EMBEDDING COMMUNITY RESILIENCY MODEL®:
AN ORGANIZATIONAL CULTURE CHANGE APPROACH

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ORGANIZATIONAL CULTURE

EMBED

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As a set of values and beliefs shared by members of a group, culture serves as:

- A direction or guide for individuals and the group or organization,
- Contributes to a sense of identity,
- Provides a way to conceptualize or understand themselves, their experiences, and surroundings
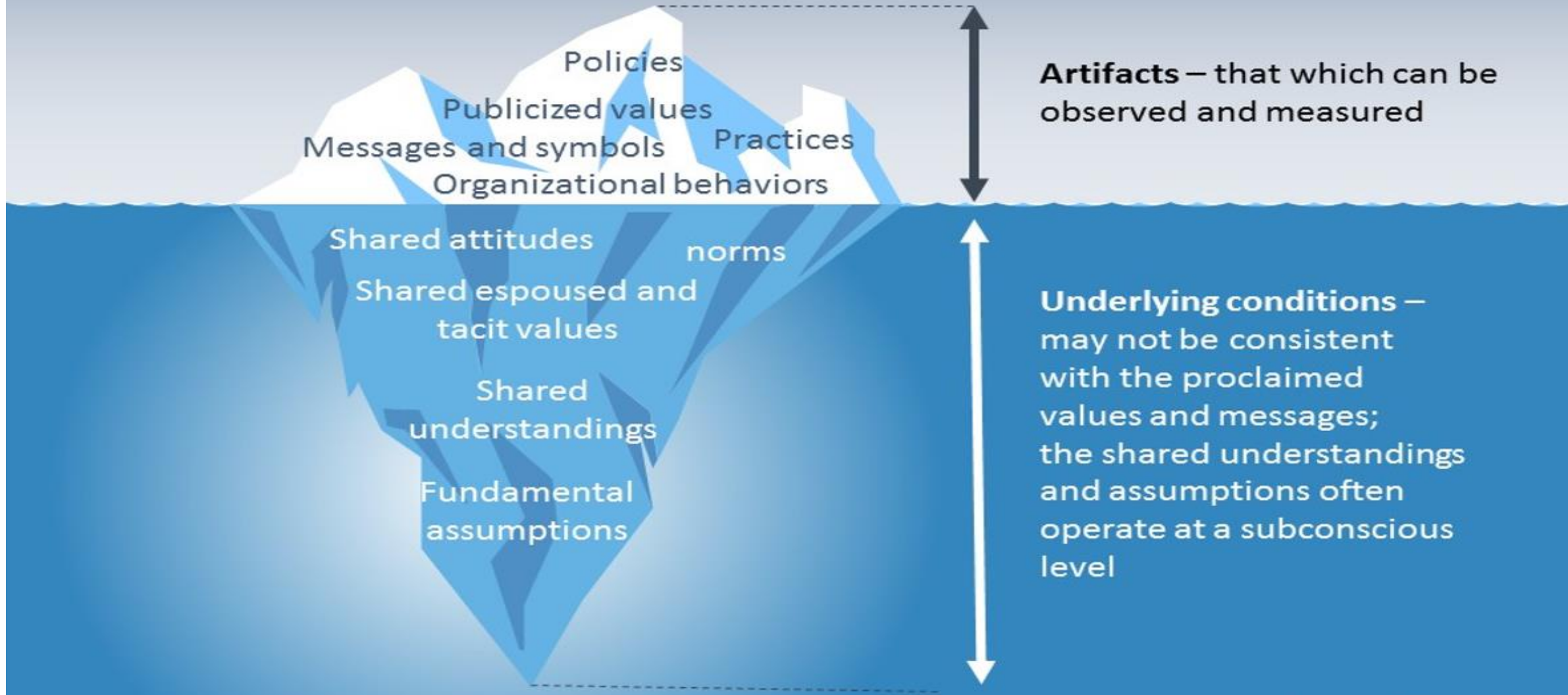
Culture is the deeper level of basic assumptions and beliefs that are shared by members of an organization, that operate unconsciously and define in a basic 'taken for granted' fashion an organization's view of its self and its environment.

