

Spectrum of climates created by clinicians

Table 1. A summary meta-narrative from positive deviance and similar qualitative studies that contrast clinician styles stratified by positive versus other outcomes.

Setting	Positive outcomes*	Other outcomes*
Collaborative work	“Passion on the part of physician leaders to continually hit that mark and for the best outcomes...” ¹	<p>“Physician presence in championing...quality improvement efforts was weak”¹</p> <p>“[T]here’s not enough physician leadership on the committee”¹</p> <p>“You should remember: I don’t care about any patients but mine”²</p>
Clinical work	“...Nurses know that they are 100% supported, all the way up to the top of the organization, that they are empowered to call rapids regardless if they’re being told not to call a rapid [response]...” ⁴	“...A lot of them are afraid to call the physician. So sometimes the physician would be angry that they called a rapid response...” ⁴
	“I told her [a student accompanying a transformational surgeon] she’d have the best case of the day out of all the students” ²	“I gave you orders, and what are you calling me again for?” ¹
	“Clinicians frequently discuss difficult cases to solicit the opinions and insights of their colleagues.” ³	“providers...tended to practice without the benefit of their colleagues’ opinions.” ³

References:

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