

Teamwork is the Bedrock of a High Trust Culture

[VIDEO TRANSCRIPT – September 14, 2023]

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Anne Dabrow Woods: A cornerstone to critical business success is having a high trust culture. Can you define that for us? And what does it mean for Mayo? What makes you different when you're talking about a high trust culture and how do you instill that within your health care organization?

JoEllen Frain: It's such a great question, and I think this gets at the secret sauce question, right? Because I think a high trust culture really is that secret sauce. So how it plays out within Mayo is one that we understand is so critical for success, for our success. Which is our employees' willingness to help others and being able to support others, whether that be a new trainee, whether that be a nurse intern, whether that be another colleague that has a heavier load, you know, really ensuring that we have that willingness and we model that as leaders.

Right. And so I think that's one piece. I think the one that we excel at, quite honestly, is the one that most health care organizations, if you ask your staff, is their ability to go the extra mile for their patients. And I think in a high trust culture, that's one of those elements where we work together to bring those answers, to bring hope, to bring answers, to bring pathways for them, you know, from a clinical setting.

But on a personal setting, we share articles with our staff every week about staff who have gone above and beyond to create a wedding ceremony for an individual where their parent may not be leaving the hospital where we had an individual after one and a half years in the hospital be leaving, she was six years old, we had staff that were able to get a Cinderella kind of horse and carriage to take her away from the hospital in a Cinderella gown.

We had staff administrators dressed up as, you know, Disney characters as they went through it. And so I think it's that opportunity to go that extra mile, because not only is that important for the patient, it is important for the individual staff's purpose and understanding their connection of changing lives. And I think our teams come into health care with that intent and being able to have that.

I think the last piece that I would describe about Mayo is really that pursuit of solving hard problems. And those hard problems could be in the way of deficiencies that we find within quality rankings. It could be in ways in which we have tough clinical problems that we need to solve. But it's the ability to have those tough problems.

Bring in your team. We have a model that supports bringing in other people within solving the problem versus saying, "No, this is mine, and I'm taking it." and that ability and that chutzpah that comes with fixing a hard problem. And the pride with that, I think is one of the other pieces that allows us to have a high trust culture.

And I'm just thinking of the last one, and it's the confidence in the senior leaders in the direction of the organization. And you can't say enough how we need to inspire our staff in where we're headed, because some of the things that we're asking our staff to contemplate and think about, things like AI, automation and I think we're coming at a point where they've seen automation through the medical record that was supposed to bring them, better tools.

And it has in some regards, but it also has brought other burdens, so rightfully so. I think there's a lot of speculation, some of these new terms in these technologies that are kind of coming to the forefront. It's really important for our leaders to help them ground those innovations and why and that staff believe and trust and follow in that direction.

And I think you have to spend a lot of time and diligence in closing those because in order to go further, faster, you need to do the hard work upfront to ensure that your staff and your army are behind you.

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