



# Trust and Complexity: New Insights on the Role of Social Capital

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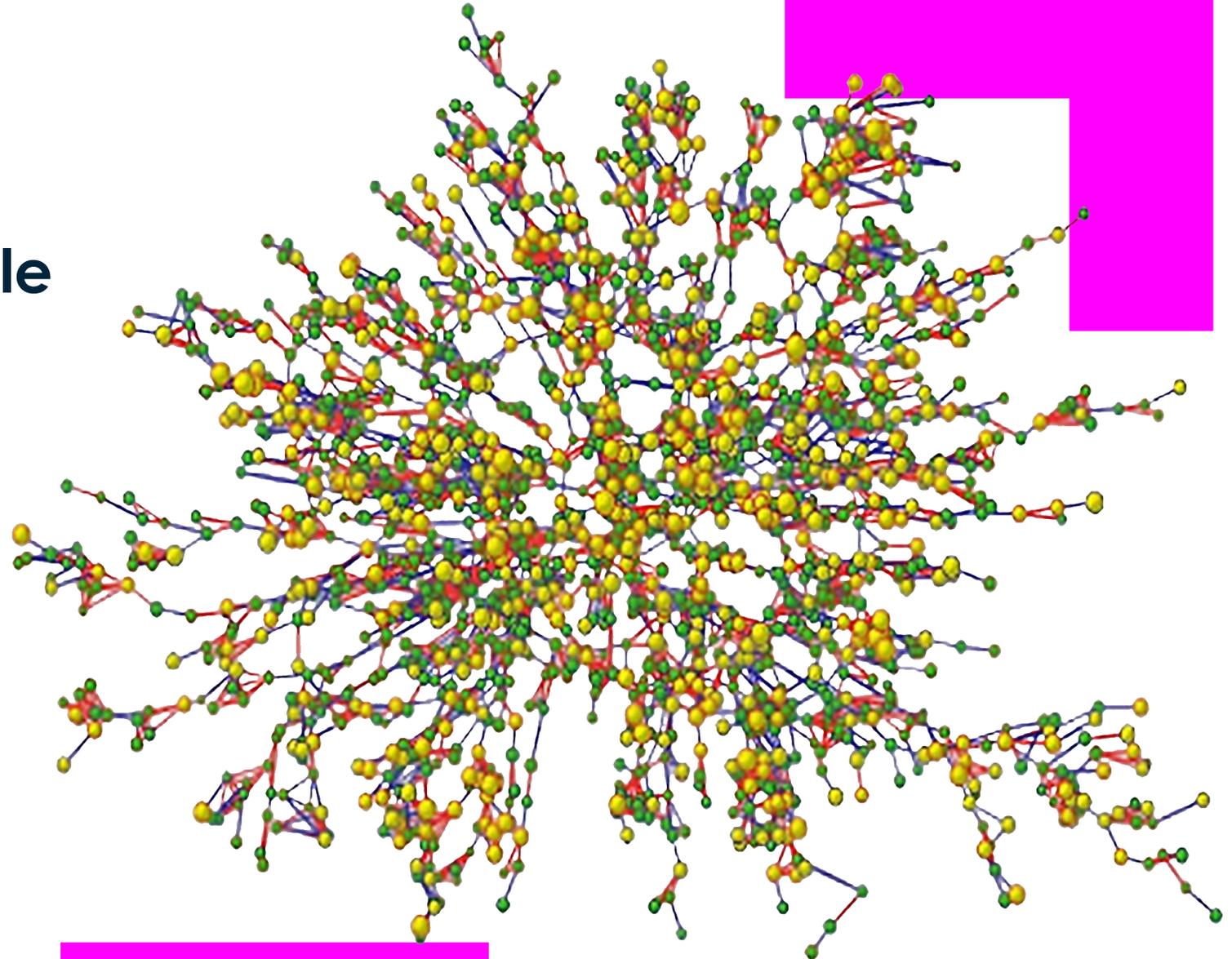
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a  PG Forsta company



