TRUST is the Strategy:

Building Cohesion to Drive Collective Performance

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1

"The world as we have created it is a process of our thinking.

It cannot be changed without changing our thinking."

Albert Einstein

2

3

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4

"The first accountability of a leader is to know reality"

Max Dupree

5

6

Factor	Impact
Fragmented systems	Missed or duplicated care
Culture of fear/blame	Errors go unreported or unaddressed
Burnout and short staffing	Higher rates of mistakes and lower vigilance
Communication breakdowns	Misinterpretation, missed information
Gaps in accountability/reporting	Medical errors are under-recognized in national statistics
Poor implementation of solutions	Safety protocols not followed consistently across systems

7

"Alas, culture is not what we say, what we think, what we mean, or even what we intend;

it's what we do."

Jon Burroughs, MD

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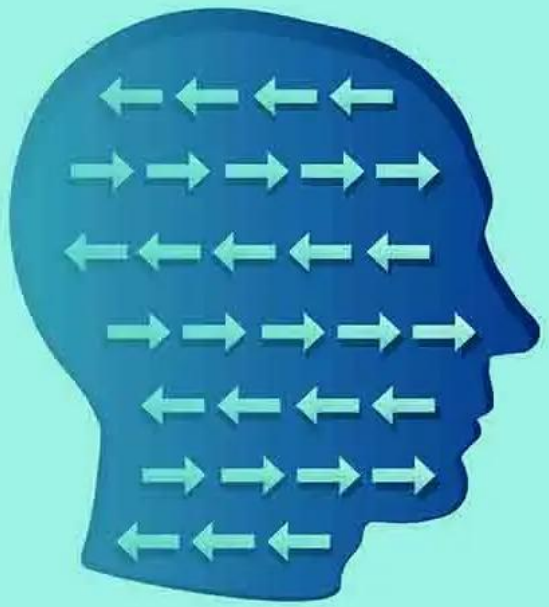


https://www.openmindsfoundation.org/blog/cognitive-dissonance-work/

10

11

What you see…

12

W-E-I-R-D

- Western
- Educated
- Industrialized
- Rich
- Democratic

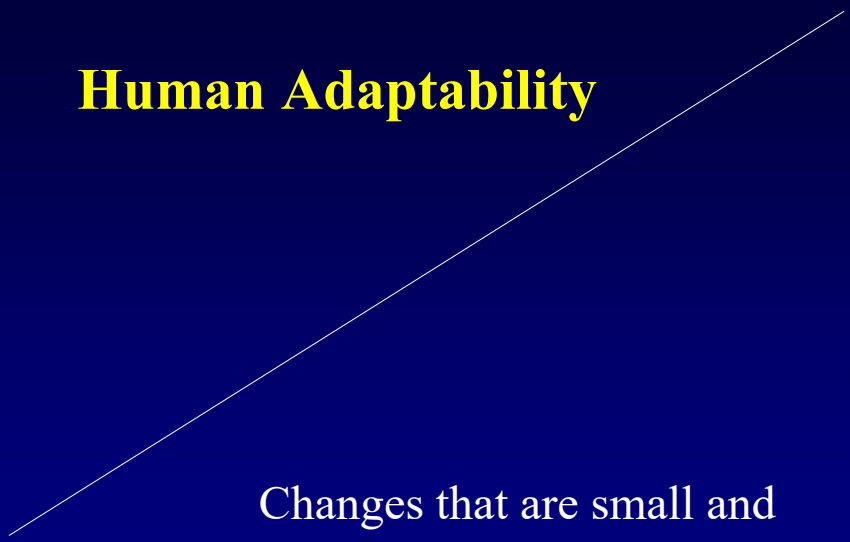
The more you perceive a world of separate objects

