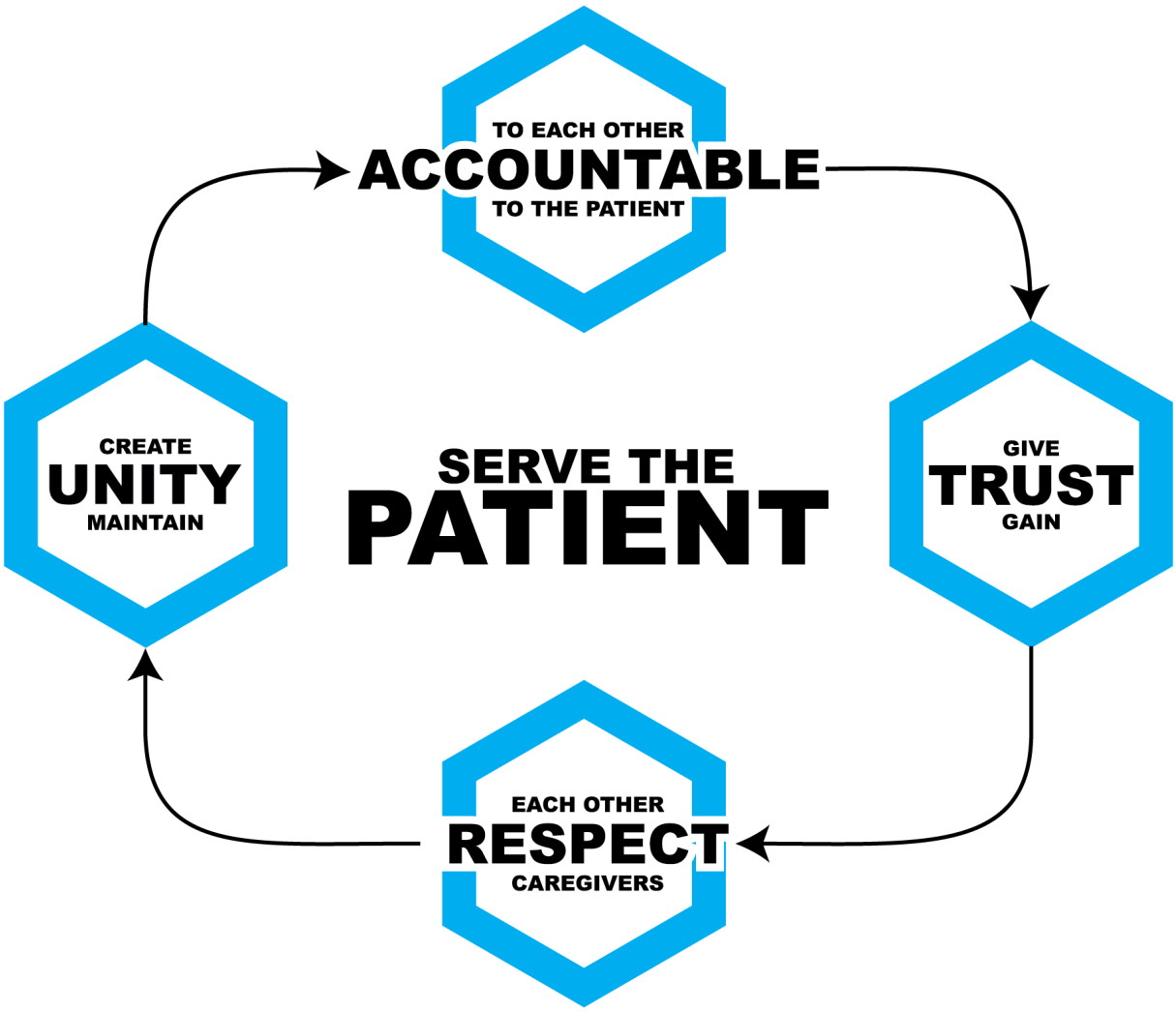
CULTURE & CORE VALUES

Learn, uphold, and teach the **core values** of *PAW Health Network, Inc*. with a sole intent of maintaining service to patient at all times.



ACCOUNTABLE TO EACH OTHER TO THE PATIENT

8. IMPLEMENT

Those who are fully ON-BOARD!
People here assume responsibility for implementing solutions and are commited to the success of the team.

7. SOLUTIONS

People here own the problem and actively seek to find and create solutions. If they are unable to implement those solutions, they seek those who can implement.