- Edgar Schein -

LIBQUOTES.COM

ORGANIZATIONAL CULTURE
BASED UPON EDGAR SCHEIN'S LEVELS OF CULTURE

Policies
Publicized values
Messages and symbols   Practices
Organizational behaviors

Artifacts — that which can be observed and measured

Shared attitudes   norms
Shared espoused and tacit values

Shared understandings

Fundamental assumptions

Underlying conditions — may not be consistent with the proclaimed values and messages; the shared understandings and assumptions often operate at a subconscious level

Iceberg image © Showeet.com

- A planned and systematic culture change requires embedding and creating new **shared assumptions.**
- Requires **motivation to change.**
- Essential component of the process: provide **psychological safety** in order to reduce anxiety and promote learning

Source: Schein, E. (2004)

CULTURE CHANGE

# 'The Tipping Point' by Malcolm Gladwell

POWER OF CONTEXT

LAW OF 150

Groups of less than 150 members usually display a level of intimacy, interdependency, and efficiency that begins to dissipate markedly as soon as the group's size increases over 150.

Environment

If the environment or historical moment in which a trend is introduced is not right, it is not as likely that the tipping point will be attained.
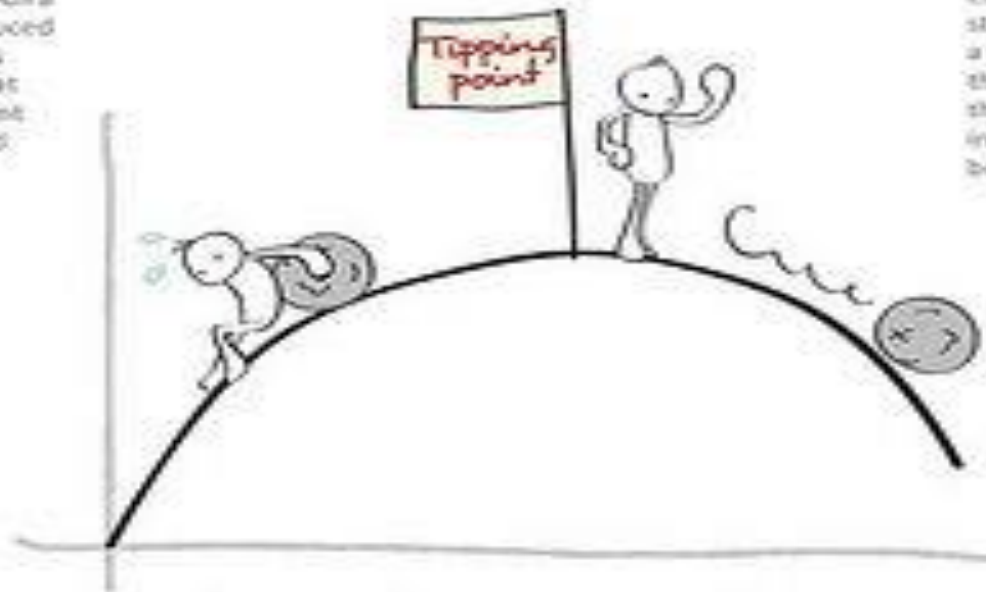
STICKYNESS FACTOR

A crucial factor that plays a key role in determining whether a trend will attain exponential popularity is "the stickyness factor." This refers to a unique quality that compels the phenomenon to "stick" in the minds of the public and influence their future behavior.

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LAW OF THE FEW

The attainment of the tipping point that transforms a phenomenon into an influential trend usually requires the intervention of a number of influential types of people.