Brooks, D. The Social Animal

13

14

Human Adaptability



Changes that are small and incremental are not noticed

15

Practice Findings
2006

- Interrupted mid-task 8 times
- Experience 8.4 work failures per shift
- Tasks take an average of 3 minutes each
- Over 160 tasks in an 8 hour shift
- 7-8 items staked at any given time (Tucker, 2006)
- 10 or more waiting to be performed
- Lack of time for reflection, delegation and assessment

16

Time and Motion Study
2017

- Average of 124 communications and 208 tasks in 4 hours
- Reality: **624 tasks in 12 hours**
- Multitasking - communications and tasks 131 times or 40% of the time

Yen et al. 2017

17

2026

- DPC remains below 50%
- Interruptions are constant and unsafe
- Multi-tasking dominates workflow
- Documentation burden is 25-35%

Sumner, J., Ho, E. H., *et al.* (2026). *Implications for Virtual Nursing Role Development in Acute Nursing Care: 24-Hour Time-and-Motion Study.* JMIR Nursing, 9.

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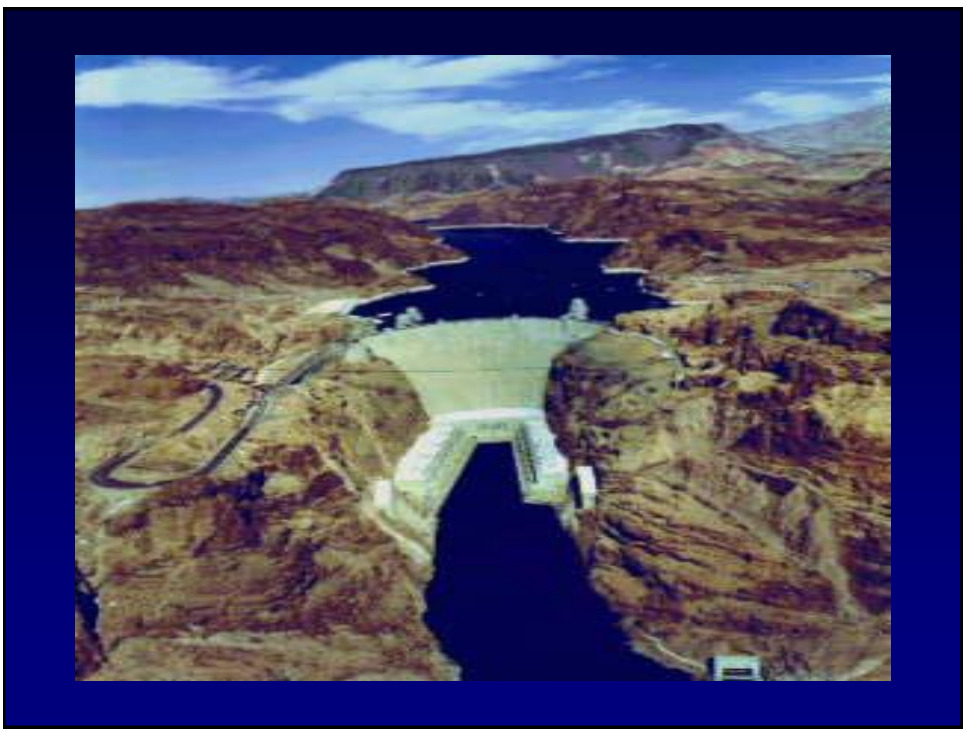


20

Why we don't see reality…

- Human adaptability
- Underestimate context
- Normalization of deviancy
- Distant managers
- Myopic embedding

21

Role Clarity

- Firemen – fight fires
- Teachers – educate
- Police – keep us safe
- Nurses - ?

