Embedding Equity into Leadership & Practice Management
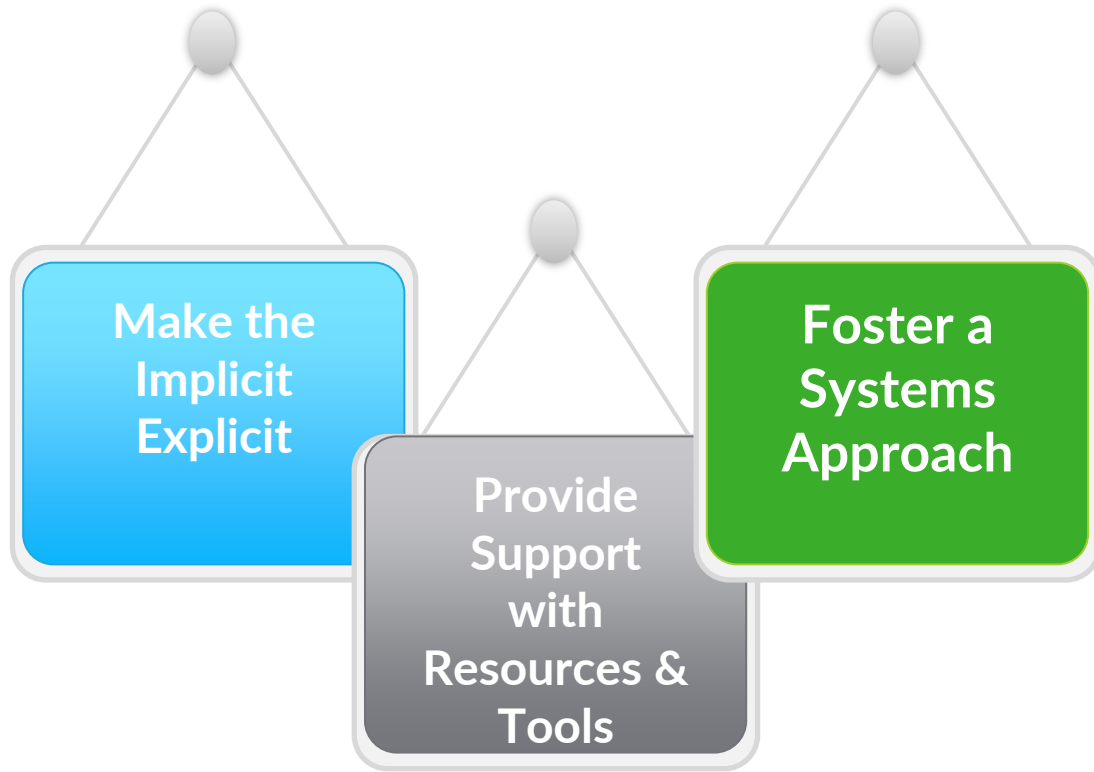
Wendy Korthuis-Smith, EdD, Executive Director, VMI
Chris Bradley, Senior Partner, The PSC

September 28th, 2023

The PSC

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Areas of Focus

Make the Implicit Explicit

Provide Support with Resources & Tools

Foster a Systems Approach

A journey of a thousand miles begins with a single step.

Lao Tzu

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The PSC

Make the Implicit Explicit

A Story on Values

At The PSC, we have a strong culture and values. These are overt and on our website:

