



“Putting the Patient First, by Putting Employees First”


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MODERN HEALTHCARE
BEST PLACES TO WORK 2009

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To remain the best place to receive care, for physicians to practice medicine and for employees to work . . . it is critical to have the ability to adapt quickly to working in an ever changing work environment.

Today's Outcomes:

- ▼ Attendees to leave aware of tools to assess:
 - Alignment
 - Action
 - Accountability

Evidence-Based LeadershipSM

Foundation

Breakthrough

STUDER GROUP[®]:



Aligned Goals

- ▼ Implement an organization-wide staff/leadership evaluation system to hardwire objective accountability (Must Haves[®]) (30 pts)
- ▼ Create process to assist leaders in developing skills and leadership competencies necessary to attain desired results (15 pts)

Aligned Behavior

- ▼ Agreed upon tactics and behaviors to achieve goals
 - *Rounding for Outcomes: (10pts)*
 - *Thank you notes: (2 pts)*
 - *Selection and the First 90 Days (8 pts)*
 - *Key Words at Key Times (5 pts)*
 - *Post Phone Calls (10 pts)*
- ▼ Re-recruit high and middle performers
- ▼ Move low performers up or out (12 pts)

Aligned Process

- ▼ Processes that are consistent and standardized throughout the company (8 pts)
- ▼ Leader Eval Manager[™]

Job One: Alignment

- ▼ Does everyone see the external environment the same way?

Organizational Assessment

Over the past 5 years, the external healthcare market in your area has been:

		Very Easy 1	Easy 2	Normal 3	Difficult 4	Very Difficult 5
Senior Leader	68.2	0	1	15	28	4
Physician	67.5	0	0	14	11	5
Department Director	63.1	1	8	62	74	8
Manager	60.3	1	13	156	133	4
Other	61.8	0	1	10	6	2
Total	62.2	2	23	257	252	23

* Calculation: 1=0, 2=25, 3=50, 4=75, 5=100

Organizational Assessment

Over the next 5 years, the external healthcare market in your area will be:

		Very Easy 1	Easy 2	Normal 3	Difficult 4	Very Difficult 5
Senior Leader	85.4	0	0	0	28	20
Physician	80.0	0	0	3	18	9
Department Director	80.2	1	3	12	84	53
Manager	73.4	2	5	63	178	59
Other	76.3	0	1	4	7	7
Total	76.8	3	9	82	315	148

* Calculation: 1=0, 2=25, 3=50, 4=75, 5=100

Organizational Assessment

If your organization continues as it is today (with the same processes, cost structure, efficiencies, patient care volume, productivity, and techniques), the results over the next five years will be:

		Much Worse 1	Worse 2	Same 3	Better 4	Much Better 5
Senior Leader	38.5	5	21	13	9	0
Physician	44.2	1	10	14	5	0
Department Director	43.0	7	59	57	30	0
Manager	46.1	7	107	125	63	5
Other	44.7	0	9	6	3	1
Total	44.4	20	206	215	110	6

* Calculation: 1=0, 2=25, 3=50, 4=75, 5=100

Organizational Assessment

How well does your current leadership training prepare you for your leadership role?

		Very Poor 1	Poor 2	Fair 3	Good 4	Excellent 5
Senior Leader	55.7	1	6	24	15	2
Physician	52.5	0	4	19	7	0
Department Director	56.2	6	23	59	57	8
Manager	55.2	13	42	134	104	14
Other	59.2	0	2	10	5	2
Total	55.5	20	77	246	188	26

* Calculation: 1=0, 2=25, 3=50, 4=75, 5=100

Job Two: Accountability

- ▶ Is the evaluation system in place one that will drive outcomes?
 - *Are the goals measurable? (define outcomes)*
 - *Are the goals (outcomes) weighted?*
- ▶ How well does your organization address performance issues?

Organizational Assessment

How well does your current leader evaluation system hold people accountable?

		Very Poor 1	Poor 2	Fair 3	Good 4	Excellent 5
Senior Leader	43.8	3	17	18	9	1
Physician	50.0	1	4	20	4	1
Department Director	50.0	6	39	61	43	4
Manager	50.6	16	60	142	79	10
Other	50.0	1	4	9	4	1
Total	49.8	27	124	250	139	17

* Calculation: 1=0, 2=25, 3=50, 4=75, 5=100

Organizational Assessment

How many employees do you directly supervise (complete their annual evaluation)?

	#
Senior Leader	9.79
Physician	19.16
Department Director	25.9
Manager	28.44
Other	6.63
Total (includes all raw data)	20.91

Organizational Assessment

How many of those employees whom you supervise are not meeting performance expectations?

