

Improving Hospitalist Work Culture:

Promoting Core Values

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Core Values (Unmasked)

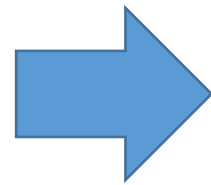
❖ EFFICIENCY

❖ ADAPTABILITY

❖ INTEGRITY

❖ HUMOUR

❖ HARMONY

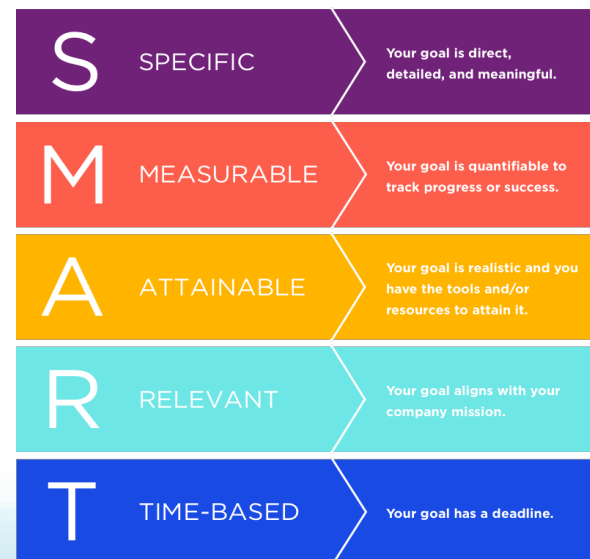


Background/ Change Ideas

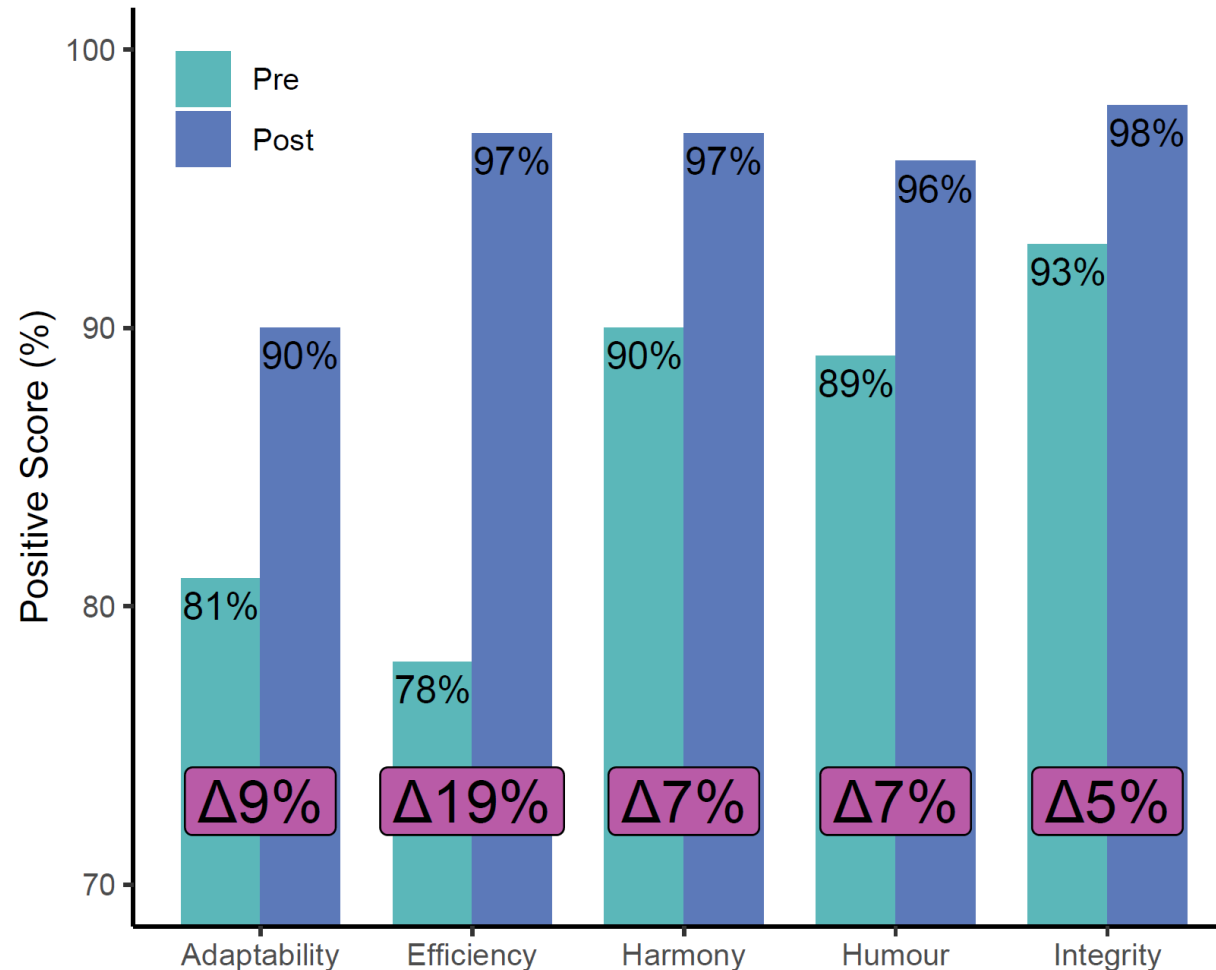
- Problem 1: The Vernon Jubilee Hospitalist team had already created a document of shared core values, but had yet to measure these values
 - It was unknown how they were being practiced in the group
- Problem 2: There was concerns within the team that multiple stressors would create a undesirable workplace and compromise teamwork
 - Unpredictable workload, minimal locum pool, pandemics, wildfires, floods
- Change Ideas/Aim:
 - Using the core values as the blueprint to build a positive work culture for the group
 - Start measuring the core values to see the impact of QI initiatives
 - Promoting these values on both an individual and group level to maximize effect