# Trust as a Core Input and Output

Credit: Photograph by Warrick Page/Max

1. Trust is “confidence you are going to be treated fairly in circumstances you have not thought of yet.”
2. Relevant for patients, employees, consumers, and health plan members
3. “Units of analysis” have evolved:
  - Team
  - System
  - Ecosystem



# Building Trust Requires Being Trustworthy



## Team

- Values → Behavioral norms with enforcement mechanisms
  - Courtesy and respect
  - Psychological safety
  - Reciprocity
    - “Saying yes without needing to know the details”*
- Hard-wiring example:  
Interdisciplinary rounding



## System

- Reducing friction
- “Big Safety”
  - Across continuum
  - All types of harm
  - Patients/families/caregivers

## The “Ecosystem”

- Consumerism approaches that build trust throughout their experiences

# Social capital

## What is social capital?

- How people interact with each other and their infrastructure

## Currencies

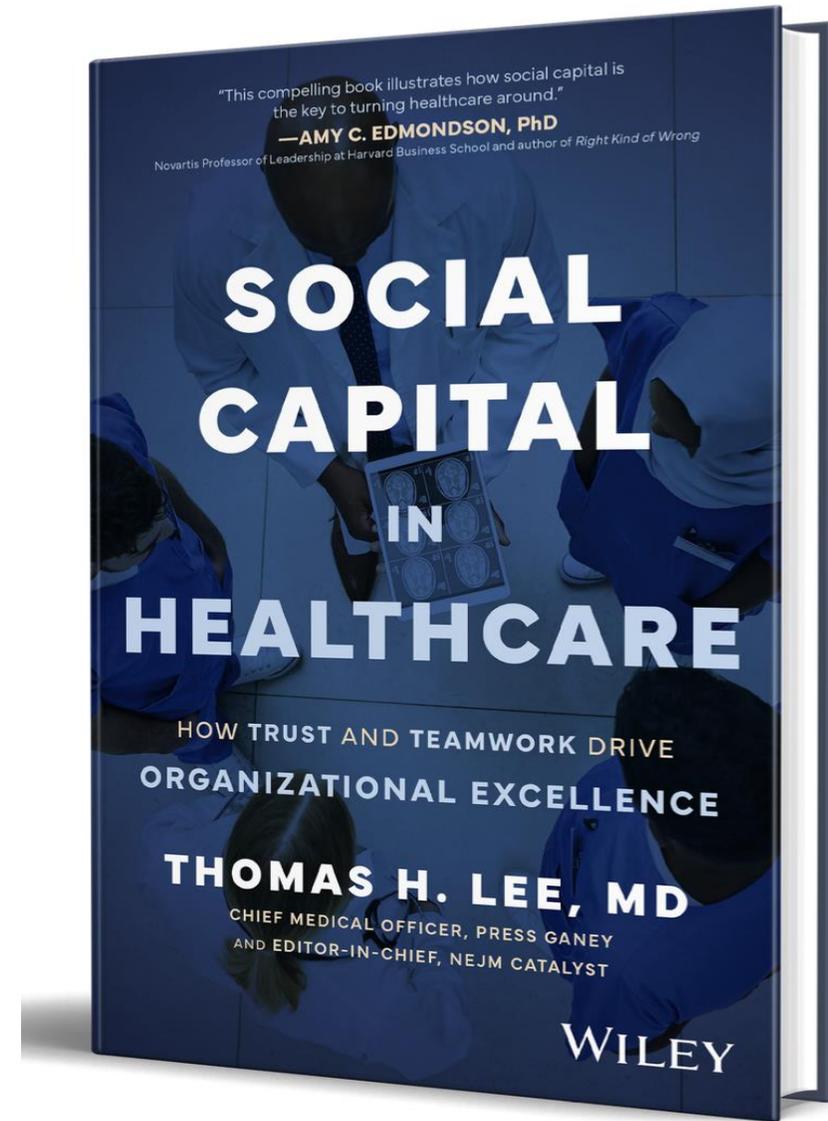
- Trust
- Teamwork
- High reliability

## Most critical when:

- When problems are complex  
(as opposed to complicated)
- Financial and human capital are constrained

