



Los Angeles General
Medical Center

Exceptional Care.
Healthy Communities.

Creating LA General Medical Staff Culture

A Once in a
Generation Event
2-22-24

Elements of Culture: #1

- We Are a Team—All in It Together
- What we do every day is VERY hard
- We seek to HELP each other!
- Attendings introduce themselves and try to create mutually agreeable plans
- We seek to understand each others' view—disagreements are respectful
- We don't throw each other under the bus
- How we treat each other reflects how we treat our patients

Elements of Culture: #2

- Attendings Are Engaged and Responsible
- We practice graduated autonomy but this is not a resident-run hospital
 - All outpatients are presented to attendings
 - All OR pts are discussed with attending prior to scheduling; attending is present in holding prior to patient entering the OR

Elements of Culture: #3

- Attendings Act with a Sense of Purpose and Timeliness
- Attendings are available and respond—we use cell phones, VOIPs, and Teams
- Primary teams round early and make decisions in a timely manner
- Consults/studies are completed timely—we communicate rapidly back to primary

Elements of Culture: #4

- We Practice Patient-Centered Medicine
- We consider all care decisions holistically—what is best for one organ system may not be best overall
- The primary team is the decision-maker—specialists are consultants
- We respect patient autonomy and focus on patient's needs

Elements of Culture: #5

- [We Practice In the Real World—Not the Ivory Tower](#)
- We recognize that resources are limited—those used in one part of the med center are not available in another
- **OUR MISSION: To provide the best care to the most people possible with the resources available**

Elements of Culture: #6

- We Practice Based on Evidence
- We embrace practice based on reproducible, high-quality data
- We reject contrary dogma/tradition
- Absent high quality data, we consider multiple views, balancing pros and cons

Elements of Culture: #7

- We Succeed Via Innovation, Creativity, QI, and Common Sense Solutions
- We seek to innovate ways to better deliver patient-centered, efficient care
- We own continuous QI in our areas
- We use common sense, and find creative solutions to complex problems

Elements of Culture: #8

- We Are Transparent & Resolve Conflicts
- We have no secrets from each other
- Conflicts are seen as opportunity: where there is conflict, we actively seek to engage with each other to find common ground resolution
- Rules are applied fairly and equitably

Elements of Culture: #9

- Strength-Based Leadership
- We assign people to do things they do best, and try to avoid forcing them to do things they don't enjoy/aren't good at
- We build teams where our relative strengths complement our weaknesses
- We don't micromanage—we hire smart, talented people & let them do their jobs

Elements of Culture: #10

- [We Listen to All Sides, and then Row the Oars In Unison](#)
- We encourage diverse opinion input
- Anyone is allowed to speak to anyone at any time—no hierarchies
- Once leadership has made a decision, having considered the input, we row the oars in unison