Methods: Individual Intervention

- Each individual would receive anonymous peer feedback from a subset of colleagues on the frequency of core value behaviours
- Individuals would debrief their peer feedback with Marius or Travis to make SMART goals
- Would reassess feedback and goal achievement 3 months later



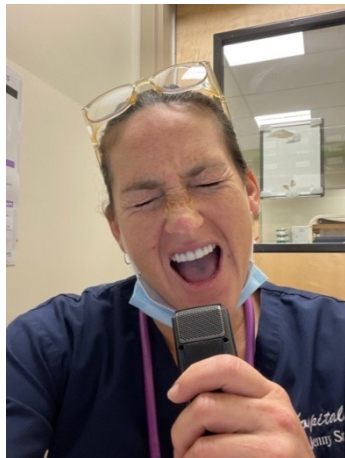
Results



- Figure 1. Individual hospitalist core value behaviour frequency. Positive score is a combination of “Always” and “Often” on a 5-point Likert Scale. Core values were measured before (Pre) and 3 months after (Post) receiving peer feedback and making SMART goals.

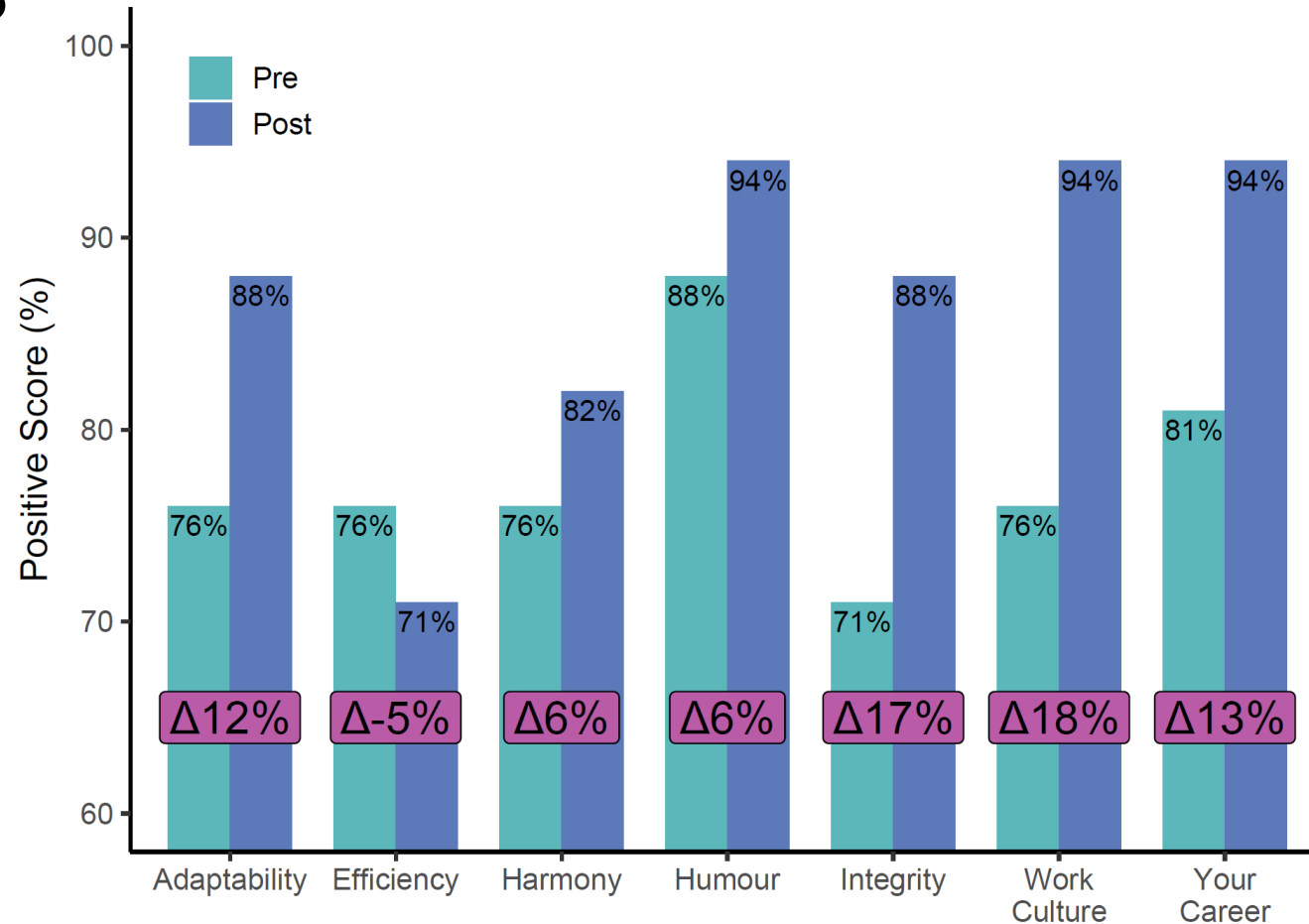
Methods: Group Intervention

- Engaged 18 hospitalists to take on group initiatives that promoted core values
 - Peer reviews, social events, electronic documentation training, 5 year strategic planning, new furniture in office/call room



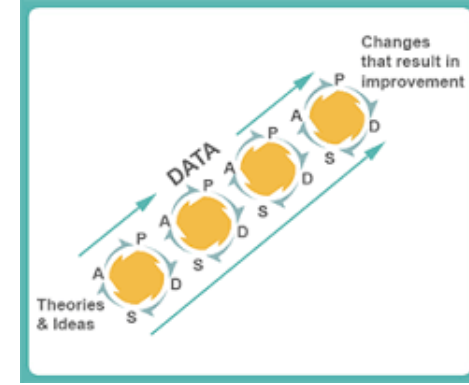
- Measured the effect of these initiatives on group satisfaction levels via surveys

Results



- Figure 2. Hospitalist group satisfaction levels Pre and Post implementation of work culture initiatives. Positive score is a combination of “Very Satisfied” and “Somewhat Satisfied” on a 5-point Likert Scale.

Key Learnings & Reflection



- Co-creating a project together at the start allows you to work through any PDSA hurdles easier and grow as a team
- Even all-star hospitalists are capable of further improvement
- Feedback between close colleagues carries greater weight, so needs to be supportive and meaningful
- Giving and receiving feedback are acquired skills that improve with practice
- Individuals can each improve work culture differently, so the more provided opportunities the better