

Original citation:

Schmidtke, Kelly, Vlaev, Ivo and Baber, I. K.. (2016) Using behavioral economics concepts to increase organizational learning in an NHS hospital. *Journal of Organizational Change Management*, 29 (7). pp. 1153-1161.

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Abstract.

Purpose. The current service evaluation assessed whether the dissemination systems that hospitals use to spread information about particular safety incidents can be enhanced using behavioral economics concepts.

Design. The current service evaluation took place within eight wards in a single acute care hospital. It was conducted as a randomized controlled trial with two groups. In the control group nothing was altered. In the intervention group ward managers received additional support to disseminate information to their nurses. Nurses were randomly selected to be surveyed during their scheduled shifts. The surveys revealed how the nurses learned about particular safety incidents and how many they remembered.

Findings. Nurses in the intervention group were more likely to learn about particular safety incidents than nurses in the control group.

Practical implications. Enhancing common dissemination systems in hospitals can increase organizational learning about safety incidents. The current study presents some means by which dissemination systems can be enhanced.

Originality. The current service evaluation is a unique application of behavioral economics concepts to enhance organizational learning of particular adverse safety incidents in an NHS hospital.

Key Words. Hospitals; Health care organizations and systems; Psychology; Business Management

Acknowledgements

This article presents independent research commissioned by the National Institute for Health Research (NIHR) under the Collaborations for Leadership in Applied Health Research and Care (CLAHRC) programme West Midlands. The views expressed in this publication are those of the author(s) and not necessarily those of the NHS, the NIHR or the Department of Health.

Using behavioral economics concepts to increase organizational learning in an NHS hospital

Adverse safety incidents in hospitals are often missed opportunities for organizational learning (Anderson et al., 2013; Mahajan, 2010). Organizational learning is a process by which errors are detected and corrected (Argyris and Schön, 1996). Beneficially, hospitals that encourage organizational learning are better able to adapt to scientific, political, and economic changes than hospitals that do not (Ratnapalan and Uleryk, 2014; Walson, and Chou, 2011). To become learning organizations, hospitals should embed dissemination systems that allow information to be openly transferred between individuals and across working units. The current paper provides practical insights into how hospitals can use behavioral economics concepts to enhance their dissemination systems (Dolan et al, 2012; Visser, 2007).

The current service evaluation took place within eight wards at one acute care NHS hospital. To encourage organizational learning, the hospital's managers already issued a report each month, called the "Lesson of the Month." The Lessons are based on safety incidents that occur in the organization. They are written by clinicians for clinicians, and fit within one printable A4 page. The hospital's managers informed ward managers about the Lessons to be disseminated but did not tell them how to do so. The ward managers could use a variety of available dissemination systems. In the following section we describe three dissemination systems, their problems, and how each was enhanced in the current study.

Dissemination Systems

Written reports. Written reports are a formal dissemination system that ward managers can use to tell their nurses about adverse safety incidents. Written reports need only be produced once and can be copied many times thereafter. Additionally, as nurses pass along information, the veracity of their claims can be checked by referring back to the written

