**Supplementary Digital Content 3.** Summary ofinitial dysfunctional states for the simulated organization as represented above in Figure S-3.

| **Initial State** | **Description** |
| --- | --- |
| Who sets goals? | * The CEO and Board set goals with input from the CFO. These goals are almost exclusively financial in nature and are framed as goals to ‘keep the doors open’. |
| How are goals communicated? | * CEO mandates budget cuts to the Department head. * Department head mandates staffing cuts to the unit leader. * Unit leader communicates the implications of goals (e.g., do more with less, focus on productivity and throughput) with frontline staff but no specific communication around actual unit, departmental, or organizational goals. Unclear to frontline staff how safety fits into the organization. |
| How do people know their performance? | * Performance is shared via a financial and market share dashboard during board and executive team meetings. |
| What happens when goals aren’t met? | * Cascading blame. Each level of the organization asks ‘why’ we didn’t meet goals of the level below. |
| What happens when goals are met? | * The Board, CEO, CEO Direct Reports, and the Department Heads engage in social and financial reinforcement of the status quo when goals are met (i.e., meeting and exceeding minimum performance criteria are reinforced the same) through retreats and bonuses. * Unit leaders and frontline staff are given no explicit reinforcement when minimum performance criteria met (i.e., “no news is good news”). |