22

ND Nursing Snapshot

- 20,096 licensed nurses
- 12,000 actually practicing in state
- NP 1200
- LPN 324
- 76% nurses concentrated in 6 counties
- Rural vacancy rates as high as 59%
- Thinning out and working fewer hours

23

Dwindling Workforce

- 2030 – projection is shortage of 510,394 nurses; 90,000 physicians
- Average age of nurse is 50 with 1 million retiring before 2030
- Critical faculty shortage – inadequate pay
- U.S. Bureau of Labor Statistics projects need for 1.1million new nurses

24

25

"Every system is perfectly designed to exactly achieve the results it consistently produces"

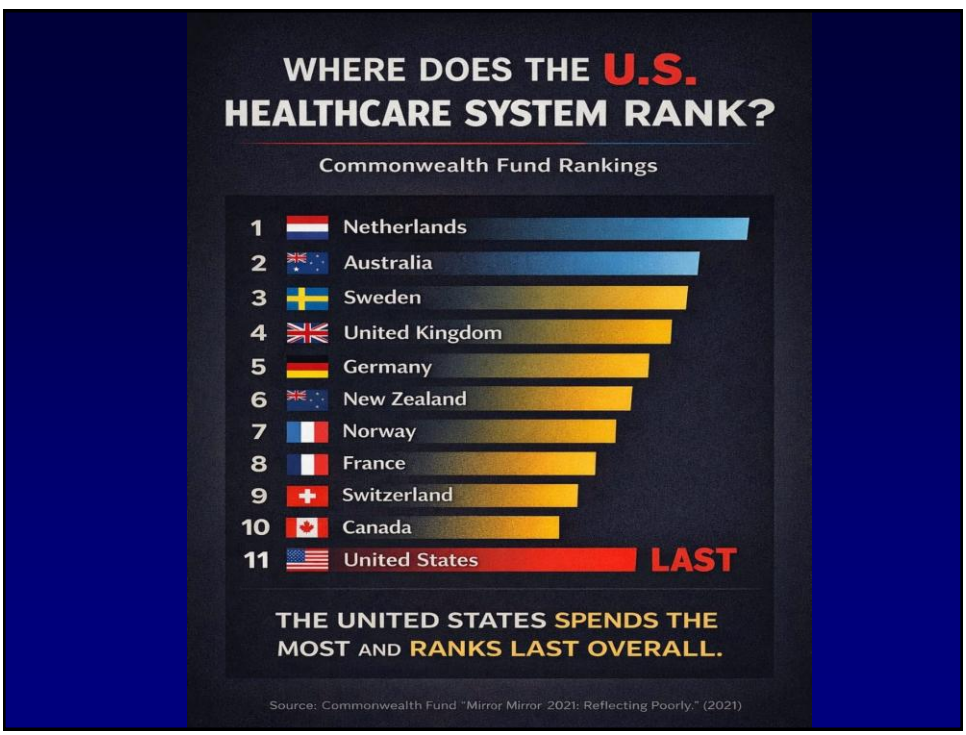
Don Berwick

26

$3.372 Trillion Dollars

- Obesity 190.2 billion
- Diabetes 150-200 billion
- Opioid Crises 31 Billion
- Addiction 600 Billion
- NIH 41.68 Billion
- Depression 210.5 Billion
- Chronic Disease > 1.1 Trillion

27



28

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North Dakota

30

ND Snapshot

- Heart disease and cancer leading cause of death
- Life expectancy 79 years down to 77
- Mental health distress rising –
  suicide one of top 10
- Adult obesity rising about 35%
- Tobacco use 20%
- Chronic illness drives 2/3 of deaths