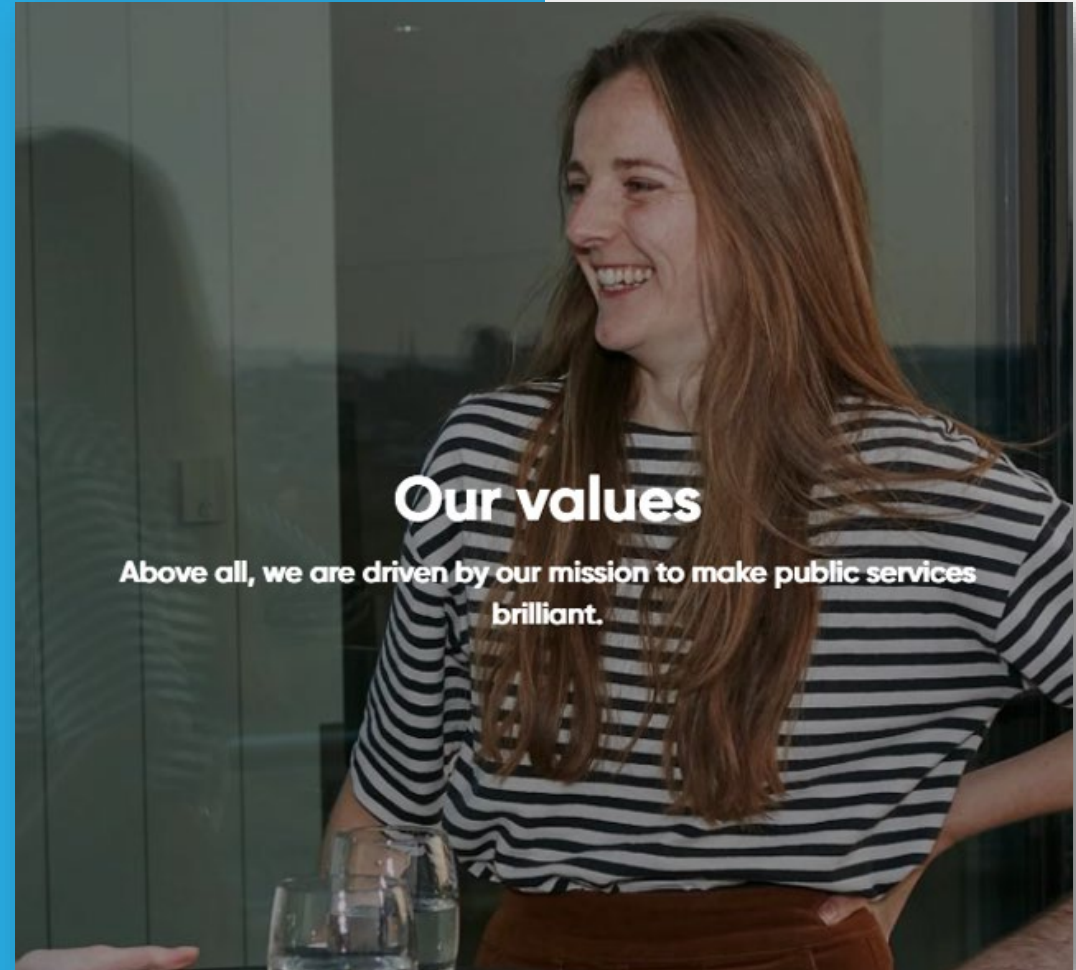**Make Public Services Brilliant**

Curious and Bold

Honest & Respectful

Our values

Above all, we are driven by our mission to make public services brilliant.

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But an organisation's real values may be different

- Real values emerge organically
- They are hard-wired through systems
- In fact, many attributes that society, education and employers celebrate
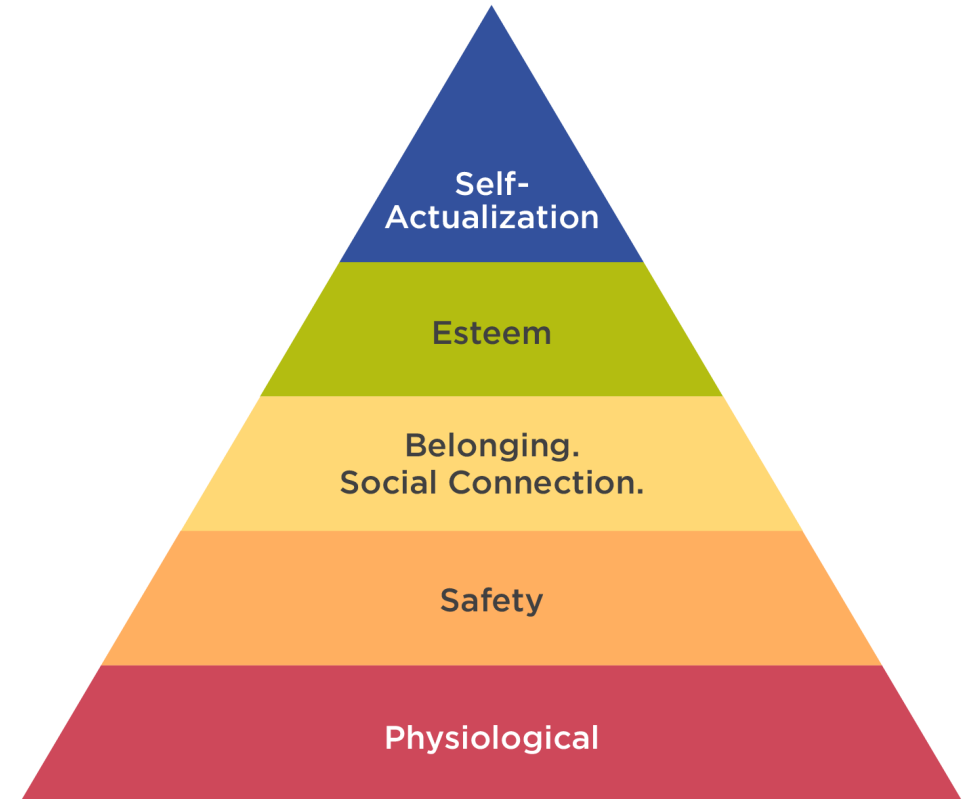- Without care, these will dominate culture and values