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3 reports. However, a problem with written reports is that nurses who do not read the written
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5 reports may not learn the information (Donthu et al., 1993).
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8 In an effort to mitigate this problem, the ward managers in the current service
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10 evaluation could print out and post written reports, i.e., the Lessons. However, there are many
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12 written reports managers post, and if they did post the Lessons they were difficult to locate.
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14 To enhance the Lessons, we increased their salience. Salience is a behavioral economic
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16 concept that describes how our behavior, such as reading the Lesson, is influenced by what
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18 draws our attention (Dolan et al, 2012). Physical salience can attract attention via an
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20 automatic process (e.g., one cannot help but notice a single purple dot on a white
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22 background), or a reflective process (e.g., if one wants to find a single purple dot on a
23
24 colourful background, one can; Wolfe, et al., 2003). To draw nurses' attention to the Lessons,
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26 a vibrant purple poster was created, called a safety board (See Figure 1).
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34 Figure 1. A picture of the safety board used in the current study. © Heart of England NHS
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36 Foundation Trust
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53 *Verbal Reports.* Verbal reports are another formal dissemination system that ward
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55 managers can use to tell their nurses about adverse safety incidents, typically at regularly
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57 scheduled meetings. By taking the time to talk about safety incidents ward managers imply
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59 that the information is valuable. Additionally, ward managers who allow their nurses to ask
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3 questions may promptly clarify any confusion. However, a problem with verbal reports is that
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6 nurses who are not present when the report is spoken may not learn the information.
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8 The ward managers in the current service evaluation could use verbal reports to
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10 disseminate the lessons, but were not before our intervention instructed to do so. We
11
12 instructed ward managers to use verbal reports consistently. Strengthening the verbal reports,
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14 a messenger effect is to be expected, as hospital managers are authority figures (Dolan et al,
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16 2012). The messenger effect is a behavioral economics concept that describes how the
17
18 implication of the speaker that the information they convey is valuable adds social currency
19
20 to it. The more social currency information has the more likely it will be shared with others
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22 and remembered (Berger 2013). The messenger effect was encouraged by the study in at least
23
24 two connected ways. First hospital managers acted as messengers by explicitly instructing
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26 ward managers how to tell their nurses about the Lessons. Second, ward managers likely
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28 became better messengers due to these instructions.
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34 *Word-of-mouth.* Word-of-mouth refers to an informal dissemination system that
35
36 occurs as nurses discuss information with each other. As much as 70% of organizational
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38 communication may occur through word-of-mouth and much of this goes on without
39
40 managerial involvement (Crampton, 1998). Typically formal dissemination systems do not
41
42 reach every nurse, and so more complete organizational learning may require word-of-mouth.
43
44 One benefit of word-of-mouth is that sharing information requires nurses to process the
45
46 information on a deeper-level and so may help them to better remember it. A potential
47
48 problem of word-of-mouth is that as nurses share information they may alter its meaning
49
50 and/or accuracy. However, hospitals that discourage word-of-mouth are unlikely to stop it. In
51
52 contrast, hospitals that encourage open discussions are better able to manage the information
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54 being discussed (DiFonzo and Prashant, 2002; Hymowitz, 1988).
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3 The previously described changes to formal information dissemination systems were
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5 also designed to increase word-of-mouth. The objective was to make talking about the
6
7 Lessons a social norm. A social norm is a behavioral economics concept that describes how
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9 people are more likely to do what they see other people doing (Dolan et al., 2012). The safety
10
11 boards, in addition to attracting visual attention, were placed in a social area where they could
12
13 trigger conversations about the Lessons (Berger and Schwartz, 2011). Further, when ward
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15 managers told nurses about the Lessons they were also instructed to encourage their nurses to
16
17 discuss the Lessons.
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22 **The current service evaluations evaluation.**

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24 The current service evaluation was conducted as a between-subjects trial with two
25
26 groups. The dependent variables were measured pre- and post- intervention. In the control
27
28 group nothing was altered. In the intervention group ward managers were provided with a
29
30 safety board upon which to display printed Lessons (written reports) and were explicitly
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32 reminded each month to tell their nurses about the Lessons (verbal reports) and to encourage
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34 their nurses to talk about the Lessons (word-of-mouth).
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39 **We have three hypotheses: 1. we predict that nurses in the intervention group**
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41 **will discuss the Lessons with more staff in their ward than those in the control group; 2.**
42
43 **we predict that nurses in the intervention group will recall more Lessons than nurses in**
44
45 **the control group; 3. we predict that nurses in the intervention group will recognize**
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47 **more Lessons than nurses in the control group.**
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53 **Methods**

54 **Participants.**

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56 Eight wards with varying specialities participated in the study (e.g., surgical, elderly
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58 care, etc.). Within each ward 10 nurses were randomly selected to be surveyed pre-
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3 intervention, voluntarily and anonymously. All selected nurses received and signed an
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5 information sheet. In total 51 nurses completed the pre-intervention survey. Then post-
6
7 intervention, 10 new nurses from each ward were selected to be surveyed in the same
8
9 manner. In total 61 nurses completed the post-intervention survey. The following reasons
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11 were given for nurses who did not participate: illness, holiday leave, or time pressure due to
12
13 work.
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16

