

Leadership and Culture in Healthcare

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# Why Culture Eats Strategy for Breakfast?

- Peter Drucker

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## **Learning Objectives**

- By the end of this session, you will gain valuable insights into effective leadership strategies that are essential for shaping and sustaining a strong organizational culture.
- You'll also be equipped to identify key enablers that build trust and contribute to a healthier organizational environment.
- Additionally, you will explore various strategies and techniques, including the importance of creating a feedback loop to support continuous improvement.

# TOPICS

Chapter 1	Organizational Culture
Chapter 2	The Primacy of Culture in Healthcare
Chapter 3	Leadership's Role in Cultivating Culture
Chapter 4	The Science Behind Trust and Culture
Chapter 5	Strategies for Building a Trust-Oriented Culture
Chapter 6	Case Studies: Transformative Leadership and Culture
Chapter 7	Tools and Techniques for Cultural Leadership
Chapter 8	Overcoming Cultural Challenges
Chapter 9	Actionable Steps & Lessons Learned

Let's define 'Culture' in Healthcare.

Culture is the backbone of any healthcare organization. It's more than just a backdrop; it directly influences patient outcomes, employee satisfaction, and the overall effectiveness of the institution.



# 1. Core Values

Core values are the fundamental beliefs of an organization that dictate behavior and guide decision-making. They serve as the cornerstone for the organization's identity, influencing how it interacts internally and presents itself externally.



## 2. Rituals

Rituals in an organization are the recurring activities and practices that have symbolic importance and contribute to the culture. These could include annual gatherings, award ceremonies, regular meetings, or social events.



### 3. Symbols

Symbols are objects, logos, designs, or physical spaces that represent the organization's culture and values. These can range from the architectural style of the corporate headquarters to the uniforms worn by staff or even the logo used on company materials.





## 4. Shared Practices

Shared practices are the common behaviors and ways of working that are adopted across an organization. These include communication methods, workflows, and standard operating procedures that everyone understands and follows.



# Impact on Everyday Operations

## Patient Care



## Team Dynamics



## Decision-Making



Leadership and Culture  
**The Primacy of Culture in Healthcare**

Facilities with an established  
culture of safety and teamwork

show **20%**

decrease in medical  
errors

. Source: National Patient Safety Board Report, 2023

Healthcare organizations noted for  
their supportive cultures experience

**25%**

lower turnover rates  
among nurses

Source: Annual report on Nurse Retention and  
Workplace Culture by the Global Healthcare  
Leadership Forum (2024).

Hospitals with strong cultures are

**15%**

more profitable than  
their peers

Source: Healthcare Financial Management Association  
Study, 2023.

Leadership and Culture  
**The Primacy of Culture in Healthcare**

# **Culture vs. Strategy**





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**The Primacy of Culture in Healthcare**

# How Can Culture Overpower Strategy?



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Leadership's Role in Cultivating Culture

Think  
of a Great  
Leader You  
Know





**70% of employees** say that their sense of purpose is largely defined by their work, and leaders who effectively communicate and embody the company's values help cultivate this sense of purpose.

- McKinsey & Company, “Organizational Culture and Leadership,” 2020.

Reflect on a time when you developed trust in your colleagues, or a patient found confidence in you.





**Why did that happen?**

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**Strategies for Building a Trust-Oriented Culture**

**There are a numerous ways to strengthen  
trust!**

Leadership and Culture  
Strategies for Building a Trust-Oriented Culture

Consistent  
Actions

Fostering  
Belonging

Training  
Programs

Feedback  
Mechanisms

Leadership and Culture

**Case Study: Transformative Leadership and Culture**

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# Case Study

**Challenge:** *Cleveland Clinic* faced challenges with patient safety and satisfaction, including concerns about safety incidents and lower patient satisfaction scores.





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**Case Study: Transformative Leadership and Culture**

Cultural Competency  
training program



Patient satisfaction  
score increased from  
**68% to 82%**

Leadership and Culture  
**Tools and Techniques for Cultural Leadership**

Can you think of any tools that you use to sustain a holistic culture?



# 1. Assessment Tools

**Cultural Audits:** These audits evaluate the current organizational culture by assessing practices, values, and behaviors.

**Employee Surveys:** Surveys gauge employee perceptions, satisfaction, and alignment with organizational culture.





## 2. Development Programs

**Leadership Development Programs:** Programs designed to enhance leadership skills that are crucial for fostering a positive culture.





## 3. Everyday Practice

**Regular Team Meetings:** Holding daily or weekly team meetings ensures that all members are aligned with the organization's cultural values.

