Journey To Excellence

AKA: Creating a Culture of Quality

Presented by:
John Heer

Driving Excellence and Achieving Results
With Passion

Personal Journey
Baptist Hospital, Inc

2 Hospitals
Assisted Living Facility
Multiple outpatient and support locations
4,500 employees and 500 physicians

Baptist Hospital 1996

- Inner-city hospital
- Decreasing volume
- High LOS
- Customer satisfaction results – 9th percentile
- “Very competitive market” (HCAB)
- Low employee morale
Baptist Hospital 2003

- Customer Satisfaction top 1% in the country
- Employee satisfaction top 1% in the country
- Three time Baldrige site visit finalist
- Profitability improving
- Patient mix improving
- Outpatient volume increasing
- ER visits increasing

North Mississippi Health Services

113 Facilities
289 Acres
6 Hospitals
4 Nursing Homes
Multiple outpatient and support locations
6,200 employees and 491 physicians
NMHS Primary & Secondary Service Area

Founding Principles

- Vision
- Innovation
- Agility
- Community stewardship
Differentiators of High Performance

- Systematic
- Aligned
- Deployed
- Ongoing Cycles of Improvement

Why Did You Get Into Healthcare?

- To Help People
- To Make a Difference
AHA Survey of Senior Executives Across the Country

1999 What's on your “To do” list?
2001 What keeps you up at night?
2003 What really matters most?
2005 What really matters most?
2007 What’s on your “To do” list?
2009 What's on your “To do” list?
2011 What’s on your “To do” list?
2013 What's on your “To do” list?

Study Finds Leaders are Not Investing in What They Claim to Value

“The report concluded that while healthcare executives say customer satisfaction and employee retention are the most important aspects of their business, they fail to invest adequately in either.”

Modern Healthcare
It’s all about Culture

Secret to Success:
Create a culture/environment that is aligned with your employees’ personal mission statements
Organization Culture

Mission Driven
Values Centered
Patient Focused

How do we do that?

Create a leadership system based on a balanced approach that is tied to our Mission, Vision, and Values
“Leadership System” Defined

“How leadership is exercised, formally and informally, throughout the organization; it is the basis for and the way key decisions are made, communicated, and carried out. It includes structures and mechanisms for decision making; two-way communication; selection and development of leaders and managers; and reinforcement of values, ethical behavior, directions, and performance expectations.

It builds loyalties and teamwork based on the organization’s vision and values and the pursuit of shared goals”

-Baldrige National Quality Program Health Care Criteria for Performance Excellence

Leadership System

1. Relate everything back to reason for being – MVV
2. Operationalize Mission, Vision, Values
3. Measure and communicate what’s important
4. Relentless focus on People:
   Employee engagement
   Physician alignment/engagement
   Servant Leadership
5. Create a culture around patients/customers
6. Celebrate (reward and recognize)
7. Raise the bar
MISSION

Why We Exist

To continuously improve the health of the people of our region.

VISION

What We Want to Be

The provider of the best patient centered care and health services in America.
Values C.A.R.E.S

- **Compassion**  Show sincere care and kindness for those I serve
- **Accountability**  Take responsibility for my actions
- **Respect**  Treat everyone with dignity
- **Excellence**  Achieve excellence through innovation, teamwork and doing my best
- **Smile**  Always be friendly

Critical Success Factors (Quality)

Core Competency:
*People who provide a caring culture*
Leadership System

Vision: to be the provider of the best patient-centered care and health services in America

Critical Success Factors
- People
- Service
- Growth
- Financial
- Quality

VALUES
- Compassion
- Accountability
- Mission
- Respect
- Excellence

World-Class Leadership System

Mission
- Servant Leadership Competencies
- Leadership Development Training
- Cascade Learning

Vision
- Leadership System
- Service Excellence Teams
- Weekly Patient Satisfaction Tracking
- Scripting
- Patient Communication Boards
- Nurse Leader Rounding
- Nurse Discharge Calls
- Service Recovery