	#
Senior Leader	0.46
Physician	1.23
Department Director	2.5
Manager	3.5
Other	0.47
Total	1.85

$$(557 \times 1.85 = 1030.45)$$

Organizational Assessment

How many employees do you have currently working for you who are in formal corrective/disciplinary action?

	#
Senior Leader	0.13
Physician	0.13
Department Director	1.1
Manager	1.42
Other	0.05
Total	0.66

$$(557 \times .66 = 367.62)$$

Job Three: Action

- ▶ Is your organization performance consistent?
- ▶ Do patients, physicians, staff and leaders experience the same no matter where they enter your system?
- ▶ How well does your organization move best practices?

Organizational Assessment

Rate your perception of the consistency in leadership throughout the organization. (1=Worst to 10=Best in Class)

		Worst									Best in Class
		1	2	3	4	5	6	7	8	9	10
Senior Leader	5.95	0	1	1	4	11	7	10	7	0	0
Department Director	6.05	1	2	7	15	37	21	36	16	11	2
Manager	6.07	2	8	13	24	63	57	67	51	12	2
Other	6.24	0	0	0	2	5	3	3	3	0	1
Total	6.08	3	11	21	45	106	88	116	77	23	5

Organizational Assessment

***Rate the skill set at your organization in implementing and standardizing best practices throughout the organization.
(1=Worst to 10=Best in Class)***

		Worst									Best in Class
		1	2	3	4	5	6	7	8	9	10
Senior Leader	5.52	0	2	5	4	12	11	9	4	1	0
Physician	6.2	0	1	0	4	6	6	4	7	2	0
Department Director	6.12	1	2	8	19	24	26	39	28	2	4
Manager	6.55	0	3	10	22	53	46	73	69	27	4
Other	6.11	0	0	2	2	3	2	6	3	1	0
Total	6.31	1	8	25	51	98	91	131	111	33	8

What does this mean to Leaders?

- ▼ Specific outcomes are in place
(reduces distractions)
- ▼ Priorities are understood
- ▼ Increased skills for success
(better use of time)
- ▼ Better inter-department workings
(efficiency)
- ▼ Better tools and equipment to do the job
(effectiveness)
- ▼ Better feeling about being a leader

Equals:

- ▼ Better leader satisfaction
- ▼ Better operational performance across the board

What does this mean to Employees?

- ▶ Better relationship with leader and more confidence in Administration
- ▶ Understand how the organization is operating
- ▶ Understand actions needed to improve/sustain the gain
- ▶ Feel better about where they work
- ▶ Systems work better
- ▶ Tools and equipment to do the job
- ▶ More reward and recognition
- ▶ More effective and efficient because decreased new people

Equals:

- ▶ Decreased turnover
- ▶ Decreased use of overtime
- ▶ Decreased absenteeism
- ▶ Increased operational performance across the board
- ▶ Better work/life balance
- ▶ Better handoffs and explanation

What does this mean to Physicians?

- ▼ Reduced patient no shows
- ▼ Decreased non-reimbursed patient re-admissions
- ▼ Physicians have what they need to take care of patients
- ▼ Patients are more satisfied with care
- ▼ Decreased complications, litigation and time
- ▼ Greater peace of mind
- ▼ Increased consistency and a more effective and efficient place to practice medicine

Equals

- ▼ Better performance financially
- ▼ Better fulfillment of physician mission to provide better care for patient
- ▼ Better clinical quality

What does this mean to Patients?

- ▼ A better place to receive care
- ▼ Anxiety is reduced
- ▼ Pain is being managed
- ▼ Call lights are being responded to
- ▼ Medications are understood
- ▼ Improved communication with families
- ▼ Understand their home care instructions

Equals

- ▼ Meeting mission and vision with the organization and as a person
- ▼ Less re-admissions
- ▼ Increased market share

What does this mean to Board Members?

- ▼ A clear way to better evaluate the CEO
- ▼ Balanced approach to performance with key metrics
- ▼ Improved patient care
- ▼ Improved financial stewardship
- ▼ Improved relationship with physicians

Equals

- ▼ Better clinical outcomes for patients
- ▼ Increased operational performance
- ▼ Increased market share
- ▼ Increased philanthropy and giving

What does this mean to the Community?

- ▶ Better access to care for the patient
- ▶ Better place to work for employees
- ▶ Healthier community
- ▶ Better place for physicians to practice medicine

Equals

- ▶ High quality care at a competitive cost
- ▶ A community that has a positive workforce at major employer (healthcare)



***Congratulations on
showing the way***