17 **Materials.**

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20 *Survey.* The survey was delivered in-person during the nurses' scheduled shifts. The
21
22 survey was designed using Qualtrics 2015 and took less than 15 minutes to complete on an
23
24 internet enabled device.
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26

27 **Procedure.**

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29 *Pre-intervention survey.* Pre-intervention surveys were completed during the first
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31 three weeks of August, 2015.
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35 The survey first assessed, using recall and recognition tests, how many of the three
36
37 Lessons that were released the previous three months the nurses remembered. Of the two
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39 tests, we favour recall for the following reasons: First, the ability to recall information
40
41 typically requires deeper-processing than the ability to recognize information, which can be
42
43 quite superficial. Second, recall tests generate fewer false positives than recognition test.
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47 Recall was assessed by asking nurses to write what each of the Lessons had been
48
49 about within three designated textboxes. These textboxes appeared large enough to contain
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51 highlight information (e.g., pressure sores) but not deep content (e.g., a pressure sore
52
53 developed by an 80-year-old patient who was left unattended during the evening). Before
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55 starting the recall test, the nurses were informed that they would have only three minutes to
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57 finish; if they did not click the button to advance before this time elapsed, then the survey
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3 automatically advanced. All nurses clicked the button to advance before this time-limit
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5 elapsed.
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8 Next the survey assessed nurses' recognition memory by asking them to select which
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10 three of six Lesson titles, half actual and half pseudo, were actual titles. The software
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12 required that they select three. If they selected a different number, the survey instructed them
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14 to go back and select exactly three. Before starting the recognition test, nurses were informed
15
16 they would have only two minutes to indicate which Lessons they recognized; if they did not
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18 click the button to advance before this time elapsed, then the survey automatically advanced.
19
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21 All nurses clicked the button to advance before this time-limit elapsed.
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24 To gauge how the nurses learned about the Lessons, the next screen in the survey
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26 instructed them to check the box next to all the dissemination systems they experienced (if
27
28 any) during the previous three months. The following five options were simultaneously
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30 presented: i) a Lesson posted on a safety board, ii) a Lesson not posted on a safety board, iii)
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32 their ward manager telling them about a Lesson, v) other, and vi) I did not hear about any
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34 Lessons. Lastly the nurses were asked to report how many staff they discussed the Lessons
35
36 with in their ward.
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41 *Randomization.* The intervention was only introduced to half of the wards for
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43 management to determine if it should be rolled out further. To decide which wards to deliver
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45 the interventions in, the researchers used the pre-intervention survey to calculate the average
46
47 number of Lessons recalled by nurses in each ward. The wards were then ordered by the
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49 average number recalled in each, from most to least. From each descending two wards, one
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51 ward was randomly placed into the intervention group, via a coin toss, and the remaining
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53 ward was placed into the control group.
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58 *Intervention.* The intervention lasted for three months during which three Lessons
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60 were released. Wards in the intervention group received the following enhancements:

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Written reports on a Safety Boards- Safety boards were given to the ward managers, see Figure 1. Ward managers were told to place the safety board in a social area, like a breakroom, where the Lessons were most likely to trigger discussions. ***Written reports not on a safety board were also released across the hospital, and due to ethical concerns our study did not stop them (e.g., reports appearing on the hospital's intranet). To learn about the prevalence of other written reports, we asked participants to report their experience with them as well. As we did not manipulate the prevalence of written reports not on a safety board, we did not expect to find differences in their use across groups or time.***

Verbal report- Ward managers in the intervention group were explicitly reminded each month (phone calls and/or in person) to tell their nurses about that month's Lesson and to encourage their nurses to discuss them with each other (***i.e., increase word-of-month***).

Post-intervention survey. Post-intervention surveys were completed the first three weeks of November, 2015. The post-intervention survey was similar to the pre-intervention survey with the necessary alterations for the recognition test. During the recall test 10 nurses did not click the button to advance before the time-limit elapsed but all did so for the recognition test.