CONNECTOR
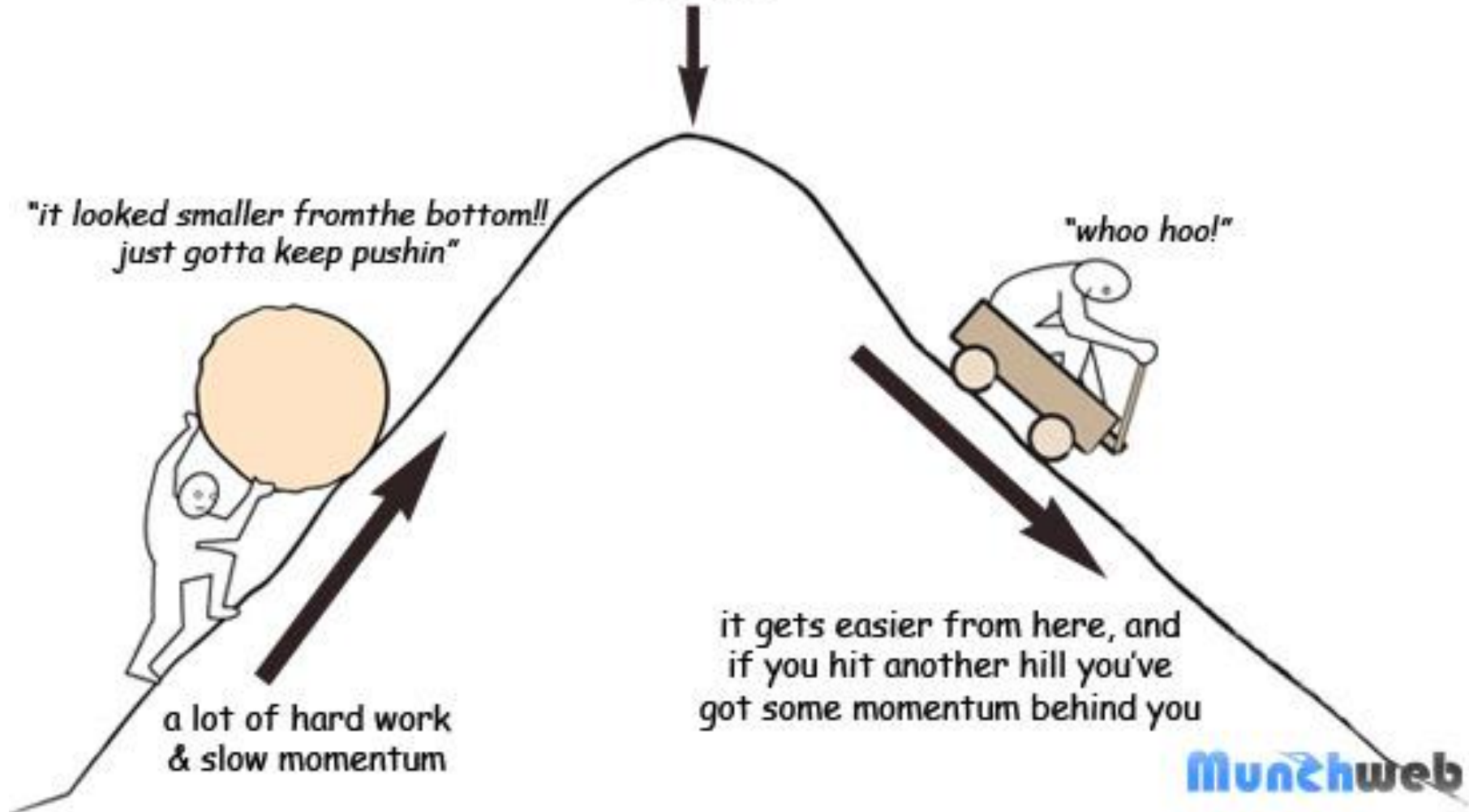
Connects people to each other.