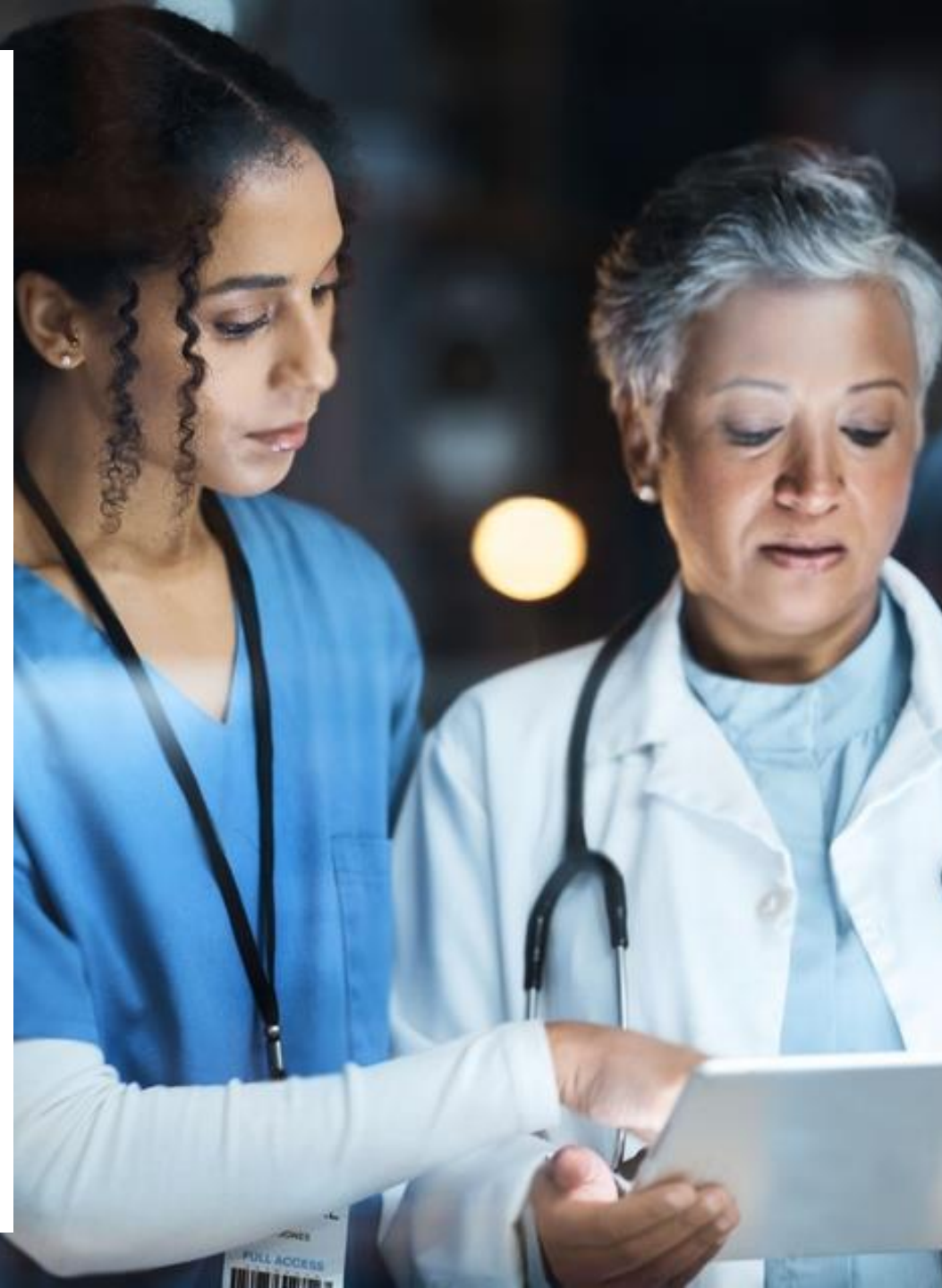
**Timely and Meaningful Recognition:** Acknowledging and rewarding employees who exemplify desired cultural behaviors.



## 4. Use of Technology

**Intranet Sites and Mobile Apps:** Utilizing digital platforms to promote and communicate cultural values, share success stories, and facilitate engagement.

**Tracking Cultural Metrics:** Leveraging data analytics to monitor cultural metrics, such as employee engagement levels, turnover rates, and feedback from surveys.





Leadership and Culture  
**Overcoming Cultural Challenges**

Along with tools and techniques, Strategizing can be crucial for cultural overhaul



**Change Management:** Techniques for managing change effectively while maintaining staff morale and patient care standards.



**Conflict Resolution:** Methods for resolving conflicts that threaten cultural integrity, including mediation and collaborative problem-solving.

# Action is integral in leadership

Always remember to take care of both-  
immediate and long-term actions

# Lessons Learned

- Effective leadership is crucial in shaping and maintaining a positive organizational culture.
- Building and maintaining trust is essential for a healthy organizational culture.
- Using different strategies, tools and techniques to create a positive culture is integral.
- Creating a feedback loop is essential for future growth.



# Bibliography and Additional Readings

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***Any Questions?***



**Ready to shape a culture that transforms  
tomorrow's healthcare?**