

QUALITY AROUND THE WORLD

5TH INTERNATIONAL
CONFERENCE
IN HEALTH CARE

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Konnichiwa



Improving quality in your practice – it's all about the culture

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Culture - overview

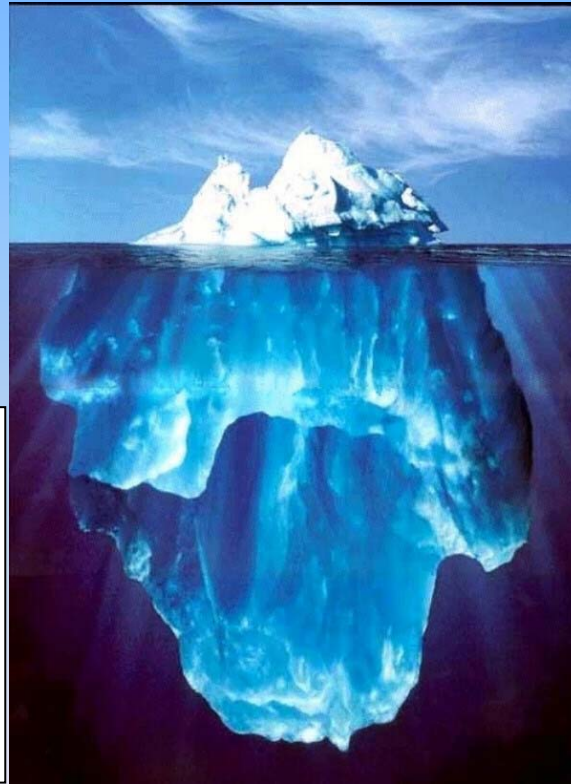
- Culture: sets of beliefs, ideas, practices and behaviours
- “The way we do things around here”
- Our: worldview, assumptions, taken-for-granted, outlook, norms, values
- The collective things we agree on, taking these things for granted



Culture – models

The iceberg model of culture

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'.



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

[Braithwaite, 2003]



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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

- Helman's model: general practice culture in triads

1. Doctor–Patient–Manager

2. Doctor–Patient–Lawyer

3. Doctor–Patient–Statistician

4. Doctor–Patient–Journalist

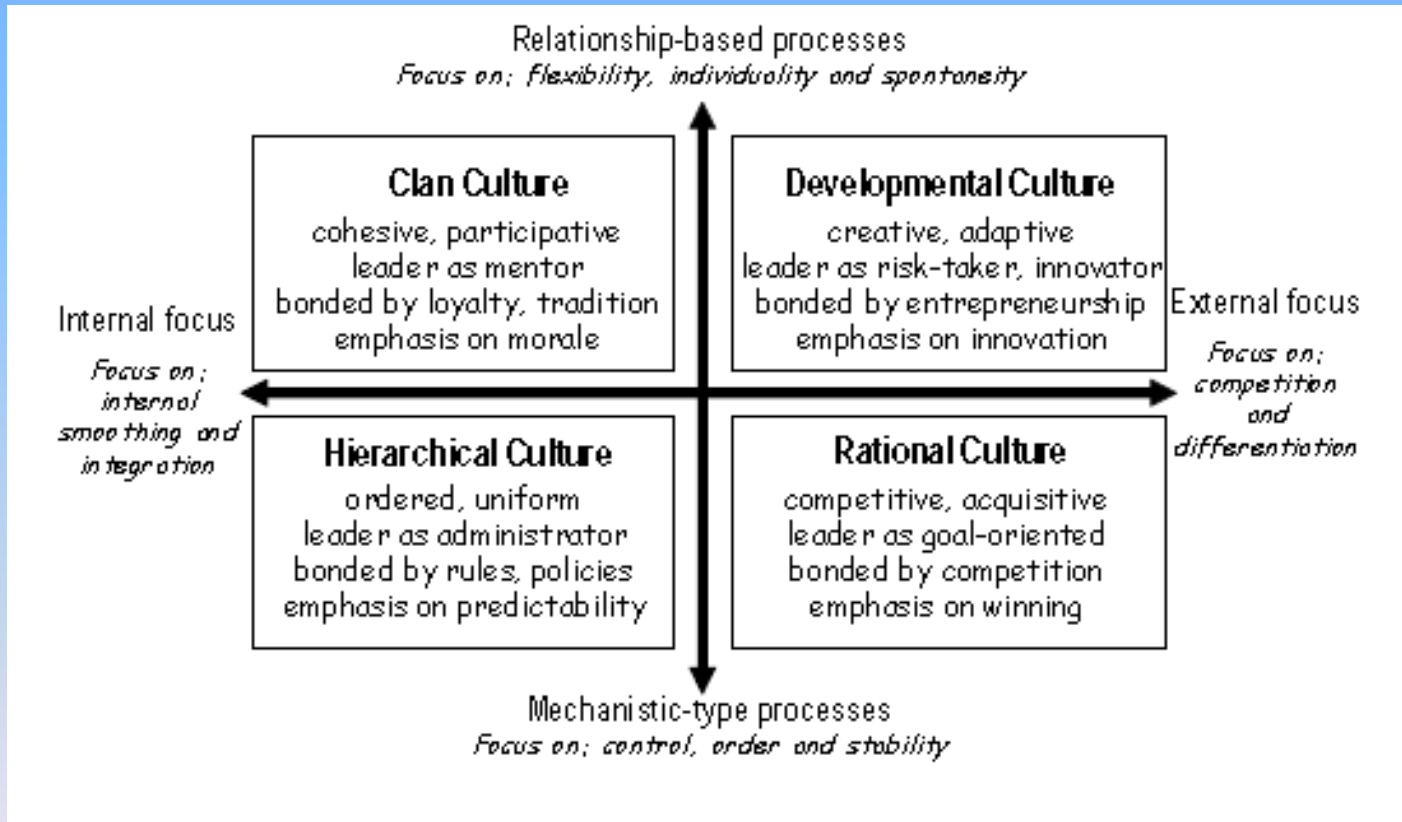
5. Doctor–Patient–Computer

6. Doctor-Patient-Practice Staff [new]



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 and Climate in Health Care Organizations

Edited by Jeffrey Braithwaite,
Paula Hyde and Catherine Pope



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Culture - conclusion

- You run a general practice, work as a GP, or director of a division, or have some other role?
- 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



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