We seek, encourage and reward other behaviours:

- Being driven and competitive
- Having very high standards
- Seeking to achieve success
- Demonstrating leadership

Warning! they come with side-effects.

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We opened up dialogue to make the implicit, explicit

- We explored psychological safety through multiple channels identifying themes:

  - The links to Maslow's Hierarchy of needs: basic safety
  - The barriers to being able to talk to someone about this

Self-Actualization

Esteem

Belonging. Social Connection.

Safety

Physiological

And used the influence model to help all dimensions of cultural change

Open dialogue
After-action reviews

We understand why

Cultural Change

We have role models

Sharing fears
Champions
Stories
Stand-up

Weekly surveys
Kick-offs
Upward feedback
Recruitment criteria

We have structural nudges guide us

We have the tools and resources to help us

Co-production team
Training
Safe channels

Fostering Psychological Safety and Equity

High psychological safety

Creative problem solvers

Open, curious

Inspired, respectful, trusting

Groupthink, assuming, blaming

Mistrusting, silencing

Low psychological safety

1. Set the Stage	2. Invite Participation	3. Respond Productively
Frame the Work	Demonstrate Humility	Express Appreciation
Emphasise Purpose	Practice Enquiry	Destigmatise Failure
	Set Up Structures and Processes	Sanction Clear Violations

Silencing

Under-Representation

Mistrust

INEQUITY

Assumptions

Power and Privilege

Access Barriers

Equity Waste Wheel

Violet inequities may be experienced by people without power and privilege

Blue inequities may be displayed by people with power and privilege, often unintentionally

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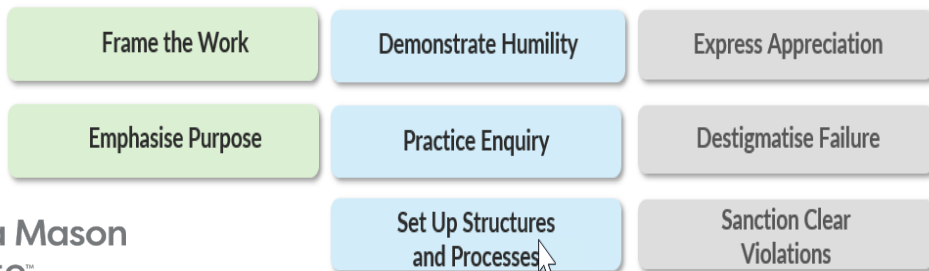
Compacts for Shared Agreements

Virginia Mason Board Compact

Organization's Responsibil...

Foster Excellence
- Facilitate the recruitment and retention of superi...
- Provide a process for regular, written evaluation ...annual board self-evaluation
- Provide a thorough orientation process for new b...
- Support governance excellence with adequate b...

