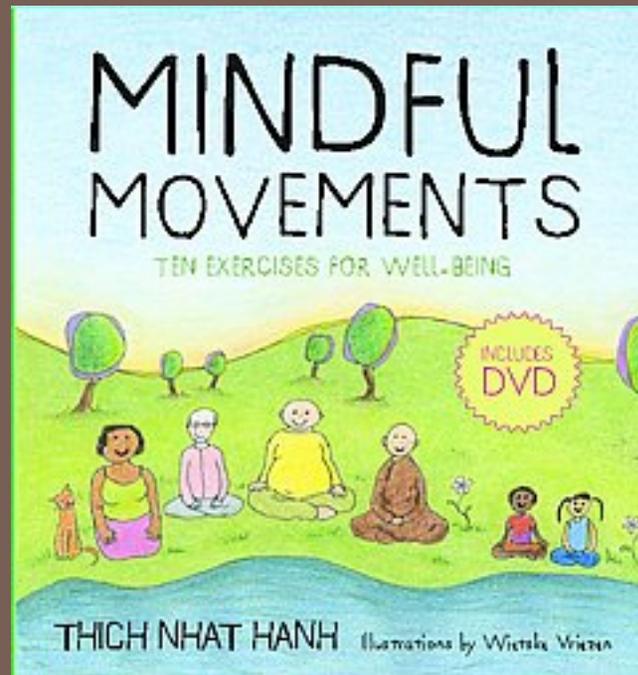


Part 5

Mindful Movement and Mindfulness and Change and Organizational Excellence (Paul Kurtin)

1:00-1:10 Mindful Movement
1:10-1:30 Mindfulness in Organizations/HRO



Mindfulness

Mindfulness is moment-to-moment nonreactive, nonjudgmental awareness. To develop fuller mindfulness, people need to learn both where to focus attention and how to focus attention

Allow your mind to be seduced, and you will make mistakes. Proverbs-Soloman

“Be where you are with all your mind”

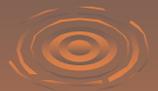
New York Central Railroad: Machine Shop



Mindful Leadership: Creating and Sustaining Collective Mindfulness

Paul Kurtin, MD
Ahimsa Advisors

‘improving healthcare through
personal and collective mindfulness’



Healthcare: A High Risk Environment

- Potential for unexpected events due to the complexity of the patients, technologies and treatments, including nutritional interventions. We often can't control this
- Risk, in part, results from a failure to detect early warning signals and respond aggressively to them. We must be mindful and attentive to this.

High Reliability Organizations

- Preoccupation with failure
- Reluctance to simplify interpretations
- Sensitivity to operations
- Resilience
- Deference to expertise

Preoccupation with Failure

- Story of a Root Cause Analysis
- Any lapse is a symptom of system vulnerability
- All errors and near misses are reported and used as learning opportunities

Sensitivity to Operations

- “Latent failures” or loopholes, in any system’s defenses will always occur because we are human
- Must Discover latent failures in the course of normal operations before a failure occurs.
- Attentive to the front line where the real work gets done, what are they saying?
- Supportive Culture: open and easy to speak-up, avoid ‘group think’

Sensitivity to Operations

- Maintaining explicit and communicated situational awareness on a regular basis
- Pre and post shift briefing sessions (huddles). “What/who are we worried about; what went well; what could have gone better”? Triplets in Room 8
- Real time information permits early identification and action

Reluctance to Simplify

- Our environment and patients are complex, we must create more complete and nuanced understanding of the situation
- Why stay out of the hospital in July?

Resilience

- Bounce back and Learn from mistakes
- Manage surprises as they occur
- What have we done well in the past that can work now?
- What have we done in the past that may not be appropriate now?
- Even when situations seems similar there may be small, but important, differences

Deference to Expertise

- Hierarchy can slow response and amplify errors, especially if error starts near the top
- Open access to information for all needing it
- Decision making migrates with the issue- who is the best person to address the challenge

Instilling Collective Mindfulness

- Create a climate where it is safe to report and question assumptions
- Conduct incident reviews frequently and soon after the event
- View close calls as sign of potential danger not success
- Maintain situational awareness of current practices and changes in those practices
- Make knowledge about the system transparent and widely known (process measures)

Maintaining and Supporting Collective Mindfulness: Best Practices from a Clinical Setting

- Huddles
- Leadership rounding
- Support of real-time auditing and review
- Support on-going education and training
- Support a 'culture of safety' that is "Just" and encourages reporting and questioning

Sustaining Collective Mindfulness

- The #1 enemy of sustaining “collective mindfulness’ is the next new initiative
- Must embed these new practices into routine, everyday practice (simply the way we do things around here)
- Evolve from ‘a project’ to on-going, continuous discovery and improvement

Role of Leaders

- Stay engaged
- Seek and welcome in-put
- Support training and education
- Support real-time auditing
- Be patient
- Focus on majority not the out-layer
- Celebrate and promote results

Leaders 2

- Active listening vs. advocacy. Each has its place
- Don't get caught for too long in the trenches
- Maintain focus on big picture
- Must 1) identify what is happening in the present, 2) assess what it means to the unit/organization, and 3) propose implications and prepare for the future.

