



2011 Medical Symposium

CULTURE OF TRUST

TRACK SESSION

27 JUNE 2011

Claudette Elliott, PhD

Unclassified-FOUO



ARMY MEDICINE

Bringing Value...Inspiring Trust





Trust is difficult to define

- Different for everyone
 - Total confidence in the integrity, ability and good character of another (Webster)
 - Confidence in and reliance on good qualities, especially fairness, truth, honor or ability (Encarta)
 - That which is committed or in trusted to one; something received in confidence; charge; deposit (Webster)
 - The confidence reposed in a trustee in giving him or her legal title to property to administer for another and his or her obligation with respect to the property and the beneficiary. (Webster)

Facilitated by

- Skills
- Beliefs
- Behaviors



Increasing Trust

- Improves organizational effectiveness

Current Research Efforts

- Self and Societal Trust
- Organizational Trust focus
 - Impact on the bottom line
 - High trust equals decreased costs and increased productivity

High Trust Employees

- Focus on achieving the mission & sharing higher quality information

High Trust Organizations

- Achieve more with less

Organizational Trust

- Promotes positive environments



TRUST COSTS

When trust goes down, speed will also go down and costs will go up.

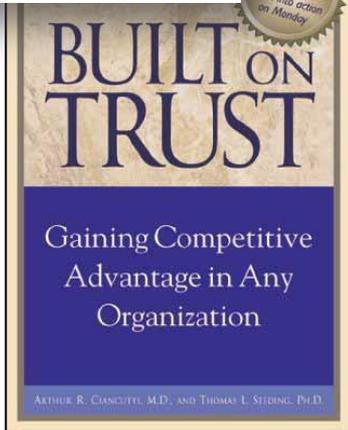
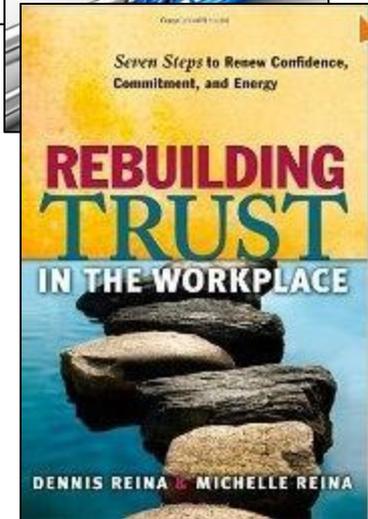
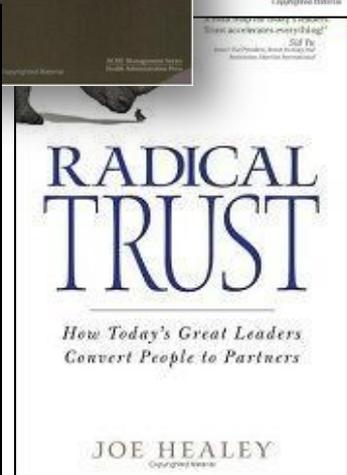
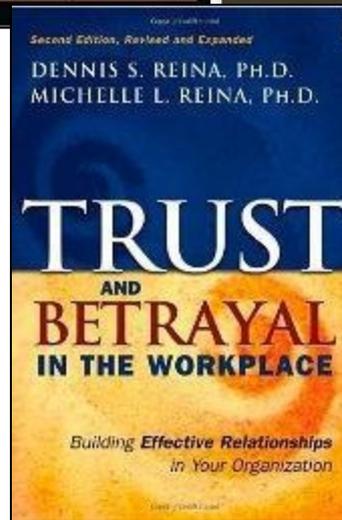
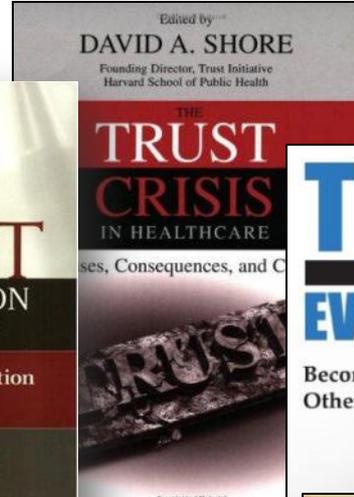
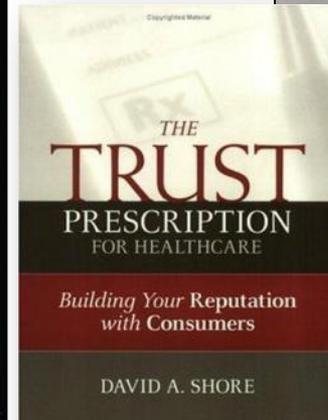
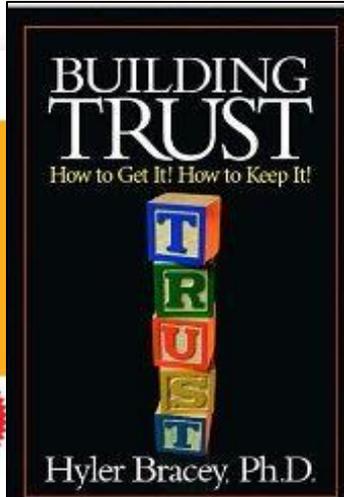
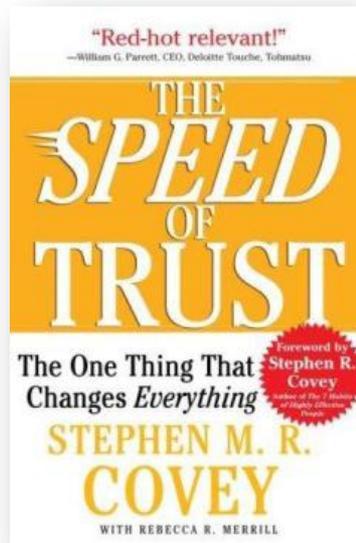
↓ Trust = ↓ Speed ↑ Cost

