

The dynamics relevance and meaning of environmental culture

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The Royal College of Pathologists
Pathology: the science behind the cure



Affiliations



General
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Learning from this talk

- What is meant by working and learning environment
 - Understanding of factors that promote a favourable environment
 - Thinking about cultures that make departments and specialties desirable
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**Healthcare is
about people
for people
by people**

**The NHS is thinks
systems
processes
People have to fit
around**

Johnston PW, Cleland J. Staff in the NHS are, first and foremost, people. *BMJ*. 2018;360:k506



Challenges

Workforce supply across specialties is behind demand

We rarely look at whole systems

Workload and expectations are increasing

(we have “done” automation, role extension, diversification, standardisation.....)

Imbalance is getting worse

Services are continually being reorganised

Innovation moves ahead which drives technology

How do we make people (staff) integral to design?

Environment, culture and climate

Environment

Surroundings within which we work

Includes physical space, intellectual space, thinking space

Culture

Shared values, standards and behaviours

The people and who we are

Climate

People's perception of the culture and its properties

How we feel about where we are

Relevance of education

Leadership

Getting us from where we are to where we want to be

Creating spaces people wish to occupy

Changing what we do

Need to develop new ideas, skills in new tasks

Become accustomed to new standards of practice

Behave differently

To change we need to learn

Staff development central to development

Education is key infrastructure

**How do we define a
favourable workplace
culture?**



A positive workplace culture

Values

What is important to us all

Standards

Norms we all consider correct, appropriate, achievable

Behaviours

How we all do things, eg respecting each other and what we all bring, enjoying each others' company

Importance of investing in staff

People feel they are valued, supported and developed

Enhances productivity, loyalty to organisation, retention of staff

Medicine – Foundation year 2 doctors express wish to stay in a specific location and specialty where they feel they have been valued/supported/developed

Scanlan GM, Cleland J, Johnston PW. Perceived Organizational Support and Career Intentions: The Stories Shared by Early Career Doctors. *BMJ Open*. 2018; 8(6): e022833.

Drivers for a positive culture

Time to listen to colleagues

Flattening of hierarchies

A “safe” environment, physically, for expression

Space for socialisation, physically, time

Putting the people at the centre

Values, standards, behaviours shared by everyone

Reward is in outcomes

Barriers to a positive culture

Tensions of workload affect

Time and desire to teach train learn

Misaligned priorities

Objectives that conflict, cause disharmony between groups

Protectionism, exclusion, misconception

Organisational restructuring

Managerial neglect

National, regional, institution, directorate, department, unit,
colleague

Cleland J, Roberts R, Kitto S, Strand P, Johnston P. Using paradox theory to understand responses to tensions between service and training in general surgery. *Med Educ.* 2018 Mar;52(3):288-301.

NHSE pathology “networks”

Diagnostics as a commodity

“save £200m”

Implies lack of value of what we do

Loose use of terminology – about command and control

NHS Scotland National Laboratories Programme

Diagnostics adds value to patient pathway

Spend more on diagnostics to enhance quality of care

The language issue

What we say to patients

NHSE, 2014. The Charter of Patient Rights and Responsibilities

Respect

“You have the right to be treated as an individual and with dignity and respect, no matter what.”

Do you feel staff are spoken to like this?

You have the right to be treated as an individual and with dignity and respect, no matter what

And again from NHSE charter

Communication and participation for patients:

You have the right to get information about your *health* and the *services* available to you. You also have the rights to be involved in decisions about your *care*.

Communication and participation for staff?

You have the right to get information about your *personal development* needs and the *facilities* available to you. You also have the rights to be involved in decisions about your *work*.

What can we do?



Nationally



geographyinthenews.org.uk

Has to be 4 nations....

Increasingly divergent NHS

Potential influence

College, Specialist Societies

Political “allies”?

The press?

Geography is set in stone

Use information on career choice



Consistently, effectively make our case

Make our places good to be in

Watch our language

Give people time and space

Listen, hear and respond

Invest in personal development

Encourage independence of thought and
action

Consensual management style



jobsection.com

What we know people want in a job – sell how well we fit
Addressing the right audience at the right time
Using the right methods – person to person
Consistent approach

Conclusion

We can identify

- Workforce challenges

- Workload growth and mitigation

- Issues with the workplace

We know what people want

- How to meet those aspirations

- How to improve our workplaces

We can use the science to develop the cure



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