## Three key steps in harnessing power of social networks:

1. Build connections
2. Strengthen connections
3. Transmit the right values/norms across connections



# What Does Social Capital Look Like?



From Parkland Health, Dallas, TX

## Groups behaving like teams

- Meetings with true psychological safety
- Team members saying “yes” to each other without needing to know the details

## Groups with values → behavioral norms

- Patient care units at Parkland Health deciding respect should be like hand hygiene
- Clinicians answering pages immediately at Mayo Clinic

# What earns patients' trust?

In 2023, one factor emerged as the strongest correlate of trust in every setting in PG data

U.S. analysis of key drivers of Likelihood to Recommend by setting

## Emergency

- Staff worked together
- Cared about you as a person
- Attention to your needs
- Treat with courtesy/respect

## Inpatient

- Staff worked together
- Response to concerns
- Attention to your needs

## Med Practice

- Staff worked together
- Concern for questions/worries
- Explanation of condition/problem
- Include in decisions

## Clinic

- Staff worked together
- Treat with respect/dignity
- Response to concerns
- Trust skill of staff

## Amb. Surgery

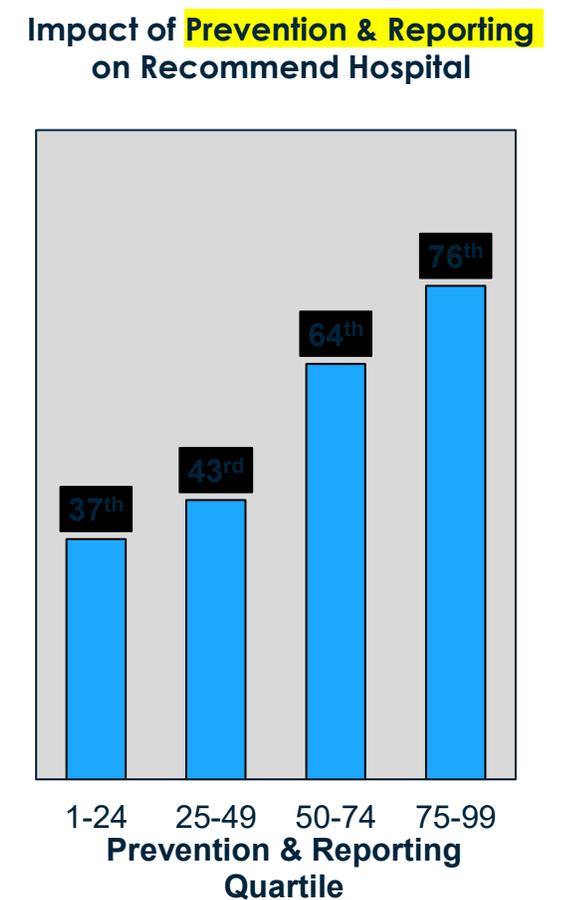
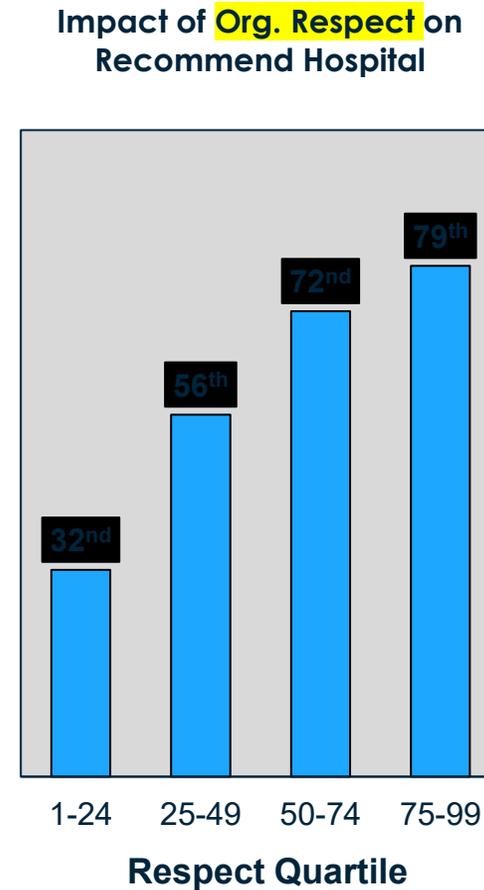
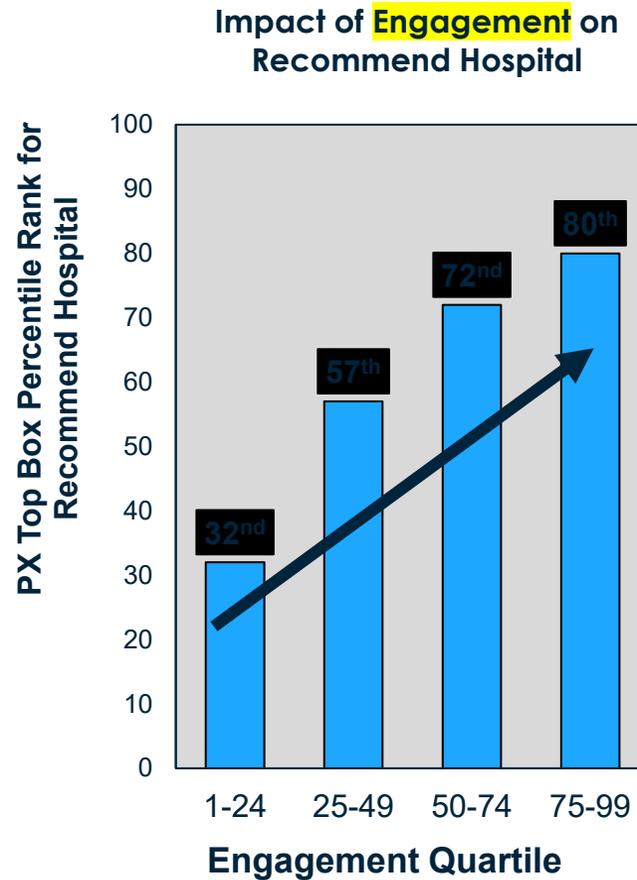
- Staff worked together
- Response to concerns
- Nurses' concern for comfort
- Provider response to concerns/questions

## Urgent Care

- Staff worked together
- Provider listened
- Explanation of condition/problem
- Include in decisions

# Patient Trust and Employee Trust Seem to Go Together

Top engagement performers are **3x more likely** to be top performers for patient experience