Listen and Communicate
- Share information regarding strategic intent, org... and business decisions
- Offer opportunities for constructive dialogue
- Report regularly on implementation of strategic p... of specific board objectives
- Disclose to and inform board on risks and opport... organization
- Provide materials to members necessary for info... sufficiently in advance of board meetings

Educate
- Provide information and tools necessary to keep... and educated on local and national health care is...
- Provide educational and training opportunities to... of board member effectiveness and knowledge
- Educate board members about organization, its ... guiding documents

Lead
- Manage and lead organization with integrity and ...
- Create clear goals and strategies
- Continuously measure and improve patient care,...
- Resolve conflict with openness and empathy
- Ensure safe and healthy environment and syster... staff

Virginia Mason Leadership Compact

ORGANIZATION'S RESPONSIBILITIES | **LEADER'S RESPONSIBILITIES**

Foster Excellence
- Recruit and retain the best people
- Acknowledge and reward contributions t... organization
- Provide opportunities for growth of leade...
- Continuously strive to be the quality lead...
- Create an environment of innovation and

Lead and Align
- Create alignment with clear and focused
- Continuously measure and improve our... efficiency
- Manage and lead organization with integ...
- Resolve conflict with openness and empa...
- Ensure safe and healthy environment an... staff

Listen and Communicate
- Share information regarding strategic int... priorities, business decisions and busines
- Clarify expectations to each individual
- Offer opportunities for constructive open...
- Ensure regular feedback and written eval...
- Encourage balance between work life and

Educate
- Support and facilitate leadership training...
- Provide information and tools necessary... staff performance

Recognize and Reward
- Provide clear and equitable compensatio... organizational goals and performance
- Create an environment that recognizes t...

Virginia Mason Medical Center Physician Compact

Organization's Responsibilities

Foster Excellence
- Recruit and retain superior physicians and staff
- Support career development and professional satisfaction
- Acknowledge contributions to patient care and the organization
- Create opportunities to participate in or support research

Listen and Communicate
- Share information regarding strategic intent, organizational priorities and business decisions
- Offer opportunities for constructive dialogue
- Provide regular, written evaluation and feedback

Educate
- Support and facilitate teaching, GME and CME
- Provide information and tools necessary to improve practice

Reward
- Provide clear compensation with internal and market consistency, aligned with organizational goals
- Create an environment that supports teams and individuals

Lead
- Manage and lead organization with integrity and accountability

Physician's Responsibilities

Focus on Patients
- Practice state of the art, quality medicine
- Encourage patient involvement in care and treatment decisions
- Achieve and maintain optimal patient access
- Insist on seamless service

Collaborate on Care Delivery
- Include staff, physicians, and management on team
- Treat all members with respect
- Demonstrate the highest levels of ethical and professional conduct
- Behave in a manner consistent with group goals
- Participate in or support teaching

Listen and Communicate
- Communicate clinical information in clear, timely manner
- Request information, resources needed to provide care consistent with VM goals
- Provide and accept feedback

Take Ownership
- Implement VM-accepted clinical standards of care
- Participate in and support group decisions
- Focus on the economic aspects of our practice

Change
- Embrace innovation and continuous improvement
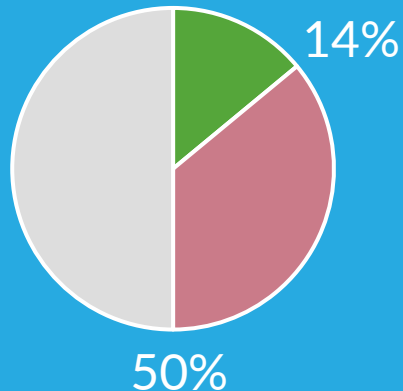- Participate in necessary organizational change

