

Manchester Culture Task Force

Presentation for VA New Hampshire 2025 Task Force

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February 14, 2018

What is Culture?

- The unspoken social order of an organization
 - Shared behaviors, values, mindsets, assumptions
 - “This is the way we have always done it.”
 - What is encouraged, discouraged, accepted or rejected
 - Experienced in the unwritten rules
 - Not holding employees accountable leads to a culture in which many employees view unprofessional behavior as acceptable.
 - A silent language
 - Employees getting out of an elevator to give Veterans priority

Harvard Business Review, January-February 2018

Why is Culture Important?

- Directly influences organizational performance
 - Affects the quality of our work
 - Affects the care Veterans receive
- Guides automated subconscious behaviors
- The link between saying we have ICARE values and living our ICARE values

Manchester All Employee Survey FY 17

AES Question	VHA	VISN 1 N=145	Manchester N=449	Primary Care N=14	Nursing N=13	Mental Health N=47	Facilities N=27
My workload is reasonable	3.56	3.61	3.27	2.21	2.69	2.72	3.46
My ideas & opinions count	3.41	3.84	3.33	2.57	2.23	3.00	3.31
My supervisor encourages people to speak up when they disagree with a decision	3.76	3.96	3.75	3.31	3.81	3.73	3.36

Manchester Workgroup Relationships FY 17

AES Question	VHA	VISN 1 N=145	Manchester N=449	Primary Care N=14	Nursing N=13	Mental Health N=47	Facilities N=27
People treat each other with respect	3.77	4.01	3.67	3.77	3.54	3.80	2.92
Safe to try something new	3.62	3.98	3.62	3.00	3.46	3.38	3.44
Worthwhile to speak up because something will be done to address our concern	3.38	3.61	3.31	2.23	2.85	2.93	3.08

Manchester Employee Attitudes FY 17

AES Question	VHA	VISN 1 N=145	Manchester N=449	Primary Care N=14	Nursing N=13	Mental Health N=47	Facilities N=27
Satisfaction with organization	3.58	3.74	3.26	2.79	2.85	3.02	3.41
Feel a strong personal connection with mission of VA	4.31	4.54	4.32	4.50	4.23	4.11	4.00
Recommend organization as good place to work	3.71	3.84	3.47	3.14	3.15	2.96	3.42

Manchester Employee Attitudes FY 17

AES Question	VHA	VISN 1 N=145	Manchester N=449	Primary Care N=14	Nursing N=13	Mental Health N=47	Facilities N=27
Organization inspires my very best job performance	3.58	3.52	3.43	3.00	2.92	3.02	3.28
I feel burned out from my work (lower is better)	2.73	3.61	3.22	4.00	4.46	3.56	3.40
I worry that this job is hardening me emotionally (lower is better)	1.98	2.84	2.32	3.23	4.23	2.38	2.28

Culture Task Force Charge

- Create a strong ethical culture
 - Employees believe and experience Manchester VA as devoted to doing the right thing
 - Environment that prioritizes teamwork, communication, trust, and respect
- Leadership makes it easy to do the right thing
 - Transparency
 - Fairness
 - Reward speaking up i.e., “flip the script”
- Employee engagement
 - Employees empowered to improve systems and processes
 - A professional atmosphere that promotes a sense of belonging
- Implementation plan to improve workplace culture
 - Goal top 10% of places to work by 2021
 - Support and partner with Workforce Executive Council

VISN 1 Task Force Members

John Anselmi

Gina Baumgartner

Chris Boyd

Brianna Camera

Lynne Cannavo

Lisa Lehmann (Chair)

Lauren Russell

Anne Wilson

Improving Our Culture is a Journey

- **Phase 1**

- Align leadership to support culture improvement
- AES review and action planning
- Creating a sense of urgency
- Employee interviews and focus groups
- Invest in developing workforce
- Partnership with Workforce Executive Council
- Quick win teams

- **Phase 2**

- Sustaining quick wins
- Celebrate employees
- Reinforce the commitment to service excellence
- Become the provider and employer of choice
 - Strengthen trust, improve health outcomes and Veteran satisfaction
 - Reduce turnover, burnout, and absenteeism
 - Best place to work

Building Blocks for Improving Culture

- **Awareness**
 - Publicize AES results internally
 - Why improvement in culture is needed?
 - What is the risk of not improving?
- **Desire**
 - A decision to engage and participate
- **Understanding how to improve culture**
 - Leadership support and tone
 - Employee engagement as a strategic priority
- **Commitment to action**
 - Implement focused initiatives
- **Reinforcement/Sustain improvement**
 - Align structures, systems, processes with aspirational culture

Summary

- Improving the culture of Manchester is critical to our shared goal of providing Veterans with excellent patient care
- Understand our current culture to create a new one
- Culture is intimately linked to leadership
- Employees engagement will catalyze change
- Align structure, systems, and processes with culture

Questions?