# Good Things Go With Good Things



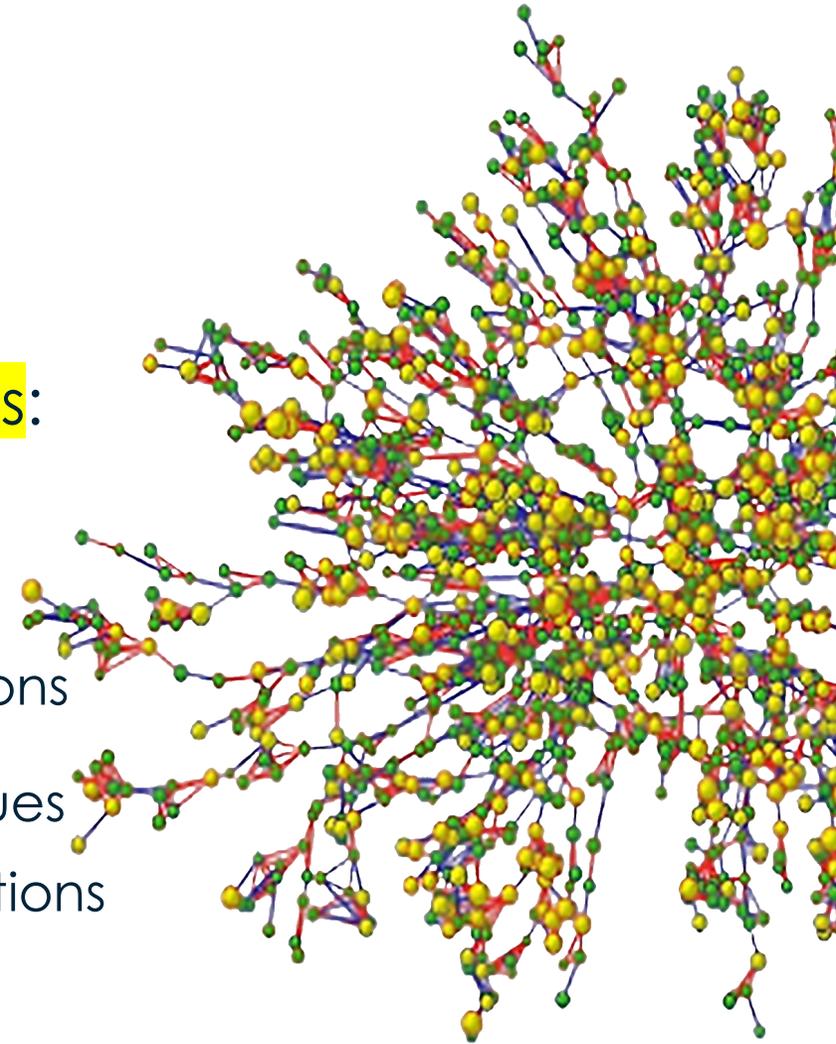
Integrated data analyses demonstrate that stronger relationships among employees correlate with stronger relationships with patients – and that these correlate with better clinical outcomes, fewer safety events, and shorter LOS.

# Insight One



Three **basic functions**:

1. Build connections
2. Strengthen connections
3. Transmit the right values across those connections



# Insight Two



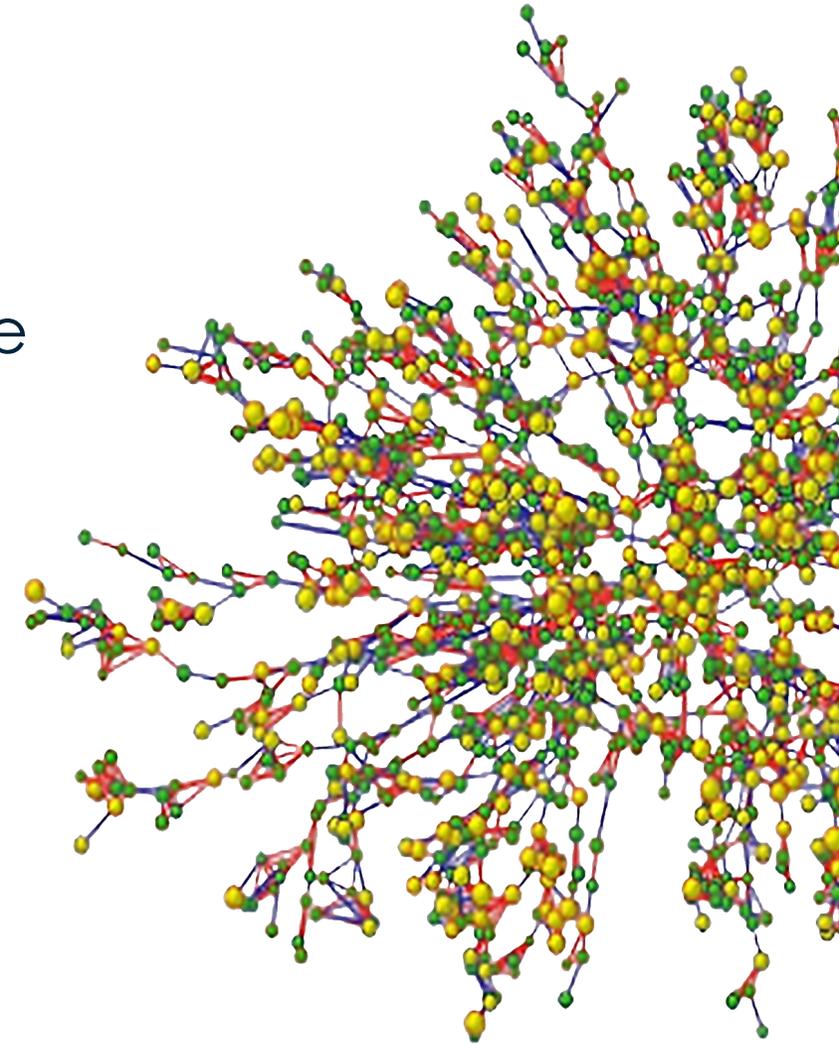
Building and then strengthening connections must be **high reliability work**