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Providing Leader and Team Resources and Tools
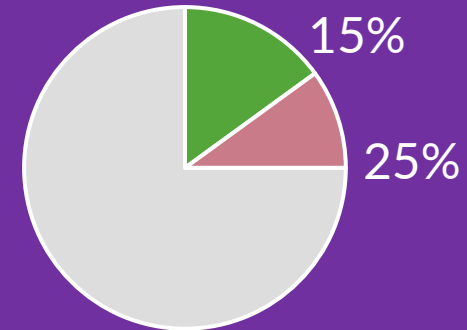
You need the right resources to enable a change
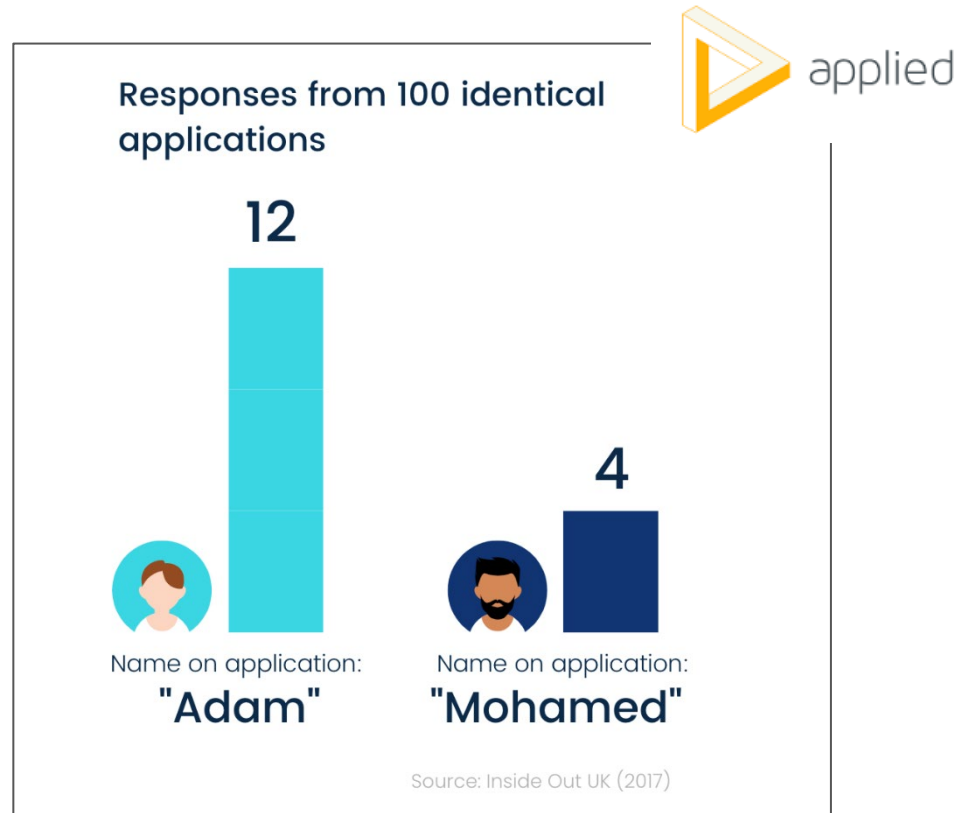
In 2018, The PSC had a couple of shocks:

Proportion of female staff in leadership team:
14%
50%

Proportion of staff who identify as coming from an ethnically diverse background:
15%
25%

The PSC

We partnered with applied and upReach to focus on helping people from diverse backgrounds access jobs

Responses from 100 identical applications

12

4

Name on application: "Adam"

Name on application: "Mohamed"

Source: Inside Out UK (2017)

Their resources had a big effect

We ran a reduced-bias application process, widened our recruitment pool, and improved job flexibility dramatically

Proportion of female staff in leadership team:

36%

50%

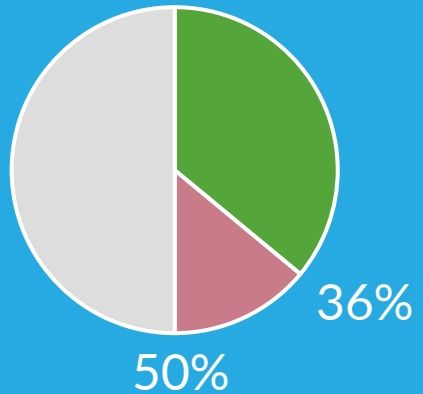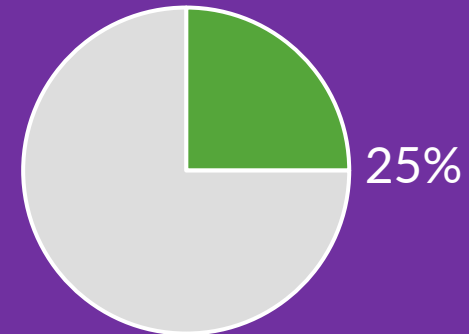Proportion of staff who identify as coming from an ethnically diverse background:

25%

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Equity Pause

- Remind ourselves of our shared goals/practices

- Identify what we might do better to support health equity, inclusion, diversity, belonging, psychological safety, and more

- Reflect and share our learning related to equity

Planned Equity Pause

"How can we increase equity in this process?"

