METs and hospital culture

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Culture - overview

• Culture: sets of beliefs, ideas, practices and behaviours
• “The way we do things around here”
• Our: worldview, assumptions, taken-for-granted, outlook, norms, values
• The collective things we agree on, taking these things for granted
Culture – models

The iceberg model of culture

Above the waterline lie the observable workplace behaviours, practices and discourse: this is ‘the way we do things round here’.

Below the waterline lie the underlying beliefs, attitudes, values, philosophies and taken-for-granted aspects of workplace life: ‘why we do the things we do round here’.

[Braithwaite, 2003]
Culture – models

• Schein’s model

  - Visible artefacts [eg, structures, dress, ceremonies]
  - Espoused beliefs and values [eg, assertions, strategies, goals]
  - Unconscious assumptions [eg, taken for granted expectations, thoughts, feelings]
Culture – models

- Martin’s model

- Integration

- Differentiation

- Fragmentation
Culture – models

- Quinn and Rohrbaugh’s competing values model
Culture – book: selected contents

- Management cultures
- Performance and culture
- Professional conflicts
- Bullying
- Team climate
- Clinical information systems
- Networks, culture and reform
Culture - conclusion

• You run a unit, work as a clinician, direct the MET/RRT/RRS program, go on MET/RRT calls

• You want to change [influence, shape, intervene, manipulate, alter] the culture?

• Do this ...
Culture - conclusion

- Use a model [which one appeals or fits your purpose?]
- Enrol colleagues/supporters
- Create a critical mass
- Develop a plan and vision
- Take some baseline measures
- Go to it
Thank you

Questions?