When trust goes up, speed will also go up and costs will go down.

↑ Trust = ↑ Speed ↓ Cost



TRUST RESOURCES





MYTHS

- Trust is a function of time.
- Discussing trust is “touchy-feely” and not appropriate for the workplace.
- Keeping trust requires the avoidance of conflict at all costs.
- Once broken, trust is non-repairable or will take a long time to rebuild.
- Trust is nice to have but irrelevant to business.

TRUTHS

- ◆ Trust is a function of choice not time.
- ◆ Trust directly impacts the bottom line (efficiency, performance, safety, budget).
- ◆ Constructive confrontation/resolution builds a strong team environment.
- ◆ Trust defines relationships; if people are willing it can always be regained.
- ◆ Trust based organizations are comprised of individuals who are accountable, transparent, and engaged.

Trust starts with self...

It is a product of beliefs, behaviors, emotions, and skills.

Trust is an emotional connection between two or more people.



Partnering for a Culture of Trust

Partnered relationships

- Fundamentals
- Tenets
- Behavior





ARMY MEDICINE
Bringing Value...Inspiring Trust

FUNDAMENTALS

Trust and Change are Possible

I Choose Everything I Do

I am Responsible for My Results

All People Have Value

People are More Than Their Behaviors

Mistakes are Too Valuable to Waste

Organizational Trust Changes When the People
Inside the Organization Change



ARMY MEDICINE
Bringing Value...Inspiring Trust

TENETS OF TRUST





ACCOUNTABILITY

- Responsible, honest, answerable to myself and others

CONGRUENCY

- Words, action and behaviors in harmony

TRANSPARENCY

- Full disclosure, ability to freely share information

INTEGRITY

- Doing the right thing when no one is watching, without regard to risk or reward.

VOICE

- Speaking up for what is right. Taking a stand even when it is risky.

ENGAGEMENT

- Actively involved, eager, dedicated to success of the mission



ARMY MEDICINE
Bringing Value...Inspiring Trust

ARMY VALUES - TRUST



LOYALTY

- Personal Excellence
- Congruency

DUTY

- Technical Excellence
- Engagement

RESPECT

- Interpersonal Competencies
- Integrity

SELFLESS SERVICE

- Excellence of Others
- Engagement

HONOR

- Personal Excellence
- Transparency

INTEGRITY

- Personal Excellence
- Accountability

PERSONAL COURAGE

- Personal Excellence
- Voice





ARMY MEDICINE
Bringing Value...Inspiring Trust

WHY NOW



ARMY PROVIDER LEVEL SATISFACTION SURVEY (APLSS)

Patient Satisfaction Survey

Thank you for calling the Army Patient Satisfaction Survey. We are trying to

improve the quality of care we give our soldiers and their families. Your feedback helps us do this. Our records indicate that you saw this [INSERT DATE] at the [INSERT FACILITY]. Is this correct?

1. Yes
2. No

Thinking specifically about your visit [INSERT DATE] in the [INSERT FACILITY], please rate how much you disagree or agree with the following statement. Press the number for the answer that is closest to your opinion.

1. This provider [INSERT PROVIDER NAME] did not address my medical problem required.
1. Completely disagree
2. Somewhat disagree
3. Neither disagree nor agree
4. Somewhat agree
5. Completely agree

2. This provider listened to you carefully.

Help Br
Int

Patient Safety and Satisfaction



MEDCOM SPEAKS!