Values
- People
- Patient Satisfaction
- Clinical Quality

Key Components
- Communication
- Alignment of CSFs to MVV
- Senior Leader Rounding
- Thank you notes (to home)
- Standards of Performance
- Behavioral Based Interviewing
- Peer Interviewing
- Knowledge Boards aligned by CSP
- Emp. Comm. Sessions
- Empowerment/Teams
- Ideas for Excellence
- Reward & Recognition
- Service Excellence Teams
- Weekly Patient Satisfaction Tracking
- Scripting
- Patient Communication Boards
- Nurse Leader Rounding
- Nurse Discharge Calls
- Service Recovery

Systems of Accountability
- 90-Day Action Plans
- 360 Degree Feedback
- Performance Score Cards
- CARE & BAR reports
- Satisfaction Feedback System

Hardwiring Success
- Stat Facts
- EXCEL

ŋNorth Mississippi Health Services
Mission
Values
World-Class Leadership System
Best Practices
Cross-cutting

- Mission/Vision/Values Alignment & Deployment
- CSF Alignment / Deployment
- Culture of Quality
- Evidence-based Planning Process (EPP)
- Communication

Culture of Quality

- Servant Leadership Philosophy/Leadership Development
- Employee/Physician Engagement
- Patient-centered focus
- Open door, open communication, no secrets transparency
- Results oriented/“No excuses” accountability
- Listening and learning
Servant Leadership

- Humility
- Patience
- Kindness
- Respectfulness
- Selflessness
- Forgiveness
- Honesty
- Commitment
- Ego directed toward team accomplishments
- Results oriented
- Accountable (no excuses)

Servant Leadership Culture

- Open door, open communication, no secrets transparency
- Results oriented
- “No excuses” accountability
- Leader rounds
- CEO Weekly email
- Listening and learning
Servant Leadership Process

- Foundation – education
- Feedback – 360 degree evaluation
- Friction – share results & action plan
- Follow up – monitor progress

Best Practices People

- Onboarding
- EXCEL process
- New Employee Orientation
- Leadership Development
- Open Communication
- Stars Online - Reward and Recognition
- Ideas for Excellence – Employee Empowerment and Innovation
Overall Job Satisfaction

Employee Retention

* National Association of Healthcare Recruiters
Physician Alignment

- Service Line Structure
- Physician Leadership Structure
- Physician Leadership Institute

Baldrige Scoring Results

- Category 5.1: 90-100
- Category 5.2: 90-100
- Category 7.3: 90-100
2006 to 2012
Focus
Discipline
Execution
Leadership System And Employee Engagement
Critical Success Factor

PECPE
Maintain high quality workforce

Strategic Planning
Evidence-based Planning Process

Figure 2-1-1
Evidence-based Planning Process (EPP)

DEPLOY

STEP 1 (51)
Gather internal & external evidence: EA, Baldridge feedback & Supplier/Physician/Employee/Health Link/Work Link/Community feedback

STEP 2 (52)
SWOTs & Departmental/ST LRP surveys

STEP 3 (53)
Analyze evidence, review CSFs, identify challenges, determine priorities, reconcile LRPs, develop NMMC goals & produce HR/IS/Facilities/Clinical SRO

STEP 4 (54)
Review MVM/EPP, prioritize CSF-based goals & review LRPs

STEP 5 (55)
Communicate & align CSF-based goals, review LRPs/SRPs & create budgets, 90-day APs & PSCs

STEP 6 (56)
Reconcile, finalize, approve 90-day APs & budgets

STEP 7 (57)
Roll-out NMMC & Department goals, translate to EXCEL personal performance plan, develop work processes & measures & implement plans

STEP 8 (58)
Annual fact-based cycle (Fig. 2.1.3)
- BOD, Syst, ST, DH

LEARN & INTEGRATE
Strategic Planning S8

Figure 2.1-3
Fact-based, Results Oriented Approach

EPP

90-day Action Plan

Periodic review & calibration based on:
- Monthly Dashboard report
- Monthly Star Facts
- Monthly FSC
- Monthly financial reports
- Bi-weekly productivity
- Monthly BAR
- Weekly patient satisfaction reports
- Monthly PI reports
- Monthly clinical outcomes reports
- Quarterly financial & productivity benchmark
- Quarterly clinical outcomes benchmarks
- Quarterly ECS survey results

90-day Action Plan

Standards of Performance
Standards of Performance

- Attitude
- Appearance
- Communication
- Call Lights
- Commitment to co-workers
- Customer Waiting
- Elevator Etiquette
- Privacy
- Safety Awareness
- Sense of Ownership

PERFORMANCE STANDARDS

A set of performance standards has been developed by the employees of Baptist Health Care Inc. to establish specific behaviors that all employees are expected to practice while on duty.