MAVEN

Help others to make informed decisions

SALESMAN

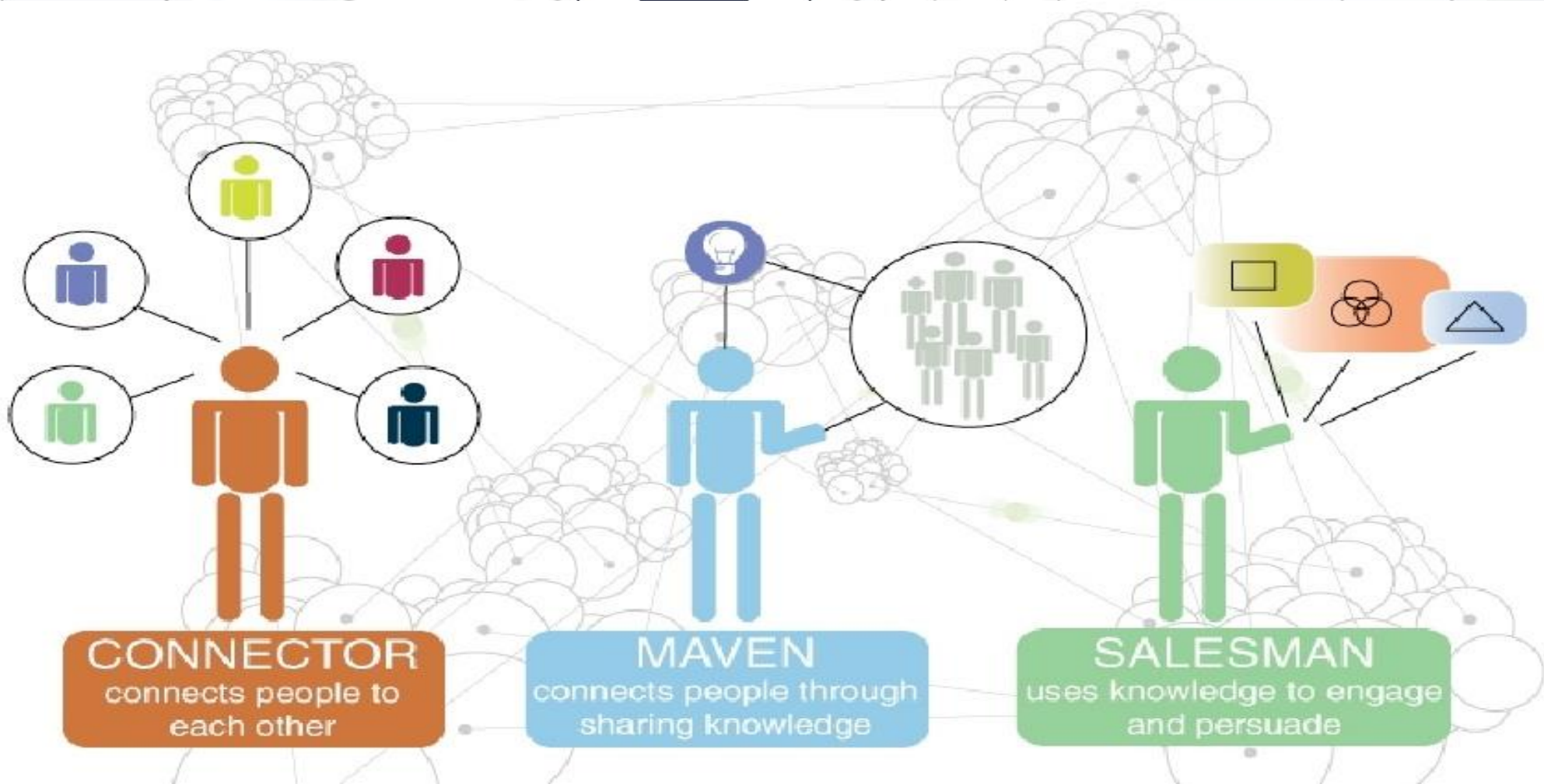Is extremely persuasive in inducing others' buying decisions and behaviors through his unusual charisma.

GriDD consultancy / www.gridd.nl

- Emergency Preparedness (Command Center) Operational Huddles

- Rounding with leaders and staff

- Submitted a plan to key Executive & Senior Leaders

- Staff meetings/huddles

- Cross-promotions with other hospital sponsored activities (e.g. free lunches)

- Walk-in hours / temporary use of consultation office: "Boots-on-the-Ground" EAP

- Hospital newsletter, flier, tip sheets

- Identify/recruit CRM guides

- CRM workshops: small in-person session and online (1-1.5 hrs. Intro; 2 – 4 hrs. workshop)

INITIAL STEPS |

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CONNECTOR
connects people to
each other

MAVEN
connects people through
sharing knowledge

SALESMAN
uses knowledge to engage
and persuade

LAW OF THE FEW: CRM® GUIDES

A *COMMUNITY RESILIENCY MODEL*® *GUIDE* is a person who shares the wellness skills of the Community Resiliency Model with others

- Does not interpret or assume meaning.
- Asks open-ended questions.
- Gives the person time for sensations to develop.
- Is non-judgmental.
- Observes and stays one step behind and does not direct.

TRAUMA RESOURCE INSTITUTE

POTENTIAL CRM® GUIDES

➢ Employee Health

➢Clinical Educators

➢ Inpatient Clinical Social Workers

➢ Spiritual Health: Chaplains

➢ Palliative Care Nurses

➢ Team Leaders / Supervisors

➢ In-house Interpreter

➢ Outpatient Clinic: Behavioral Health, Outreach, CHW

COMMUNITY PARTNERS

➢ Hospital Volunteers

➢ APU School of Nursing: Community Nursing Course assignment (optional)

➢ Local High School – Medical Academy Training program

➢ Local Breastfeeding Coalition

➢ Non-profit organizations

➢ CHW Apprenticeship Program

➢ High Desert Mental Health Summit (cancelled)

1) How could you use CRM Skills in your community?

2) What steps would you need to take first to begin to use CRM Skills in your community?

3) What strengths does your community have that would support bringing CRM Skills to more people?

4) What challenges would you expect?

5) When can you start and with whom?

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WORK IN PROGRESS

COVID-19 OUTBREAK   1st WAVE   2nd WAVE   3rd WAVE

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