RESULTS

We examine how nurses learned about the Lessons and how many they remembered. A binary logistic regression is used to assess the effects of group, time, and the interaction on the likelihood that nurses learned about the Lessons: written reports on safety boards, written reports not on safety boards, and verbal reports. An ordinal regression is used to assess the

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3 effects of group, time, the interaction on word-of-mouth, and the number of Lessons nurses
4 recalled and recognized.
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7 **Where the interventions effectively implemented?**

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10 *Written reports on a safety board.* The number of nurses who learned about the
11 Lessons via those posted on a safety board changed as expected. In the pre-intervention
12 survey, 23% ($N = 6$) of nurses in the control group and 12% ($N = 3$) of those in the
13 intervention group reported learning about the Lessons this way. As no safety boards were
14 present in these wards pre-intervention, these nurses were mistaken likely because they did
15 not know what a safety board was. In the post-intervention survey, 13% ($N = 4$) of the nurses
16 in the control group and 72% ($N = 21$) of those in the intervention group learned about the
17 Lessons this way. The binary logistic regression revealed that group ($p < 0.01$), time ($p <$
18 0.01), and the interaction ($p < 0.01$) were significant predictors of nurses learning about the
19 Lessons via those posted on a safety board.
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34 *Written reports not on a safety board.* Next the number of nurses whom learned about
35 the Lessons via those not on a safety board was examined. **As this was not manipulated it**
36 **was not expected to change; it did not change.** In the pre-intervention survey, 27% ($N = 7$)
37 of nurses in the control group and 28% ($N = 7$) of those in the intervention group reported
38 learning about the Lessons this way. In the post-intervention survey, 41% ($N = 13$) of the
39 nurses in the control group and 17% ($N = 5$) of those in the intervention group learned about
40 the Lessons this way. The binary logistic regression revealed that neither group ($p = 0.35$),
41 time ($p = 0.16$) nor the interaction ($p = 0.16$) were significant predictors of nurses learning
42 about the Lessons via those not posted on a safety board.
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55 *Verbal reports.* The number of nurses who learned about the Lessons via their ward
56 manager was examined; **there was no change.** In the pre-intervention survey, 23% ($N = 6$) of
57 nurses in the control group and 20% ($N = 5$) of those in the intervention group reported
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3 learning about the Lessons this way. In the post-intervention survey, 34% ($N = 11$) of the
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5 nurses in the control group and 41% ($N = 12$) of those in the intervention group learned about
6
7 the Lessons this way. The binary logistic regression revealed that neither group ($p = 0.65$),
8
9 time ($p = 0.96$), nor the interaction ($p = 0.58$) were significant predictors of nurses learning
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11 about the Lessons via their ward manager.
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14 15 **Did the interventions increase word-of-mouth between nurses?**

