

The 4-S Model of Change

Million-Dollar Leadership Lessons for Healthcare

Jackson Kerchis



Learning Objectives

- 1) Implement the 4-S Model to lead change in healthcare teams
- 2) Enhance skills, systems, shared commitment, and psychological safety to improve performance
- 3) Apply case study lessons to drive outcomes and cost savings





Learn Better

- > ***“Unlearn” classroom style***
- > ***Active not Passive***
- > ***See one. Do one. Teach one.***



Non-traditional immersive seminar enhances learning by promoting greater physiological and psychological engagement compared to a traditional lecture format

Get to know you

Get to know me

The University of Alabama

has conferred upon

Jackson Dylan Kerchis

the degree of

Bachelor of Science In Happiness

summa cum laude

with all the rights and privileges thereunto appertaining.

In Witness Whereof, this diploma duly signed has
been issued and the seal of the University affixed.

Issued by the Board of Trustees upon recommendation
of the faculty at the University on this the
first day of May, 2021.

Course Introduction



Jackson Kerchis

M1 Course Introduction



Paul Krismer



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Founder, The Happiness PhD Project

What makes the difference?

POOR CUSTOMER SERVICE



Gallup researchers calculated the relationship between employee engagement and performance: from bottom to top quartile...

- *23% increase in profitability*
- *81% lower absenteeism*
- *58% decrease in patient safety incidents (e.g. mortality)*
- *18% lower turnover for high-turnover organizations*
- *43% lower turnover for low-turnover organizations*
- *41% improvement in quality (e.g. fewer defects)*
- *64% fewer safety incidents (accidents)*



Happiness in Healthcare

Positive affect facilitates integration of information and decreases anchoring in reasoning among physicians.

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Database: APA PsycInfo Journal Article

Citation

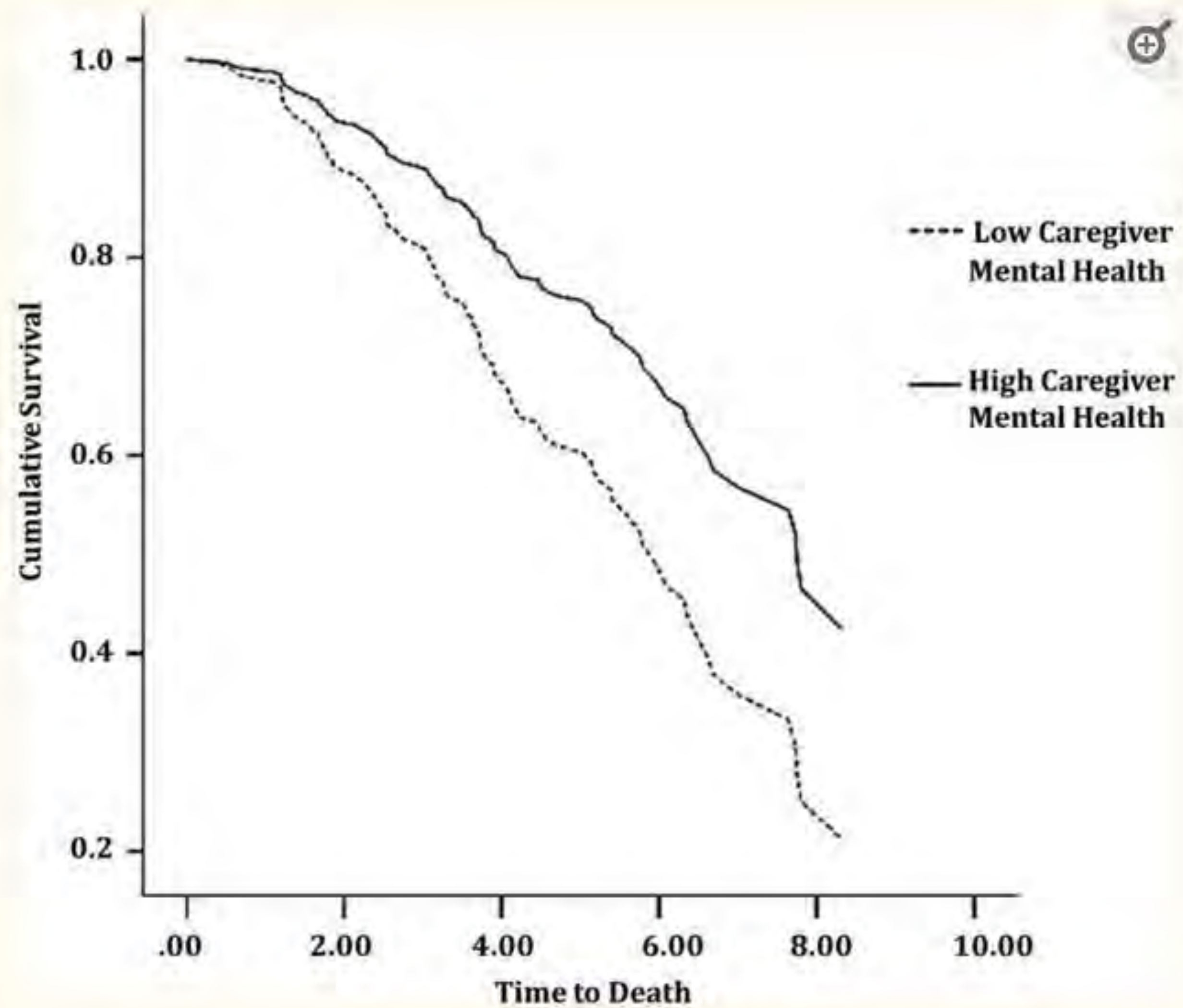
Estrada, C. A., Isen, A. M., & Young, M. J. (1997). Positive affect facilitates integration of information and decreases anchoring in reasoning among physicians. *Organizational Behavior and Human Decision Processes*, 72(1), 117–135.
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Abstract