Spontaneous Equity Pause

"Let's take a few minutes and discuss this further to be sure we're considering equity."

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Equity Huddle Cards

Psychological Safety

Psychological Safety is a shared belief held by members of a team that the team is safe for interpersonal risk taking such as speaking up, offering i...

Discussion Questions

- What are we doing well right now when it... psychologically safe work environment?
- What should we do more - or less - to ens... to speak up?

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Franciscan Health

Implicit Bias

Implicit Biases are attitudes or preconceived notions towards people without one's conscious awareness or knowledge

Discussion Questions

- What types of unconscious bias have you... interact, either at Virginia Mason or elsewh...
- How can we draw attention to our own imp... influence our work?
- How do we disrupt or unlearn these biases...

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Franciscan Health

Power and Privilege

Power is the social, political, and economic strength that provides access to resources and decision-makers and the ability to influence others to accomplish what you want done.

Privilege is unearned advantages given to those in the dominant group. Privileges are bestowed unintentionally, unconsciously, and automatically. Privileges are often invisible to dominant groups
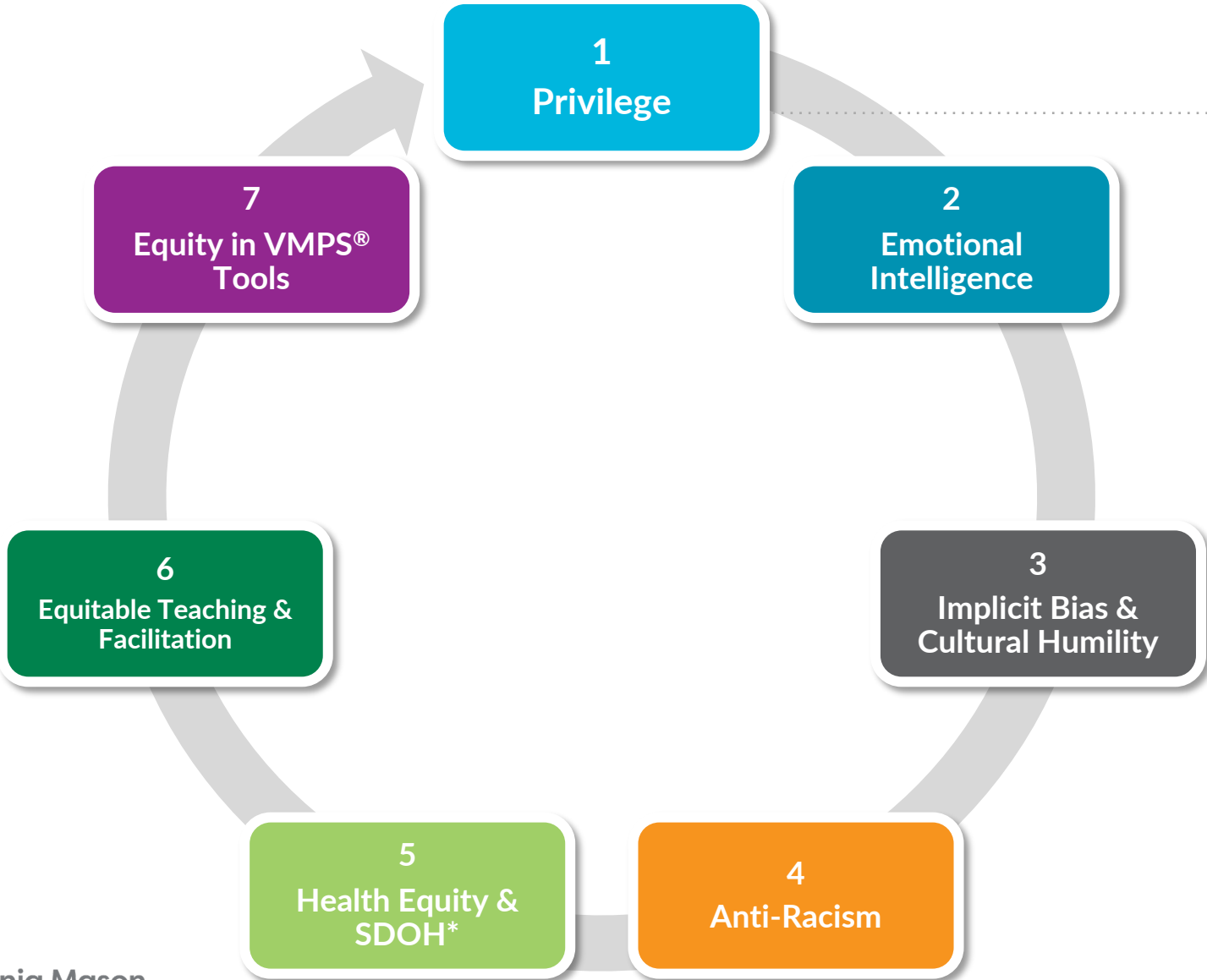
Discussion Questions