31

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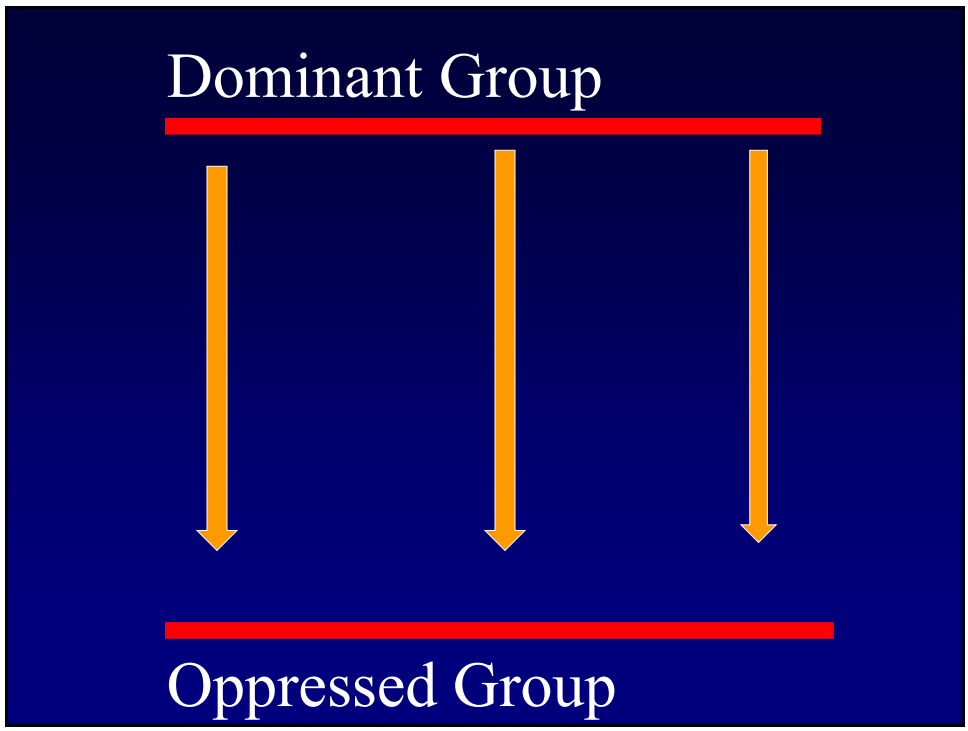

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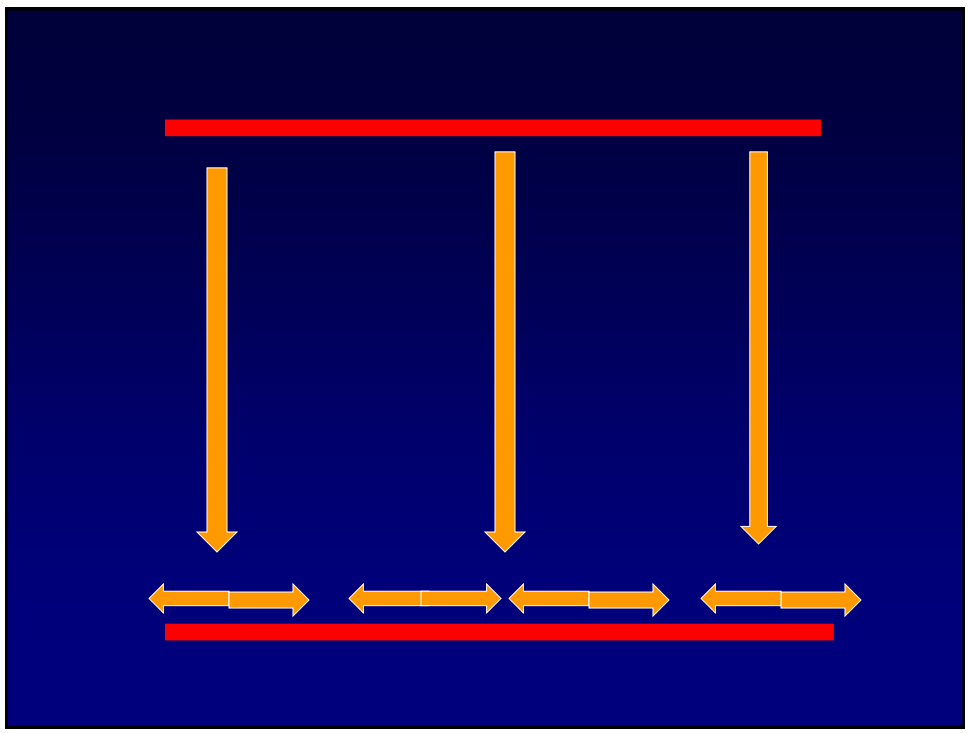


34

35

"Our lives begin to end the day we become silent about things that matter"

M. L. King

36

Polling Question

Would you like
a written guarantee
that a conversation would go well?