6. OWN IT

People here own the problem and acknowledge their responsibilities. They no longer blame other or make excuses.

5. REALITY

People here acknowledge the reality of the circumstances or events.

4. WAIT

People here recognize that there is a problem, but have chosen to not act and hope that the problem will either disappear or improve without their action.

3. EXCUSE

The "I CAN'T!!" People.
People here avoid responsibility by claiming confusion or incompetence. They tend to avoid tough issues and situations. They can often be heard saying, "Just tell me what to do!"

2. BLAMING

People here recognize that there is a problem, but deny any responsibility. They often reference people or situations taking advantage of them.

1. DENIAL

People here recognize that there is a problem, but willfully ignore it.

UNACCOUNTABLE TO EACH OTHER TO THE PATIENT

DEFINING ACCOUNTABILITY

A PERSONAL CHOICE TO RISE ABOVE ONESELF AND OWN THE EVENT TO IMPLEMENT THE SOLUTION.

ASSIGNING ACCOUNTABILITY

CREATOR
An individual focused on a desired outcome, directed by intent and inner passion.

CHALLENGER
*Focused on learning and growth, this individual holds the **creator** accountable while encouraging actions rather than controlling them.*

PERSECUTOR
*Being blamed by the victim for their suffering, this individual adapts various methods to control, protect and defend themselves to avoid becoming a **victim**.*

COACH
*Providing encouragement and support, instead of rescuing, this individual helps **creators** develop a vision and action plan.*

RESCUER
These individuals are quick to "save-the-day" and believe that others will appreciate and value them for their good deeds.

VICTIM
An individual convinced that they are powerless and at the mercy of life's events. They avoid taking responsibility for their actions, and often blame others or their circumstances.

THE DRAMA DYNAMIC

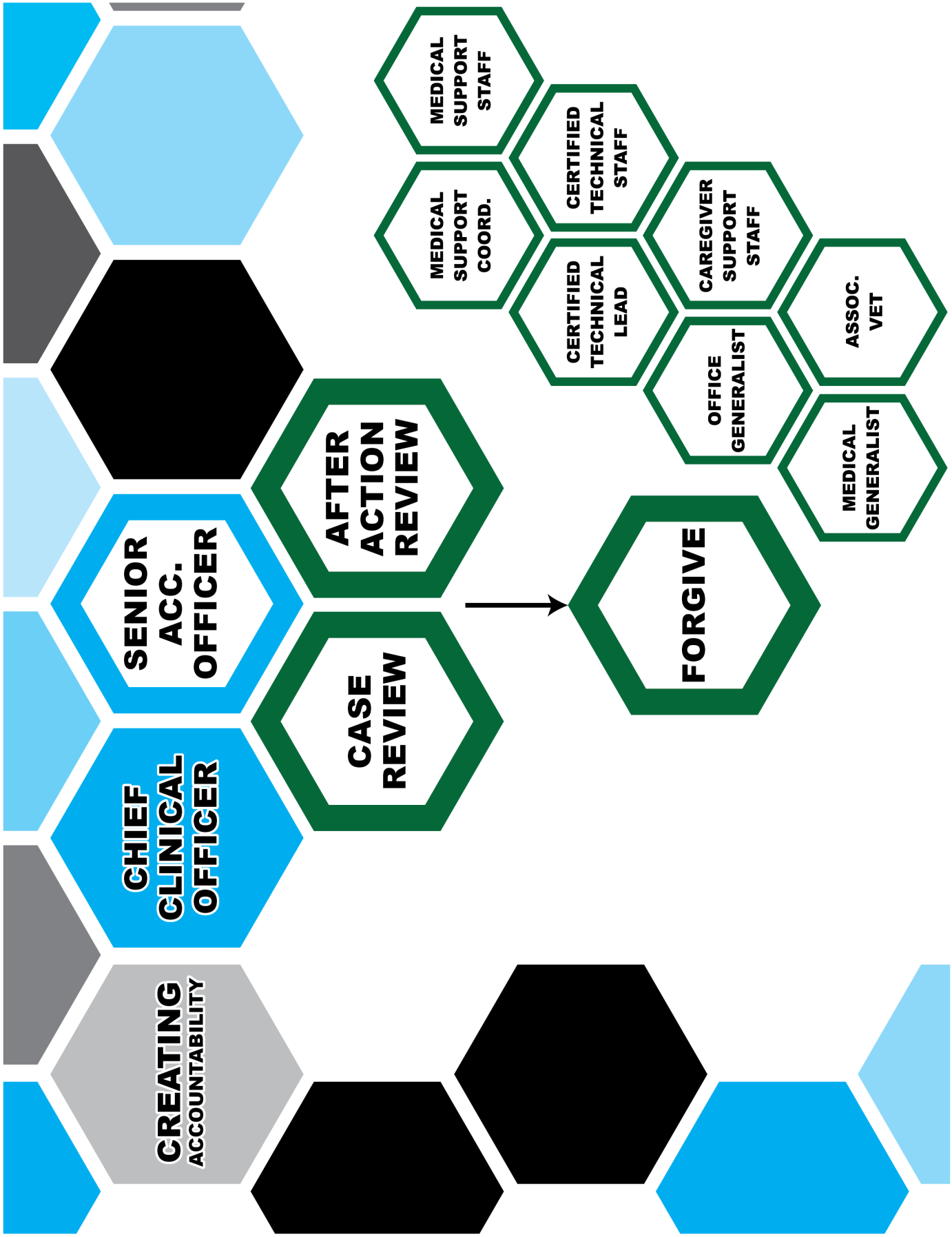
The toxic interplay of the ***Victim***, ***Persecutor*** and ***Rescuer*** roles describe the most common strategies used to manage individual fear and anxiety. All three roles focus on what they don't want or like, and see the other roles as problems to react.