By incorporating these standards as a measure of overall work performance, Baptist Health Care Inc. makes it clear that all employees are expected to adhere to and practice the standards of performance outlined in the Standards of Performance handbook.

I have read and understand the Standards of Performance handbook and I agree to comply with and practice the standards outlined within.

_________ | ____________
Signature of Applicant | Date

[Signature]

[Date]
Best Practices

People

- Onboarding
- EXCEL process
- Leadership Development
- Open Communication
- Stars on Line - Reward and Recognition
- Ideas for Excellence – Employee empowerment
- Reward and Recognition
Behavioral Based Interview Questions

TEAMWORK

*What did you do in your last job to contribute toward a teamwork environment?*

*Describe how you felt your contributions affected the team.*

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Peer Interviewing

**HOW TO ...**

- Every job is peer interviewed
- Supervisors are interviewed by staff
- Two interviews are required
- Accountability is hardwired by using selection form completed by interview team
New Employee Orientation
“NEO”

- Mandatory two-day session
- Offered every other week
- President/CEO cheer!/welcome/ MVV/expectations
- 6 hours on culture / 6 hours on requirements
- Stories & letters

New Employee Card from Team
Colleague Support

- Vested interest in new employee’s success
- Hardwired through peer interview process
- Visible support through walking to destination, understanding measurements & results, friendly atmosphere
- Helping hand on name tag

One Year Anniversary Certificate

Baptist Hospital Appreciates You!

Johnathan Lyle Smithfield

has completed a year of employment at Baptist Hospital.
Cascade Learning Kits

What’s the most important driver of employee/physician engagement?

Communication
Communication
Communication
Communication
Open Communication

- Weekly email to 7,000+
- Leader Rounding
- Knowledge Boards
- Quarterly Employee Communication Meetings
- Handwritten Thank you notes
- Stat Facts
- Intranet/Web Site
- Administrators eat lunch with front-line staff in cafeteria

John’s Weekly Email

[Image of a weekly email with handwritten notes]
Leader Rounding

HOW TO ...
• Round with a purpose
• Identify tools and equipment needs
• Solicit feedback
• Reward and recognize
• Track & trend

Knowledge Boards
Employee Communication
Meetings

HOW TO …
- Provide update on results by CSF
- Provide education on timely subject
- Include time for open forum/questions (distribute question cards for those not willing to ask question publicly)
- Include employee “temperature check” questions on evaluation

Reward and Recognition
Thank You Notes

- Send personal notes to employees’ homes every week
  - Identify staff to receive thank you notes
  - Email the recognition to your boss
  - Handwrite the note

Accountability
- Accept NO EXCUSES

NMHC-TUPELO
Dashboard Report
Stat Facts Summary

PEOPLE
Turnover Rate

SERVICE
Patient Satisfaction

QUALITY
Composite Quality Score

FINANCIAL
Productivity by Pay Period

GROWTH
Market Share
Stars on Line

Available to all employees
Recognizes “above the call of duty” behaviors
Recognition by leaders
Organized by CSFs
Super star banquet held to recognize “best of the best”

Ideas for Excellence

Available to all employees
Ideas categorized by CSFs
Employee engagement tool
WOW Certificates

Champions

• When an employee’s behavior is so exceptional that WOW recognition awards seem inadequate, individuals may be recognized as Champions

• Leaders present nominees to other department heads at a monthly gathering – standing ovation

• Administrators present Champions to Board of Directors – standing ovation

• The employee’s picture is posted on a special board in the hospital

• Each Champion receives a framed plaque
Legends of Baptist Health Care

• Employees are recognized for going far beyond the call of duty to serve co-workers, patients or the community
• Legends and their guests are transported via limousine to a resort hotel where the board retreat is held
• Legend stories are showcased in a video presentation, and the group of employees are recognized by the board members and administrators
• The Legends receive a Legend pin and a framed award
• The stories are gathered into a modest but attractive booklet that is distributed at the event and is available in public areas at each facility after the event

No matter how rude the grandmother was, the staff was always NICE.

... I have to tell you what a great job your hospital is doing.