- Have you seen power and/or privilege or lack of play out in the workplace and/or clinical setting?
- How can we disrupt power and/or privilege when it occurs?

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Franciscan Health

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Equity Learning Pathway

1 Privilege

2 Emotional Intelligence

3 Implicit Bias & Cultural Humility

4 Anti-Racism

5 Health Equity & SDOH*

6 Equitable Teaching & Facilitation

7 Equity in VMPS® Tools

Self-Directed Learning

- Identify cadence for team discussion
- Select and review materials by topic
- Identify two takeaways
- Determine how you will apply this learning
- Share and discuss
- Reflect

*Social determinants of health

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Fostering a Systems Approach

A Systems Approach

Tools

Mindset

Infra-Structure

Routines/Behaviours

Opportunities
Values
Respect For People
Psychological Safety
Equity Waste Wheel
Unconscious Bias
Equity Pauses
Equity Huddles
Learning Pathways
Compacts

Virginia Mason Management System
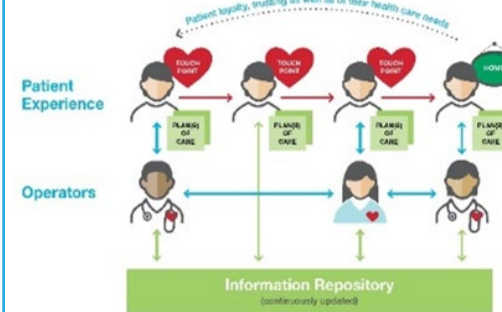
Respect for People

Safe and Respectful Environment

Patients as Partners
- Patient/family partners
- Experience Based Design
- Co-design & Co-production

Engage Individuals and Teams
- Organisational compacts
- Personal growth & recognition
- Leader competencies

Improving the Flows of Health Care

Continuous Improvement

Increase Reliability and Effectiveness

Quality Leader
- $Q = A * \dfrac{(O+S)}{W}$

  Q: Quality
  A: Appropriateness
  O: Outcomes
  S: Service
  W: Waste
- Patient Safety Alert & Response System

Accelerate the Impact
- Speed and agility
- Innovation
- Plan-Do-Study-Act (continuously evaluate and improve)

BUILD A STRONG FOUNDATION

World Class Management

Strategic Management, Cross Functional Management, Daily Management

VMPS® Principles, Tools and Methods

5S, Standard Work, Visual Control, PDSA, Innovation, Just in Time, Mistake Proof, Leveled Production

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Patients as Partners means more than engagement

- VMI and The PSC are supporting mental health trusts across England

- Co-production at the heart of the programme

- It's not easy, takes time, but the results last and generate impact

- True co-production removes power imbalance and can be used to tackle the toughest issues

Co-production	**Doing with**
Co-design	
Engaging	**Doing for**
Consulting	
Informing	
Educating	**Doing to**
Coercing	