THE EMPOWERMENT DYNAMIC®

A positive alternative to the ***Drama Dynamic***, people shift out of all three roles to inspires the realization that choice can lead to a positive approach to life's challenges.

Victims become ***Creators***
Rescuers become ***Coaches***
Persecutors become ***Challengers***

*ADAPTED FROM THE WORKS OF DR. STEPHEN KARPMAN - TED**


CREATING
ACCOUNTABILITY
CHIEF CLINICAL OFFICER
SENIOR ACC. OFFICER
CASE REVIEW
AFTER ACTION REVIEW
FORGIVE
MEDICAL SUPPORT STAFF
MEDICAL SUPPORT COORD.
CERTIFIED TECHNICAL STAFF
CERTIFIED TECHNICAL LEAD
CAREGIVER SUPPORT STAFF
OFFICE GENERALIST
ASSOC. VET
MEDICAL GENERALIST

CREATING ACCOUNTABILITY

Creating Accountability is a commitment to an open atmosphere of communication in which any issue, conflict, complaint, suggestion or question has value and can be discussed within the team. Administration's responsibility is to guide the creation of accountability, but it is the individual's responsibility to create accountability within the team.

Proper conflict resolution ablates the cultural opportunity for vindictive behavior, exclusion from the unified team, and failure to service the patient.

In a team with complete accountability, conflict quickly progresses to immediate resolution without the need to include administration. This mandates that all team members are responsible for identifying and resolving conflicts in the moment through encouragement and positive constructive criticism.

When the individuals involved cannot achieve a resolution during conflict, the ***Senior Accountability Officer (SAO)*** facilitates the objective transition from conflict to resolution.

When individuals are not accustomed to an environment of accountability, the process of **creating accountability** can be perceived as personal attacks if that individual is not ready to acknowledge how their actions affected others.

A ***CASE REVIEW*** is a tool to identify opportunities for growth within the individual and the team.

An ***AFTER ACTION REPORT*** is a tool for communication to facilitate conflict resolution.

The ***FORGIVENESS MODEL*** is a method of communication during conflict resolution.

CASE REVIEW

Case Reviews are patient accountability procedures, which can follow either a **reactive** or a **proactive process**.

Either the **Senior Accountability Officer** or the ***Medical Generalist*** will assemble **Case Reviews**, which are then reviewed by the ***Medical Generalist***, and finally submitted to the ***Chief Clinical Officer*** to **Create Accountability** in an individual's actions.

Once elevated to administrative review, a series of interviews are performed which may include the attending veterinarian, attending support staff, the caregiver, and/or the referring veterinarian. An analysis of all legal documents is performed, which may include the entire case file, signed estimates, invoices and the medical record.

The analysis will yield a set of critiques that holds individuals accountable to their actions, and provides opportunities to improve one's skill set and educate others.