BE PART OF OUR FIRST EMPLOYEE ENGAGEMENT SURVEY!

WHY should you participate?

This is a great opportunity to share your views through a confidential survey on what engages you about working at MEDCOM and what you want to see improved.

Employee Engagement

The survey will be sent via email to a stratified sample of employees. Every MEDCOM employee will be invited to participate by the end of this fiscal year. Keep an eye out for an email from OTSG MEDCOM SPEAKS which contains your link to access the survey.

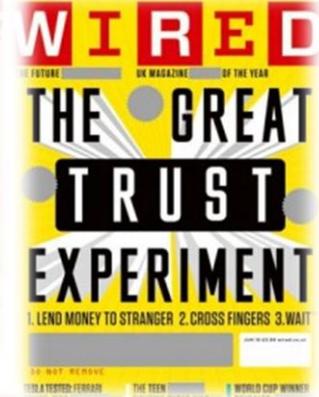
HOW is this survey different from the Command Climate Survey?

MEDCOM SPEAKS focuses on the drivers of employee engagement while the Command Climate Survey provides each Commander information on the current organizational climate.

WHERE can you get more information?

Send a confidential message to army.medcom.speaks@us.army.mil or reach out to your local STRATCOM team.

This Survey is Completely Confidential



Stakeholder Confidence



Special Report: Can Insurers Fill The Void Left By Big Pharma? You Betcha

It's All About Prevention. We may not be able to fix it, but we sure can diagnose it.



Healthcare IT: NO QUICK CURE

OWN | Q2 2012



WHY IS IT IMPORTANT

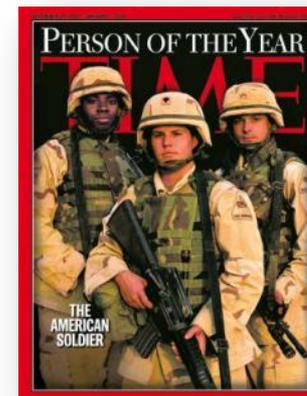
Trust is fundamental to effective communication

Trust is the critical element in our relationship to every one of our stakeholders, customers, and patients

Trust underlies every initiative, job performance, job satisfaction, and outcome as well as recruiting, retention, and development



Showing patients how much you care, goes miles in obtaining patient trust and respect and helps patients respond well to treatment





WHAT ARE WE DOING

Army Medicine Strategy Map

March 2011



Mission

- Promote, Sustain and Enhance Soldier Health
- Train, Develop and Equip a Medical Force that Supports Full Spectrum Operations
- Deliver Leading Edge Health Services to Our Warriors and Military Family to Optimize Outcomes

Vision

America's Premier Medical Team Saving Lives, Fostering Healthy and Resilient People

ARMY MEDICINE
Bringing Value...Inspiring Trust

Strategic Themes & Results

Maximize Value in Health Services

Effectively and efficiently provide the right care at the right time to promote a healthy population and ready force.

Provide Global Operational Forces

Agile and adaptive medical teams ready to execute relevant, responsive Health Services in any operational environment and in combination with any partnered team.

Build the Team

A compelling place to serve and a preferred partner in leading joint interagency health services.