NO or YES

37

Polling Question

Without a guarantee, how uncomfortable
Or painful would the conversation be?

1_____10
Easy Painful

38

Culture of Silence

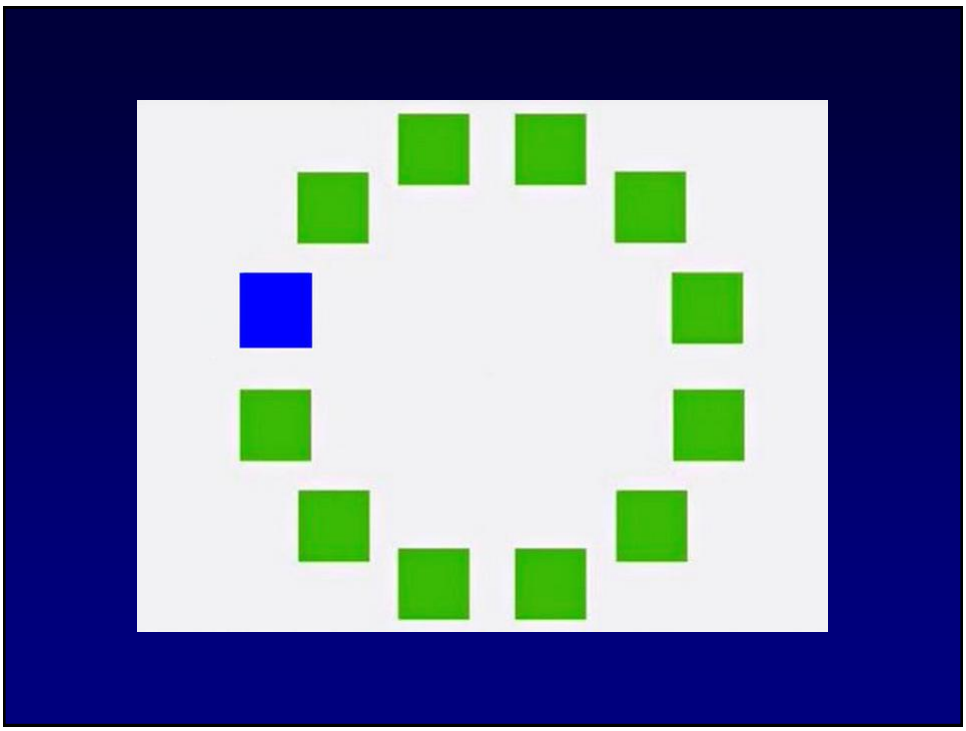
- Fear of retaliation: isolation, gossip, bad assignment, refusing help, sabotage
- Fear of hurting others feelings, or making things worse
- Fear of the unknown; or emotional response
- Why bother: nothing will change anyway

39

Overt:
name-calling, sarcasm, bickering, fault-finding, back-stabbing, criticism, intimidation, gossip, shouting, blaming, put-downs, raising eyebrows, etc.

Covert:
unfair assignments, eye-rolling, ignoring, making faces (behind someone's back), refusal to help, sighing, whining, sarcasm, refusal to work with someone, sabotage, isolation, exclusion, fabrication, etc.

