

SPS Physician Spotlight

A communication targeted to physicians in the SPS Network



Please distribute to all physicians in your organization.

Dear SPS Physicians,

Dr. Bridget Norton, Chief Medical Quality Officer, Children's Hospital & Medical Center (Omaha), shared her thoughts about **the physicians' role in promoting a safe culture** at her hospital. We encourage you to listen to her 4-minute podcast by clicking the link on the right.

Dr. Norton discussed the ways her hospital found to build physician engagement when tackling the culture aspects of the SPS plan and then use that physician engagement to help them get buy-in from the rest of their staff.

Ultimately, this physician engagement resulted in the hospital having a significant reduction in their serious safety events. In fact, the hospital has gone over 470 days without a serious safety event!

CHANGING YOUR HOSPITAL'S CULTURE, PHYSICIANS ARE LEADING THE WAY

When sharing about physician leadership roles at her organization, Jeanette Teets, SPS Culture Lead, The Children's Hospital of Philadelphia, said, "The nature of leadership roles in our organization varies. Some are very obvious, with formal lines of authority and direct reports. Other roles, while perhaps not looking like a 'traditional' leadership role, are no less important or influential in their role in culture change." Physician leaders include, but are not limited to:

- Leaders who have identified leadership roles (i.e., Chairs, Division Chiefs, Section Chiefs, Program leaders, Unit/Practice Medical Directors, Safety Officers, etc.)
- Leaders by virtue of their roles and responsibilities in the clinical setting (i.e., physicians leading teams of residents, fellows and other clinicians)

Physicians have a profound impact on the culture at their organizations by their actions in the clinical setting. According to Teets, "Physician behavior and leadership methods set the stage for all members of the team and define what is acceptable. As Ronald Heifetz, Founding Director, Center for Public Leadership, John F. Kennedy School of Government, Harvard University, shared during the leadership training at The Children's Hospital of Philadelphia in 2009, 'Leaders cannot sit in an office or a meeting and expect to influence culture change. We need to get to the frontlines and gain a better understanding of what is happening; we need to learn from staff, patients and their families. We need to show a visible commitment to this cultural movement in a way that we have never done in the past.'" Physicians, you are all leaders at your hospital, and you are setting the stage for changing your hospital's culture—the changes can start today with each and every one of you!

We want to hear from you! [Click here](#) to share your thoughts with us about this newsletter. If you are interested in signing up to receive this newsletter from us directly, please send an email request to ochsps@cchmc.org.

Keep 'em safe,
Anne & Trey



CLICK ON THE IMAGE ABOVE TO LISTEN TO THE PODCAST, "THE PHYSICIANS' ROLE IN PROMOTING A SAFE CULTURE," WITH DR. BRIDGET NORTON.

DR. BRIDGET NORTON



Dr. Bridget Norton is the Chief Medical Quality Officer at Children's Hospital & Medical Center (Omaha). She spends 50% of her time as the Chief Medical Quality Officer and the other 50% as a pediatric intensivist.

November 2016 Podcast

[Click here](#) to listen to November's podcast, "The Critical Role of Physician Engagement in the SPS Network."