## Start with

- Respect
- Pride
- Trust

## Ensure inclusion

- Rounding
- Audits

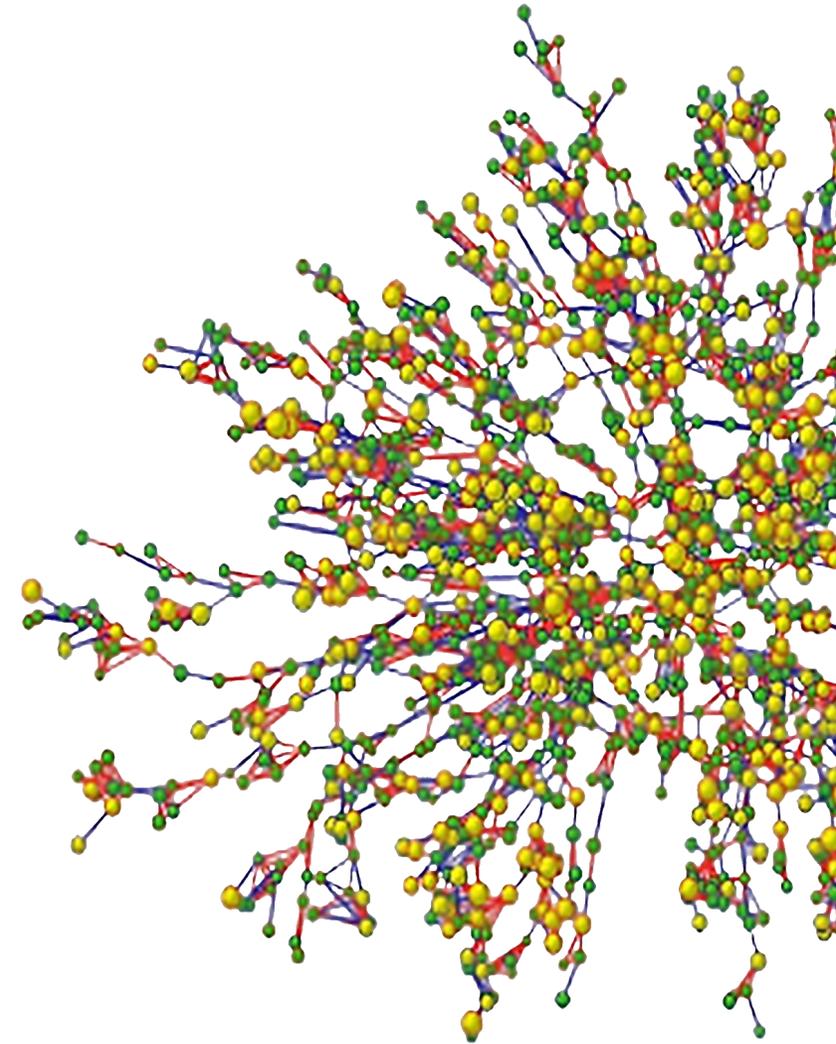


# Insight Three



## Bonding connections strengthen group identity

- Superglue
- High reliability
- Psychological safety
- Reciprocity
- “Thick Trust”

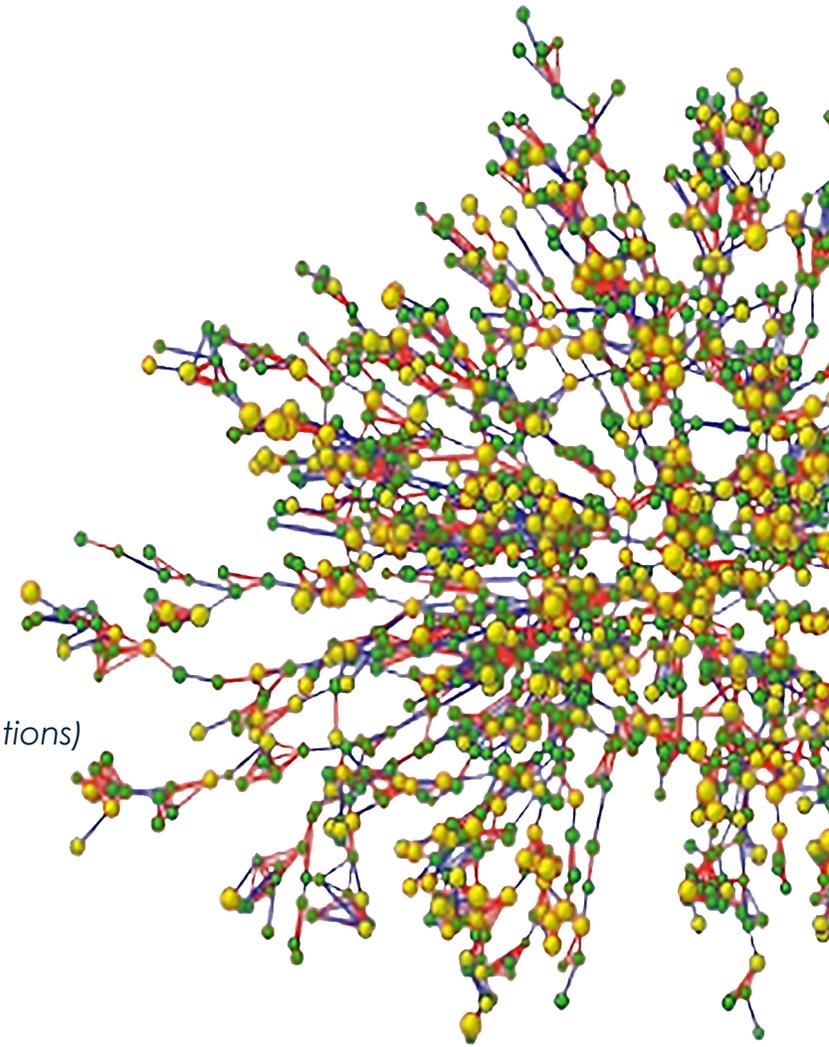


# Insight Four



## Bridging connections broaden identities:

- Across organization
- *Adjacent* groups
- *Alignment* (vertically)
  
- Like WD-40 (*lubricant for interactions*)
- Speeds learning
- Speeds action
- “Thin Trust”



# How to make norms like respect like hand hygiene?

Confucius believed in the importance of rituals

Frequent, regularly occurring events at which we behave “as if” we are the way we should be:

- Stand up when an elderly person enters room
- Sit down when with a patient in bed
- Greet colleagues by name
- Say thank you when someone does something for you



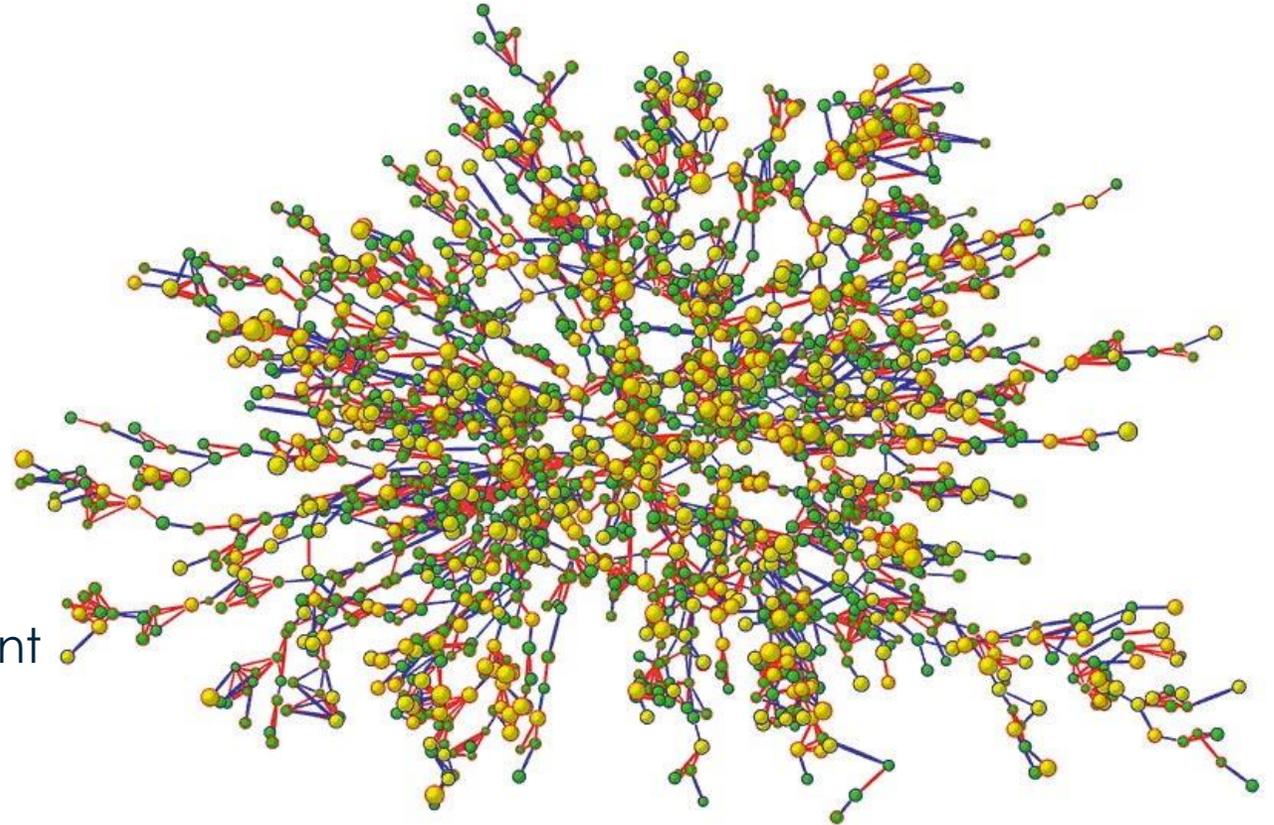
# How to be CFO for social capital for your unit of the organization

Strengthen the connections among the nodes in your network

Choose and then spread the right norms

## Act like a CFO

- Measure what matters
- Prioritize opportunities for improvement
- Create plans
- Implement and monitor progress





# Thank you