Reactive Process

This process is performed following a caregiver complaint, typically when case management yields an undesirable outcome (*surgical dehiscence, procedural complications, death, caregiver communication, etc.*)

Once the analysis is completed by administration, the individual or individuals involved are often approached by administration on a one-on-one basis to discuss the outcome, solutions and to yield an exercise in **Forgiveness**.

If the individual is not accountable to their actions and they place **BLAME** following this review process, then their decision to **BLAME** on others automatically triggers an ***After Action Review*** to yield proper conflict resolution.

Proactive Process

This process is performed following feedback from any member of the team, typically when case management yields an undesirable outcome.

Any member of the team at any time has the right to request a **Case Review**, without the fear of vindictive or malicious repercussions. This proactive approach can be utilized as a group teaching case to develop **UNITY**, or may be utilized to **Create Accountability** with an individual or individuals**.**

AFTER ACTION REPORT

Overview

The concept for an **After Action Report** was first introduced by the United States Marines to debrief on missions as a tool to focus on group development, rather than individual performance.

An **After Action Review** is the method by which variables are identified in order to complete an **After Action Report**.

Teams that use this structured approach find that they can more easily determine and discuss their collective strengths, weaknesses and areas requiring improvement.

This is not a tool to place **BLAME**; rather it is a tool to identify improvements within the team. Understanding why expectations were failed or exceeded is important for establishing **ACCOUNTABILITY** and to build **UNITY.**

When To Use

The most effective time for individuals to use the **After Action Review** is just after the conflict has occurred.

Delaying the review process will often cause those individuals affected by the conflict to lose details and data to achieve **ACCOUNTABILITY**.

Rules of Engagement

1. **Open, honest and professional communication**
   - *In the **After Action Review**, team members should be focused on being constructive in both their praise and their criticisms. Being overly nice or overly critical wastes time and decreases overall **TRUST** within the team.*
2. **Everyone on the project or case team must participate**
   - *When looking to improve, all voices should be heard.*
   - *Even if someone on the team has nothing to offer to the conversation, they must be present to hear the communication and buy into the improvements moving forward.*
3. **Focus on both the results and the process**
   - *In order to understand both successes and failures, the discussion needs to focus both the results of the process as well as the process that lead to the outcome.*
     - *Just because protocol was followed, does not always mean an intended result was achieved.*
     - *Just because an intended result was achieved, does not always mean that the process was followed.*
   - *Seek to improve the results, as well as the process to achieve those results.*
4. **Develop an understanding of the root-cause of your results**
   - *Regardless of success or failure, understanding how the results were obtained as well as why the results were obtained, is the key to continuous improvement of the process.*
     - *Following the **root-cause problem solving method** is often helpful.*

What You Will Need

1. **Advanced Planning**
   - *Set aside a specific timeslot to perform the review with your entire team.*
   - *Distractions or limited attendance will limit the success of the report.*
2. **A Facilitator**
   - *Preferably someone who is not an involved member of the team*
   - *The facilitator is there to conduct the review and keep the communication constructive.*
3. **Willingness to Improve**
   - *This process will fail unless each team member is willing to improve and understanding that criticisms of their performance are constructive, not personal.*
   - *Individual performance evaluations occur directly with administration and excludes the team.*

STEP 1 – PLANNING THE AFTER ACTION REVIEW

1. Designated Planner
   - *One person is responsible for scheduling the review with the team and designating a facilitator.*
2. Completion Within Two (2) Weeks of Project End
   - *Remembering details becomes more difficult as time passes and the results of the review become limited.*
3. Facilitator Review of the Project
   - *The facilitator should review all relevant documents before the review.*
4. Appropriate Timeframe
   - *Each **After Action Review** will vary in time based on the nature and depth of the potential discussion.*
   - *Anticipate an average of 10-15 minutes per team member.*
5. Supplies
   - *One person should be responsible for bringing any documentation necessary for the discussion*

STEP 2 – CONDUCTING THE 5 QUESTIONS OF AN AFTER ACTION REVIEW

Question 1 – What were our intended results?

Understand as many variables as you can in this question.

- What was the purpose or objective of this project?
- Who is our audience? Who were we responsible in communicating with?
- What was the timeline?
- Who outside of our team was involved?
- What outcome(s) was/were intended?
- What barriers were expected?

Question 2 – What were our actual results?

Using the same set of variables as question one, understand what actually happened.

If there are any important variables that need to be included, that were not covered in question one, be sure to go back and add the intended result of those variables, even if those variables were met or exceeded.

Question 3 – What was the cause of our actual results?