Investigated the influence of positive affect on clinical reasoning among practicing physicians using a simulated patient protocol. 44 internists were randomized to 1 of 3 groups; a control group, an affect-induction group, in which they received a small package of candy, or a group that was asked to read humanistic statements regarding the practice of medicine. Physicians "thought aloud" while they solved a case of a patient with liver disease. Two raters reviewed the transcripts to determine how soon the liver disease domain was considered, or at what point it was established, and the degree of anchoring displayed (distortion or inflexibility in thinking). The Affect group initially considered the diagnosis of liver disease significantly earlier in the protocol and showed significantly less anchoring than did controls. The Affect and Control groups established the diagnosis at similar points in the protocol. Ss in whom positive affect had been induced integrated information earlier (considered liver) and demonstrated less anchoring, but did not show evidence of premature closure or other superficial processing. (PsycInfo Database Record (c) 2022 APA, all rights reserved)



Original Investigation | Occupational Health



November 5, 2024

Nurse Burnout and Patient Safety, Satisfaction, and Quality of Care

A Systematic Review and Meta-Analysis

Lambert Zixin Li, MPhil¹; Peilin Yang, BS^{1,2}; Sara J. Singer, PhD, MBA^{3,4}; et al

» [Author Affiliations](#) | [Article Information](#)

JAMA Netw Open. 2024;7(11):e2443059. doi:10.1001/jamanetworkopen.2024.43059

4-S Model

SKILLS

People have the capabilities needed to execute.

SHARED COMMITMENT

People understand what is asked of them and why. They feel valued and valuable.

SYSTEMS

Execution is reinforced with processes, structures, and technology.

(PSYCHOLOGICAL) SAFETY

There is cohesion, trust, and open communication. People are not afraid to speak up or ask questions.

Skills & Systems

Action: *Assess skills and systems*

4-S Model

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People have the capabilities needed to execute.

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(PSYCHOLOGICAL) SAFETY

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(Psychological) Safety

Actions: *Connect with someone. Seek feedback. Admit a mistake.*

4-S Model

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SYSTEMS

Execution is reinforced with processes, structures, and technology.

(PSYCHOLOGICAL) SAFETY

There is cohesion, trust, and open communication. People are not afraid to speak up or ask questions.

Shared Commitment

Actions: *Catch people doing right. Make them feel valued/valuable.*



4-S Model Case Study







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Skills & Systems:
Assess what is and
isn't working.

**Psychological
Safety:** Create
trust and
connection.

**Shared
Commitment:**
Make someone
feel valued and
valuable.





Wishing you happiness and success...



Jackson Kerchis

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