

Environment and Climate

Understanding and navigating the environment requires awareness of culture and institutional norms, including people and processes, which allow you to create adaptive strategies to conduct optimal patient care, teaching, and research.

- A. Culture Awareness – understand organizational culture and promote positive adaptation and change**
- B. Organizational Awareness - apply systems thinking to understand interdependencies and root causes of challenges to effectively and efficiently solve problems**
- C. Institutional Foundations – utilize improvement methodologies to advance evidence-based practice standards that drive outcomes both locally and nationally**

Key readings:

1. *Academic Medicine in 2025: Notable Trends and Five Future Forces* (Future of Academic Medicine Series), American Association of Medical Colleges
2. Assessing the impact of healthcare research: A systematic review of methodological frameworks, *PLOS Medicine*, Samantha Cruz Rivera, Derek G. Kyte, Olalekan Lee Aiyegbusi, Thomas J. Keeley, Melanie J. Calvert
3. *Futurescan 2017: Healthcare Trends and Implications 2017-2022*, co-published with the Society for Healthcare Strategy and Market Development
4. *High-Reliability Healthcare: Improving Patient Safety and Outcomes with Six Sigma*, Second Edition, Robert Barry, PhD, Amy C. Smith, DNP, Clifford E. Brubaker, PhD
5. *Influential Leadership: Change Your Behavior, Change your Organization, Change Health Care*, Michael Frisina, PhD
6. *Introduction to Health Policy*, Leiyu Shi, DrPH
7. *Lean Done Right: Achieve and Maintain Reform in Your Healthcare Organization*, Thomas Zidel
8. Power and Influence: Achieving Your Objectives in Organizations, *Harvard Business Review*, Elizabeth Long Lingo and Kathleen L. McGinn
9. *Prescription for Lasting Success: Leadership Strategies to Diagnose Problems and Transform Your Organization*, Susan F. Reynolds, MD, PhD
10. *Recruiting: Proven Search and Hiring Practices for the Best Talent* (AAMC Successful Medical School Department Chairs Series), American Association of Medical Colleges
11. *Strategic Management of Healthcare Organizations: A Stakeholder Management Approach*, Jeffrey S. Harrison
12. *Teaming: How Organizations Learn, Innovate and Compete in the Knowledge Economy*, Amy Edmondson
13. *The Five Dysfunctions of a Team*, Patrick Lencioni
14. *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations*, Jim Kouzes and Barry Posner

Online Resources:

1. What to Expect from Your Annual Review
<https://mediasite.osu.edu/Mediasite/Play/4b3b9c5a88d5454fbbd5e85af88b83301d?catalog=47a07e66-6633-4e49-8863-504fd2967643>

2. Promoting a New Paradigm: Physician Compensation, Culture and Compliance
<https://mediasite.osu.edu/Mediasite/Play/158a5c25d31c4ca3a8c79e2c4411f1211d?catalog=47a07e66-6633-4e49-8863-504fd2967643>
3. Systems Thinking TedTalk: Got a Wicked Problem, First Tell Me How You Make Toast
https://www.ted.com/talks/tom_wujec_got_a_wicked_problem_first_tell_me_how_you_make_toast