Tips for Leaders

Leaders are the sustainers of change. Do not ‘sign-off’ early to begin next project but stay engaged and focused on sustaining the change.

Rounding: be visibly involved in change

Encourage sharing of concerns (active listening) and seek answers from those raising the questions

Do not tolerate resistance to change by formal or informal leaders

Focus on the majority that is ‘ready to go’

Tips for Leaders

Give encouragement: early mistakes are OK. Give praise and rewards for early successes (consider NVC!)

Change in behavior will eventually lead to change in attitudes

Be specific: not 'safer care' but what exactly needs to be done. Smaller discrete tasks make change easier to accomplish

Keep everyone involved by asking for ideas

A 'lapse' is not a relapse-don't overreact. Think about small steps that can get things back on track

Role of Staff

- Actively participate
- Openly share what is working/what's not
- Ask the tough questions: why 5 times
- Be patient
- Expect transient losses of competency
- Be mindful, pay attention
- Keep learning

Our Reality!

“When an ever increasing amount of information has to be squeezed into the relatively constant amount of time each of us has at our disposal, the span of attention necessarily decreases”

social anthropologist Thomas Eriksen

How We Usually Think

We are faced with an overwhelming amount of information

What we pay attention to filters and limits the *information* we have

We then use that limited information as the basis of our decision making and actions

We tend to hold onto and seek support for our 'good' ideas and theories and reject the rest

The Challenges

- How do we maintain continuing alertness?
- How do we learn what we don't know?
- How do we question our assumptions?
- We can forestall catastrophic outcomes through mindful attention to ongoing operations

Mindfulness

- Culture of respectful interaction
- Desire to continually update situational awareness
- Regular and standardized communication
- Competence via education and training

Mindlessness

- Mindlessness is more likely when people are distracted, hurried, or overloaded. To deal with production pressures people ignore discrepant clues and cut corners
- Also occurs when people feel they can not act upon their concerns

Mindlessness vs. Mindfulness

Comfort with policies and procedures
(designed for the perfect environment and
people never follow them anyway)

versus

Continuing efforts to update procedures,
perceptions, expectations, and actions by
always checking if information fits
expectations/plans

Changing a Culture

- Every system is perfectly designed to get the results it gets.
- If you don't like the results, change the system.
- To change the system, must change the culture.
- Culture can be defined as what we Do around here.
- Culture is composed of patterns of behavior.

Committed Actions: Social Awareness

- Public
- Volitional
- Irrevocable

Committed actions by leaders are often symbolic and can lead to wanted or unwanted behavior patterns

Implementing Change

#1 Task: Create a sense of urgency for change- build the 'burning platform'

- Build a team
- Create vision and strategy; provide ideas
- Communicate widely and repeatedly
- Remove barriers first
- Implement with small tests of change
- Celebrate the wins- big and small

Implementing Change

- Make it easy to KNOW the right thing to do!
Adequate and ongoing education and training including simulation
- Make it easy to DO the right thing!
- Hardwire changes into routine practice via education, training, order sets, protocols, the environment
- All improvement is change, but not all change is improvement! We must know the difference. Build measurement into routine work flow

Implementing Change

- Focus on ability to change behaviors needing change more than the attitude
- Study the best, seek positive deviance
- Test change with short cycle times
- People are more supportive of change when they have a role in deciding and designing that change. Involve as many as possible as soon as possible.
- If there is a best practice: just do it!
- If no best practice exists: better practices emerge through cycles of improvement. Take advantage of natural experiments

Where are We Going?

Answer: to High Reliability

1. Create highly reliable systems of care, which do the right thing, the first time, every time. And despite highly complex and risky processes, they commit many fewer errors and much less harm than predicted.
2. Change the culture: Not a project but the way we do things around here
3. Utilize specific leadership actions

Personal Mindfulness

“Be where you are with all your
mind”

New York Central Railroad: Machine
Shop

Collective Mindfulness

- Mindfulness is about the quality of attention, the constancy of attention, and what people do with what they notice.
- Mindfulness allows an organization to handle unforeseen situations in ways that forestall unintended consequences
- Mindfulness is the capability to discover and manage unexpected events leading to high reliability

Collective Mindfulness

Collective mindfulness is created and sustained by

Each individual being fully mindful in their job

plus

All individuals inter-relating, interacting, and communicating with personal and collective mindfulness