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17 We examined how many staff members nurses reported discussing the Lessons with
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19 in their own ward. In the pre-intervention survey, the median number of staff nurses in both
20
21 groups reported discussing the Lessons with was one. In the post-intervention survey, the
22
23 median number of staff nurses in the control group reported discussing the Lessons with was
24
25 two, and the median number for the intervention group was three. The ordinal regression
26
27 revealed group ($p < 0.05$) and time ($p < 0.05$) were significant predictors for how many
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29 people nurses discussed the Lessons with, but that the interaction was not significant ($p =$
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31 0.14).
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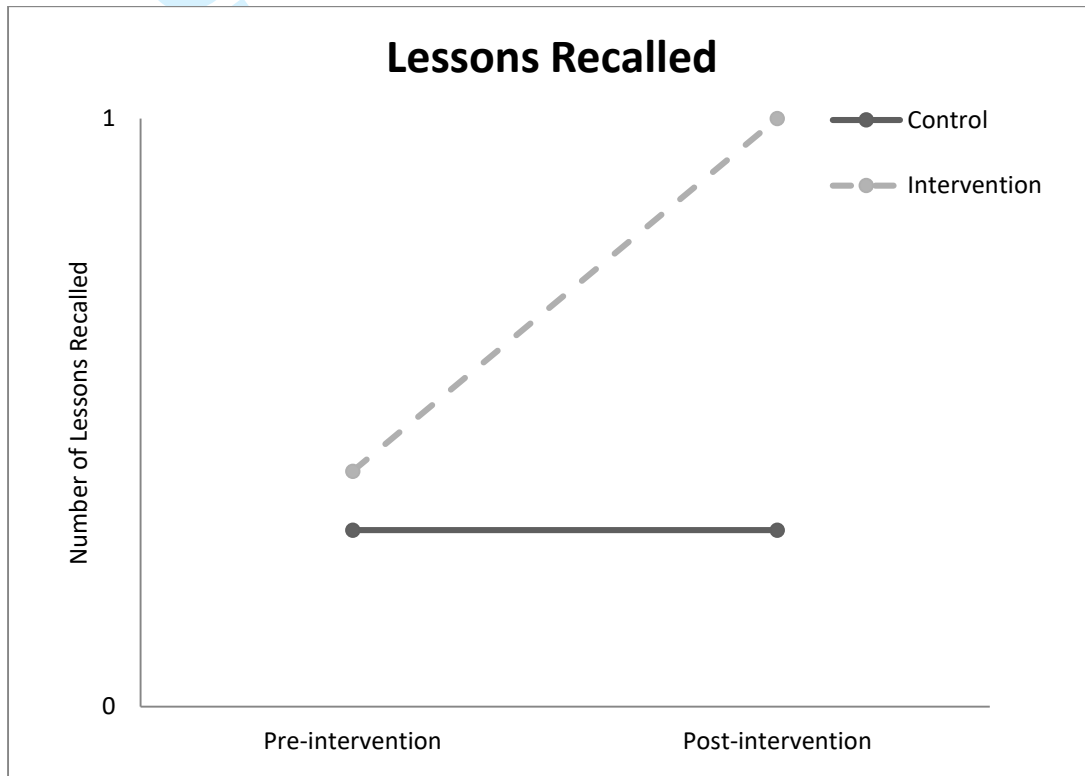
36 37 **Did interventions increase staff members' memory of the Lessons?**

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39 *Recall.* Two independent judges, blind to the participants' group, rated each of the
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41 responses as either correctly or incorrectly recalling a Lesson. The initial, inter-rater
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43 reliabilities were high (Cohen's kappa = 0.88). All disagreements were settled after brief
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45 discussion.
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48
49 In the pre-intervention survey, nurses in the control group accurately recalled 0.3
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51 Lessons on average, while those in the intervention group accurately recalled 0.4. In the post-
52
53 intervention survey, nurses in the control group accurately recalled 0.3 Lessons on average,
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55 while those in the intervention group accurately recalled 1.0. These results are displayed in
56
57 Figure 2. The ordinal regression revealed group was a significant predictor ($p < 0.05$) of how
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many Lessons nurses recalled, but neither time ($p = 0.11$) nor the interaction were significant ($p = 0.65$).

Figure 2. The numbers of Lessons nurses accurately recalled in the control and intervention groups at pre- and post- intervention. **The data in this chart reflect the data reported in the results section of this paper.**



Recognition. In the pre-intervention survey, nurses in the control group accurately recognized 1.3 Lessons on average, while those in the intervention group accurately recognized 1.6. In the post-intervention survey, nurses in the control group accurately recognized 2.4 Lessons on average, while those in the intervention group accurately recognized 2.3. The ordinal regression revealed group was not a significant predictor of how many lessons nurses recognized ($p = 0.70$), but that time was ($p < 0.01$). The interaction was not significant ($p = 0.28$).