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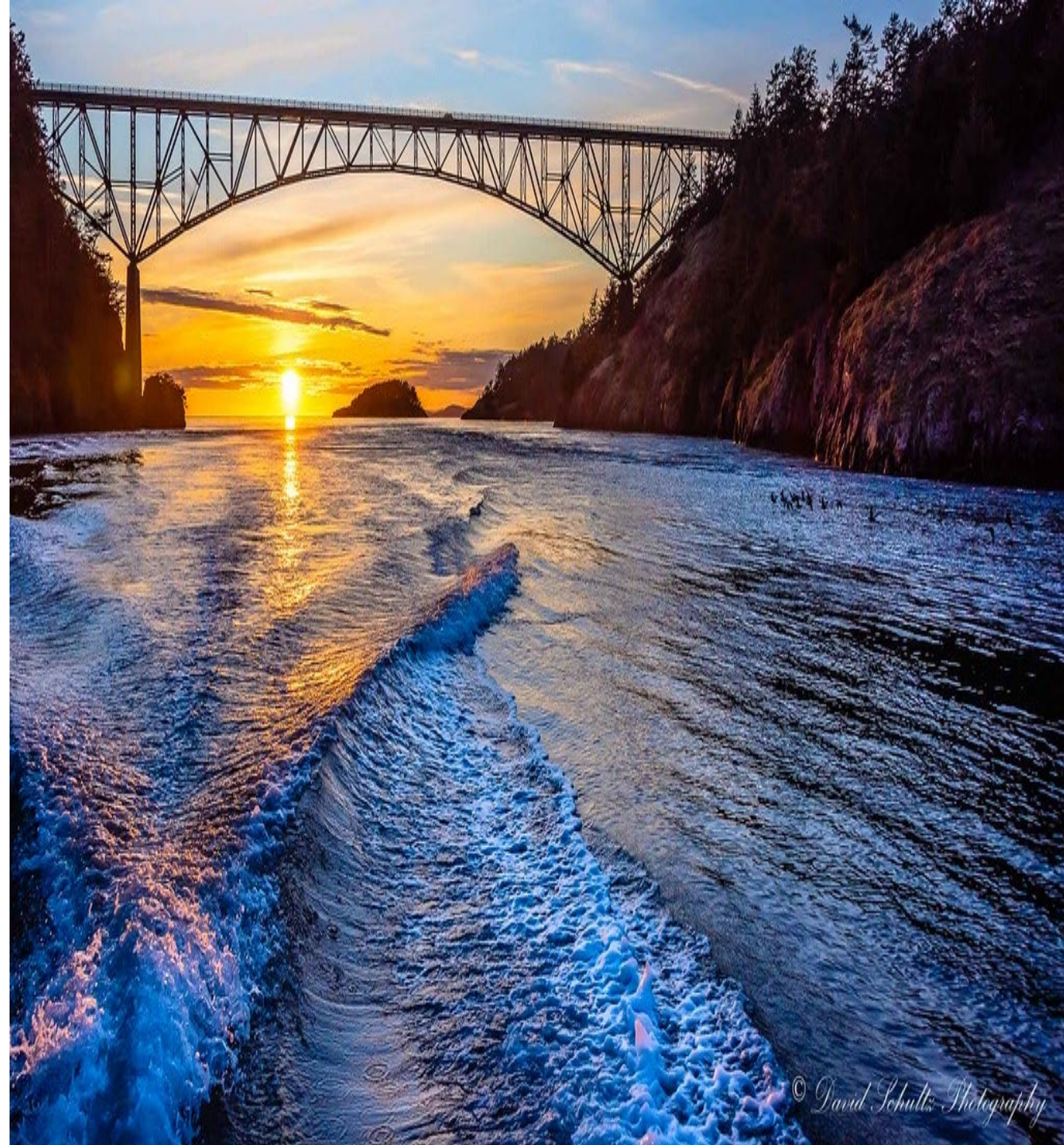
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Bridging the Knowing-Doing Gap

- **What is one tool or technique** that you learned about today that you would like to begin using when you return to your organisation?

- **What is the first step you could** take to implement that tool or technique?

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Questions & Answers

Thank you.