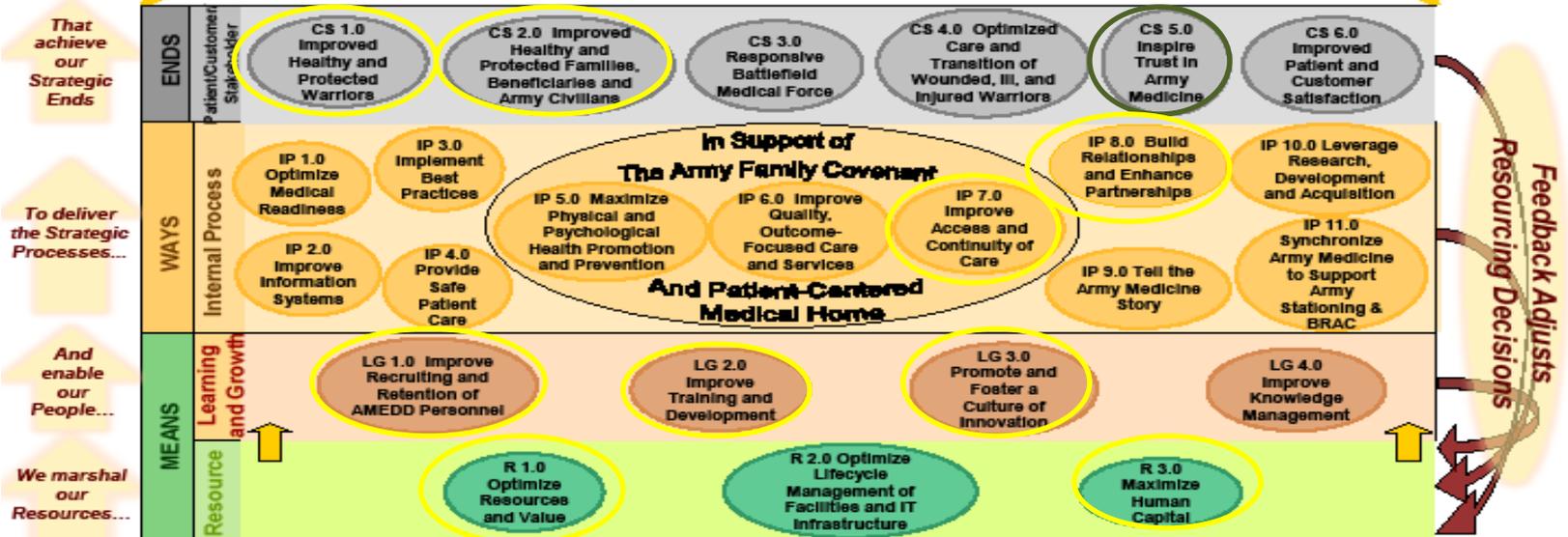
Balance Innovation with Standardization

A culture of Innovation which provides standardized solutions to support best practices and optimal outcomes.

Optimize Communication and Knowledge Management

Leverage Communication to impart knowledge and build meaningful, positive relationships.

SUSTAIN PREPARE RESET TRANSFORM



This has been a dynamic, living document since 2001

For more information go to: <https://ke2.army.mil/bsc>

Strategically aligned with Army Medicine's Strategy Map

CULTURE OF TRUST



Employees can be coached to adopt specific behaviors, beliefs and mindsets that increase trust

- High-trust organizations achieve more with less and their employees are better able to focus on achieving the mission

A variety of areas will be impacted

- Increased service excellence, hospitality, patient care, standardization and the bottom line

The overall result of the improvements will result in increased trust with beneficiaries, stakeholders and employees

Employee turnover rates, EO/EEO and Union complaints will decrease due to the Culture of Trust initiative.

- Employee morale, engagement and teamwork should also improve



Trust Enhancement Sustainment Task Force

- A team of 26 employees
- 16 Organizational Development Specialists, four Management Analysts, Strategic Communications, and Administrative staff

Cadre of change agents

- Designing the curriculum and materials needed to deliver a consistent message that “inspires trust”.

Diverse and extensive background in public and private industry

Skill sets include

- Conflict resolution, Team Building, Group dynamics and Group facilitation, Project Management, Training design and intervention, Statistical Analysis, Executive coaching, Assessments and evaluation, Performance Measurement, Measurement tools, Strategic Communications



Curriculum Development

- Organizational Development Specialist Training
- Initial Enterprise Wide Training

Deployment of Trust Assessment Tools

- To assess level of trust within organization
 - July/August 2011 Pilot Sites and AMEDD Wide

Piloting at Beta Sites

- July-September 2011

Full Implementation

- Early FY 2012



Team of Organizational Development Specialist

Deploy to pilot sites June/July 2011

COT Training

- Based upon results of Comprehensive Trust Assessment
- Provided 24/7 based upon facilities logistics and clinical needs

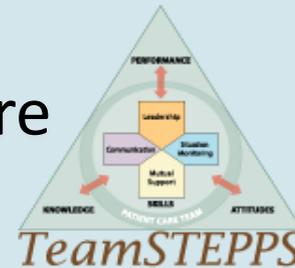
Length of initial site training

- Command Team/Senior Leaders: 4-8 hours training
- Supervisors: 4-8 hours training
- Non-supervisory employees: 2-4 hours training



INTEGRATE

- TeamSTEPPS
- Army Nurse Corps System of Care
- Comprehensive Behavioral Health System of Care
- Provider Resiliency
- Patient Centered Medical Home
- Soldier Medical Readiness
- Warrior Transition Units





ARMY MEDICINE
Bringing Value...Inspiring Trust

FACES OF TRUST





ARMY MEDICINE
Bringing Value...Inspiring Trust

SUMMARY

Trust in Army Medicine
Is Inspired

**Because I am
Army Medicine**

Questions





AMEDD
CTR &
SCHOOL

MRMC

CIVILIANS

NRMC

WTC

CONTRACTORS

PHC

ARMY
MEDICINE

ERMC

SOLDIERS



WRMC

DENTCOM

ARMY MEDICINE

Bringing Value...Inspiring Trust

STAKEHOLDERS

VETCOM

Because...I am Army Medicine

PRMC

FAMILY MEMBERS

SRMC