DISCUSSION

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3 The current service evaluation assessed whether enhancing the dissemination systems
4 a hospital uses to spread information about particular adverse safety incidents would increase
5 organizational learning. Encouragingly, Hypotheses 1 and 2 were supported. In accordance
6 with Hypothesis 1, nurses in the intervention group discussed the lessons with more staff than
7 those in the control group. In accordance with Hypothesis 2, nurses in the intervention group
8 accurately recalled more Lessons than those in the control group. Hypothesis 3 was not
9 supported, because both groups experienced a similar increase in the number of Lessons that
10 nurses were able to recognize. Notably, the effects of the safety boards were stronger than the
11 effects of verbal reports. **However, because the experiment was not a complete factorial**
12 **design we cannot speculate as to how much each manipulation would affect**
13 **organizational learning alone.** Below we discuss limitations of the current service
14 evaluation and then how behavioral economics concepts could be further used to enhance
15 organizational learning.

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17
18 One limitation of the current service evaluation is its reliance on self-report. Due to
19 the time constraints experienced in surveying nurses during their scheduled shifts, short self-
20 reports were required. More rigorous evaluations (e.g., video recordings) would have been
21 too expensive and invasive. In addition, management did not believe more rigorous
22 evaluations were necessary for them to determine whether to roll out the intervention across
23 the hospitals.

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25
26 Another limitation was our inability to control the actions of the ward managers in
27 both groups. Regarding the control group's ward managers, their having witnessed the
28 intervention group's ward managers behaviors (posting Lessons and talking to their nurses
29 about them) may have encouraged them to do so as well. Regarding the intervention group's
30 ward managers, it is difficult to ascertain how faithfully they delivered the verbal reports to
31 their nurses. Our inability to control whether verbal reports were delivered in the control and
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3 intervention wards may have contributed to the non-significance of verbal reports. More
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5 oversight of the ward managers could have prevented these limitations but was deemed
6
7 unethical. Despite these limitations, encouraging benefits of the intervention were still found,
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9 particularly with regard to the safety board.
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13 The results of the current study add to a growing literature that demonstrates the
14
15 power of behavioral economics concepts to change behavior in applied settings at low
16
17 financial cost and with little cognitive effort on part of the people involved. The
18
19 enhancements used in the current service evaluation were inspired by three of the concepts
20
21 included in the MINDSPACE framework. MINDSPACE is an acronym that provides a
22
23 checklist of concepts interventionists can use to influence behavior (Messenger, Incentives,
24
25 Norms, Defaults, Salience, Priming, Affect, Commitment, Ego). The current service
26
27 evaluation used the messenger, norms and salience concepts. The messenger concept was
28
29 used to nudge ward managers to discuss the Lessons with their staff, the norms concept to
30
31 used to nudge ward managers to discuss the Lessons with their staff, the norms concept to
32
33 nudge staff to talk about the lessons more with each other and salience concept to nudge the
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35 nurses' visual attention towards the Lessons.
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39 Examples of how the commitment and affect concepts could be implemented are
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41 described now. The commitment concept describes how people seek to be consistent with
42
43 their promises (Cialdini, 2007). Requiring nurses to sign a public contract that indicates their
44
45 promise to read the Lessons every month will likely increase the number of nurses who do so.
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47 However, caution is required. To remain a nudge such a commitment must be a free choice
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49 (e.g., not pay contingent), and management should ensure the nurses have sufficient time to
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51 fulfil it. The affect concept describes how emotional associations shape behavior. The
52
53 Lessons could be modified to increase their emotional contents and so increase organizational
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55 learning. However, caution should be taken here as well. The emotions one elicits need to be
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57 arousing rather than depressing. This is because arousing information is more likely to be
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3 read, shared, and spread through word-of-mouth (Berger, 2011). These cautions are not given
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6 to dissuade applied use of these concepts, but rather to encourage their careful
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8 implementation. How the other MINDSPACE concepts might be used to increase
9
10 organizational learning is an intriguing question for future work.
11

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13 In conclusion the current service evaluation supports the use of enhanced written and
14
15 verbal reports. Follow up tests should be conducted to assess whether these dissemination
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17 systems remain successful over time. How often such assessments should take place and how
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19 rigorous they need be is a matter of judgement that should be determined by weighing the
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21 costs and benefits of the particular learning materials in question.
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