

2011 Military Health System Conference

TRUST: The Piece That's Missing

The Quadruple Aim: Working Together, Achieving Success

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25 January 2011



Trust Enhancement And Sustainment Task Force

Report Documentation Page

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TRUST: The Piece That's Missing



- What is Trust?
 - A charge or duty imposed in faith or confidence or as a condition of some relationship
 - Something committed or entrusted to one to be used or cared for in the interest of another
 - Assured reliance on the character, ability, strength, or truth of someone or something
 - Dependence on something future or contingent: hope

TRUST: The Piece That's Missing



- Why Trust is difficult to define!
 - Different for everyone
 - Facilitated or inhibited by:
 - Beliefs
 - Behaviors
 - Emotions
 - Skills

TRUST: The Piece That's Missing



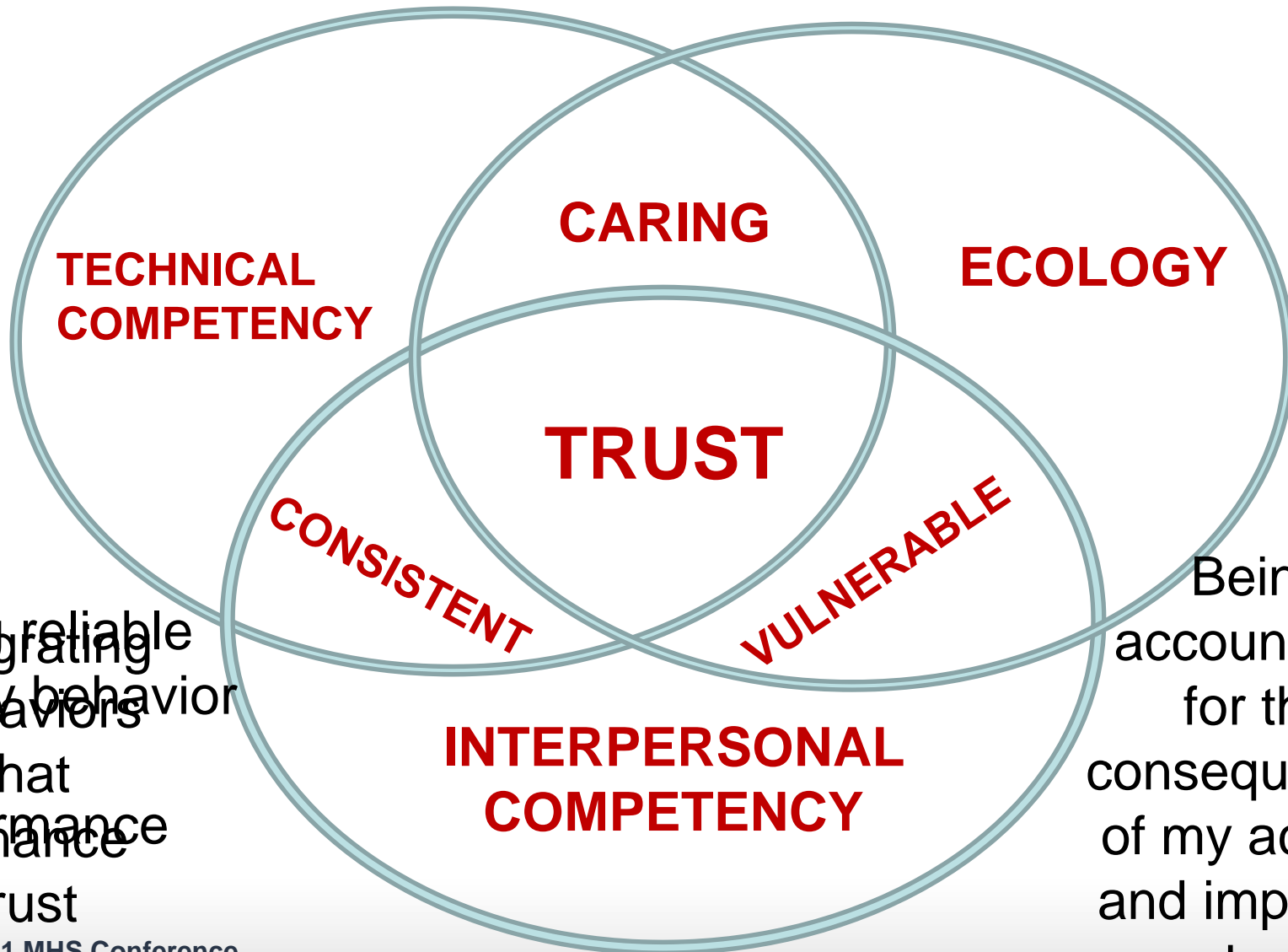
- What are the myths surrounding Trust?
 - Trust is a function of time
 - Discussing Trust is “touchy-feely” and not appropriate for the workplace
 - Keeping Trust requires the avoidance of conflict at all costs
 - Once Trust is broken, it is non-repairable or will take a long time to rebuild
 - Trust is a nice to have but irrelevant to business

TRUST: The Piece That's Missing



- What is the research on Trust?
 - No significant research prior to 2000
 - Current research efforts
 - Self and societal Trust
 - Medical research focus—PCP/Patient Trust
 - Organizational Trust focus—impact on the bottom line
 - Little agreement on all facets of Trust
 - No agreement on interpersonal competencies
 - Minimal focus on underlying personal beliefs

TRUST: The Piece That's Missing



Being reliable
Integrating
for my behavior
behaviors
and that
performance
enhance

trust

2011 MHS Conference

Being
accountable
for the
consequences
of my actions
and impact of
my beliefs⁶

TRUST: The Piece That's Missing



How do people come to Trust?

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Scorecard

- What do individuals need to do to earn Trust?
- If Trust is broken can it be regained?
- What needs to happen to regain?

Scorecard

- What does it take to break your Trust?
- If Trust is broken can it be regained?
- What needs to happen to regain?

TRUST: The Piece That's Missing



- What is the impact of Trust ...
 - On you
 - On your organization
 - Mission Accomplishment
 - Strategic planning and focus
 - Daily operations
 - On your family

TRUST: The Piece That's Missing



- What are the initial challenges of building a Trust-Based relationship or organizational culture?
 - Integrating new behaviors uncomfortable
 - Conflicts may arise
 - Belief clashes may become evident
 - Mistakes may happen at an increasing rate
 - Policies and processes need to be revamped
 - Reliance on senior leaders to model new behaviors and hold folks accountable

TRUST: The Piece That's Missing



- What are tips for managing and leading Trust-Based organizations?
 - Hold self and others accountable for performance AND behavior
 - Transparent Communication
 - Describe the “What” vs. the “How”
 - Skilled conflict resolution
 - Expect mistakes—encourage learning
 - Renew policies and procedures

TRUST: The Piece That's Missing



- What are the myths surrounding Trust?
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TRUST: The Piece That's Missing



- What is the truth about Trust?
 - Trust starts with self
 - Trust is a matter of choice
 - Trust defines relationships and can always be regained if people are willing
 - Trust is a function of choice **NOT** time
 - Trust directly impacts the bottom line
 - Trust-Based organization are ecological
 - Trust is an emotional connection

TRUST: The Piece That's Missing



The Piece That's Missing ... TRUST

Discussion and Questions

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