Teach: medical students, residents, APPs and colleagues
- ▶ Research
  - ▶ Develop and participate in original studies
  - ▶ Collaborate
  - ▶ Receive recognition of work through receipt of funding and publications
- ▶ Clinical
  - ▶ Be a team player: Assist colleagues, complete necessary documentation, work to decrease the number of turnovers in patient care and turn-over time
  - ▶ Increase patient satisfaction scores
- ▶ Administrative
  - ▶ Participate in the administration of the department, MCW, the hospital and the specialty

## Metrics

- ▶ Patient care
  - ▶ Productivity
  - ▶ Hours worked
- ▶ Academic
  - ▶ Research
    - ▶ Grants, publications
  - ▶ Education
    - ▶ Locally and nationally
- ▶ Administration
  - ▶ Hospital and Medical School committee involvement
  - ▶ Local, national and international society involvement
- ▶ Citizenship



## Providing feedback

- ▶ Individual reports & scores
- ▶ Department scorecards for Quality, Safety (in development)

Year 2017-2018 evaluation & teaching score report

Dear Dr. [redacted],

As an academic institution, resident education is at the very core of our mission. While teaching is an important piece of this education, teaching in the clinical setting is crucial. We are an academic medical center and we have an opportunity to not only provide resident and faculty feedback, but also to set an example for our future anesthesiologists. It is important for us to see where we fall in each of these areas, so that we may assess and improve if necessary, just as we expect of our residents.

Our faculty at Froedert and the VA completed an average of 38 evaluations each (amounting to approximately 74% of those requested), had an average teaching score of 4.16 on a scale of 5, and attended 22% of Friday morning conferences (a target for professionalism).

Your performance in each category is as follows:

Evaluations completed	41
% of requested evaluations you completed	108%
Overall teaching score	4.9
Number of evaluations you received	29
% conference attendance	27%

For your reference, the teaching score scale is:

- 1 - Unacceptable
- 2 - Needs improvement
- 3 - Meets expectations
- 4 - Exceeds expectations
- 5 - Outstanding

Thank you for the role you play in our residents' education.

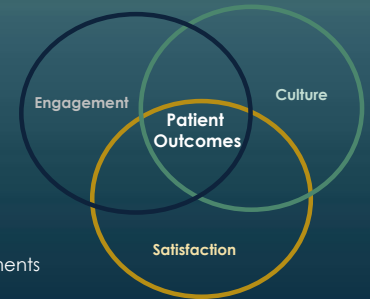
Only  
 Cynthia Lien, MD  
 and Dr. Kenneth Professor and Chair  
 Department of Anesthesiology  
 Medical College of Wisconsin  
 Phone: (414) 805-8700

## Increasing faculty responsibility & supporting faculty development



## Increase engagement of faculty, residents and anesthetists

- ▶ Establish
  - ▶ Division leaders
  - ▶ Care teams
- ▶ Facilitate
  - ▶ Clinical research
  - ▶ Faculty development
- ▶ Increase
  - ▶ Time for non-clinical work
  - ▶ Satisfaction in accomplishments



## Use the tools and resources provided by MCW and Froedtert

- ▶ Further expansion of the medical practice into the local market
- ▶ Changes in MCP: Integration of Academic and Community Practices
- ▶ Proposed changes in funds flow

Act with purpose.  
Change what's possible.

Appreciate and build upon small successes.

Thank you