40



41

HIERARCHY

- Staff complain to mgr. or each other
- Boss solves problems
- People know their place
- No feedback sought
- Secrecy and blame
- Control as key
- Different rules for different roles

42

43

HIERARCHY	CIRCLE
• Staff complain to mgr or each other • Boss solves problems • People know their place • No feedback sought • Secrecy and blame • Control as key • Different rules for different roles	• Staff take accountability • Staff seek resolution • People know their value • Peer evaluations • Just Culture – open sharing • Relationships as key • 100% of staff held to same standard

44

Meta-Trends for 2027

- **AI maturity** → automation of routine work
- **Severe labor shortages** → redesign of roles
- **Financial pressure** → efficiency-first strategies
- **Burnout** → workforce sustainability metrics
- **Regulation** → transparency and compliance automation

45

Health Care Culture

- Fear based
- Culture of self silencing
- Hierarchical
- Specific norms
- Cognitive dissonance

46

47

Coherent Systems

- Everyone is aligned around the same purpose
- Every structure reinforces the same values
- Every workflow protects the same human moments
- Every leader models the same behaviors
- Every team feels the same emotional north star

48

Coherent Systems Require a Shared Mental Model

49

Coherent Systems Require a Shared Mental Model

Workforce Sustainability

- Burnout prevention
- Workload redesign
- Protected presence
- Relational care

50

Psychological Safety

Leadership behaviors

Team climate and

Communication norms

51

Am I Dauntless?

- ❑ I don't talk about someone who isn't present.
- ❑ I routinely ask my peers for feedback
- ❑ I don't email or text when I am upset with co-workers
- ❑ I help others when I am caught up with my work.
- ❑ I hold important conversations in private.
- ❑ I don't join into the blame game when something goes wrong.
- ❑ I don't tear someone down to lift myself up.
- ❑ I invite new people to join me for a meal or coffee.
- ❑ I don't sigh, roll my eyes or raise my eye-brows. I use words.

52

DESC Communication Model

- Describe - Lead with the facts
- Explain – Let them know the impact
  (pause, pause, pause)

- State – What you want. Be descriptive
- Consequences – Describe the impact
  (individual, social and work env.)

53

Responding to Hostility

Non-verbal inuendos (e.g. making faces)

"I see from your facial expression that there may be something you wanted to say to me. It's ok to speak to me directly"

54

Sabotage (setting up a negative situation)

"There is more to this situation than meets the eye. Could you and I (or whoever) meet in private and explore what happened?"

Verbal affront (covert or overt snide remarks, lack of openness or abrupt responses)

"Can I talk to you in private? When you____ I got the feeling that you_____. Is that the case?"

55

Undermining (turning away or being unavailable)

"Can you help me understand how this situation could have happened?"

Withholding information (practice or patient)

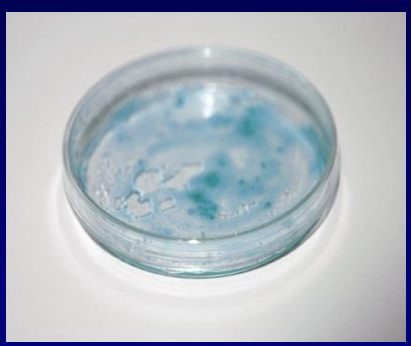
"It is my understanding that there was more information available regarding the situation, and if I had known that, it would have affected what I did "

M. Griffin

56

57

To *thrive*
a toxic culture requires:



secrecy
shame
silent witness *

58

The Grey Zone

59

"Nothing About Me, Without Me"

60

NEW NORMS

- Fear based – Break from the pack
- Culture of silencing – Take risks
- Skill deficit – Hard conversations
- Hierarchical - Everyone matters
- No feedback – Ask. Create the space

61

Ask for Feedback

What do you like that I do well?

62

What do you like that I do well?

What would you like to see more of?

63

Goals

- No exceptions to the rules
- High trust – feedback and sharing
- Process improvements generated by front line
- People use a common language
- Everyone can identify “true north”
- Anyone can take care of your loved one

64

To build trust….

- Correct communication skill deficit
- Flatten the hierarchy
- Establish ONE primary goal
- 100% compliance
- Establish feedback as a norm

65

66

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Albert Einstein

67

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http://www.bing.com/videos/search?q=brene+brown+ted&FORM=VIRE8#view=detail&mid=95E493CE358180F5527195E493CE358180F55271

69

Thank you!

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70