Using the ***root-cause problem solving method*** is key for this question.

As a group, determine your gap or problem statement(s), and determine the root cause(s) of those problems. This will allow you to more easily answer questions 4 and 5.

Question 4 – What stays the same for next time (what did we do right)?

This question is meant to understand a few key items to your team's success moving forward.

1. The first is that helps set and understand the base standard of performance for similar projects.
2. The second is that it helps understand where the standard of performance needs to be increased to better serve the audience.
   - This may be useful in cases where audiences were not pleased with results, but the team is not able to determine where they failed.
3. This question may be useful in identifying cases where a team member utilized a method outside of the set procedure but still obtained the same results.
   - There may be efficiencies in this that the team can implement to better obtain desired results.

Question 5 - What needs to change for next time (what did we do wrong)?

Refer to your root-causes determined in Question 3 and develop temporary and/or permanent solutions.
Some questions that may help in this determination are:

- What are we going to do differently to ensure our success in the future?
- What would our advice to other teams be based on your experience?

The group needs to remain focused on the future and limiting their focus on the problems of the past. This is the time to develop **solutions**.

If the group continues to look retrospectively, go back to question 3 as there is probably missing pieces to your problem statement(s).

FORGIVENESS MODEL

FORGIVENESS - The act of removing emotion from the instance of failed expectation, to release anger and spite without the act of releasing accountability.

Rules of Forgiveness

1. Both parties must completely submit to forgiveness for this model to function properly
2. The forgiver must understand that they must make a sacrifice to forgive the failed expectation
   - *The forgiver is acknowledging that a mistake has been made and are willing to sacrifice their own feelings and desire for vengeance regarding the mistake*
3. Both parties must be willing to effectively communicate on an ongoing and regular basis
   - *Each future instance of failed expectations will provide opportunity to practice forgiveness. With an open pathway of communication, these failures remain approachable.*
4. A *failure tolerance* must be set once forgiveness is achieved
   - *Providing forgiveness does not negate accountability. The forgiver must be allowed to set boundaries on repeated failures with consequences for those failed expectations.*

Barriers of Forgiveness

1. Individuals serving different goals, purposes, or initiatives
   - *The sole responsibility at PAW is to serve the patient*
   - *Individuals serving themselves; other business interests; or individual members within the team instead of the entire team; will find it difficult to participate in this model, as their priorities are not aligned.*
2. Personality differences and weak tolerance for individuality
   - *Innate personality differences are a part of any work place. An inability to recognize and accept individuality will not allow for forgiveness.*
   - *Every member of PAW has been screened using the TriCore Assessment, which is a tool to help individuals recognize their own personality and the personalities of those around them. This tool may be referenced often when guiding and teaching each other about personality differences.*
3. Residual pain, spite and poor tolerance of habitual behavior
   - *Carrying past experiences from ones life onto future experiences and relationships with unrelated individuals will not allow for forgiveness.*
   - *Holding on to past experiences with the same individual will not allow for forgiveness. The forgiver may have to concede that a list of past experiences need to be released to allow for forgiveness in the future.*
4. Failure for both sides to recognize intentions and results
   - *The validity of the intentions are equal to the validity of the results. In order to establish forgiveness, we must often focus on the results of those intentions.*

Process of Forgiveness

EXONERATION

1. Offender accepts full ownership for the failed expectation(s)
2. Offender offers full apology
3. Offender pledges to change
4. Offender requests forgiveness from Forgiver(s)
5. Forgiver(s) grant forgiveness
6. Offender and Forgiver(s) identify a 1-sided change to prevent repeat failures
   - *In most circumstances, administration will have a role in establishing change*
7. Offender and Forgiver(s) outline consequences for future failed expectations
   - *In most circumstances, administration will have a role in establishing consequences*

KEYS TO SUCCESS

1. **After Action Report** is a tool to help Isolate variables that will identify failed expectations and will allow ownership
2. When in the role of *Forgiver*, the individual must be willing to request ownership and an apology from the *Offender*
   - *Once a Forgiver identifies a failed expectation, they cannot ignore that failure, expecting it to correct itself.*
     - *If the Forgiver does this, they are unaccountable by "**WAITING**" (see accountability ladder)*
   - *The Forgiver must explain rationally to the Offender the failed expectation, request an apology from the Offender, grant forgiveness to the Offender, suggest a 1-sided change to the Offender, and then set expectations in tolerance threshold and consequences.*