... astounded that my employer or any employer would recognize an employee for working there a year.

... You cannot train or set a policy that requires that level of care, you have to hire people with the right kind of heart to provide that kind of compassionate care, and you obviously do that at Baptist.

Baptist is consistently has people escort him where he’s going... in fact the last time a surgeon took him where he was going...
**LEADER’S ROLE**

- Be the “CRO” – chief retention officer – for your department
- Utilize peer interviewing
- Work on retention efforts every day
- Build a relationship with each individual
- Give and accept feedback
- Reward & recognize
- Set expectations; hold people accountable

**LEADER’S ROLE**

- Provide direction to get people moving in new ways
- Model the desired beliefs and behaviors
- Reinforce the concepts
- Recruit champions at every level in the organization
- Overcome the resistance and inertia
- Ensure accountability
Patient-focused expectations
Patient Satisfaction Teams/Process
Service Recovery
Listening and Learning

Patient Letter from President and CEO

But do not wait to get the survey. If you want to discuss your care, please let a staff member know your thoughts, or call Chuck Stokes at 377-3143 or John Heer at 377-3136
Patient Satisfaction Weekly Report

Weekly meeting to identify opportunities and share successes

Creates relentless focus on patient satisfaction

Problems are addressed more quickly

Focus on the most important issues

Best Practice Accountability

- Bi-weekly Productivity
- Budget Accountability Report (BAR)
- 90-day Action Plans
- Leader Performance Evaluation
Bi-weekly Productivity

Budget Accountability Report

Designed for non-financial leaders

59-100 score for:
- Expense per statistic
- Profitability per statistic
- Productivity

Overall score for each department

Aggregate by service line, VP, entire organization
90-day Action Plan

Leader Performance Evaluation

- Set as beginning of the year
- Based on system-wide goals
- Objective, outcome oriented, measurable
- Aligned with hospital-wide goals
- Aligned with pillars
- Serves as basis for 90-day action plans
- Scored by department leaders at the end of the year on a 1-5 scale
North Mississippi Medical Center is proud to be recognized as an Outstanding Health Care Organization. Our most recent recognitions include:

2006 Recipient of Baldrige National Quality Award

Mississippi Governor’s Award – MS Quality Awards Program 2000
McKesson/AHA Quest for Quality Award Winner 2005
Top 100 Integrated Health Networks – Modern Healthcare 2005
100 Most Wired – Hospitals and Health Networks 2001 – 2004
Numerous Patient Satisfaction Awards
AA Bond Rating – Standard and Poors, Fitch 2001 - 2005
Servant Leadership

Be brutal, be tough, just go get them

Get the best people and don’t trust them

You’re fired

-Donald Trump, Learning Annex Presentation
Leadership is

*An Awesome Responsibility*

Leadership isn’t created by attending a two-day seminar
The Power style of management leads to

• Fear
• Low trust
• Head games
• Adversarial activities
• Cronyism
• Political games
• Generally speaking - unhealthy, relationship damaging behaviors

Authority style
Of Leadership

The skill of getting others to willingly do your will, because of your personal influence
Leadership vs Management

**Management** is about the things we do:

- Planning
- Budgeting
- Organizing
- Problem-solving
- Control
- Maintaining Order
- Developing strategies

**Leadership** is who we are

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**Servant Leadership defined**

The **skills** of influencing people to enthusiastically work toward goals identified as being for the common good, with character that inspires confidence

*Jim Hunter, The World’s Most Powerful Leadership Principle*
Servant Leadership is
Getting people:
From the neck up
To contribute their:
• hearts
• minds
• spirits
• creativity
• excellence
To commit to the mission
To take the hill
To be all they can be

Servant Leadership isn’t
• Namby-pamby
• Warm and fuzzy
• Passive style of leadership
Characteristics of a Great Leader

Group Activity

Think of the best boss you ever worked with
What were his/her characteristics?

Servant Leadership
Characteristics

- Humility
- Patience
- Kindness
- Respectfulness
- Selflessness
- Forgiveness
- Honesty
- Commitment
- Results oriented/“no excuses”
- Ego directed toward team accomplishments
Humility
To be authentic – not boastful, arrogant or “puffed up”

- Absence of pride, arrogance, or pretense
- Behaving authentically
- Bold as a lion when it comes to:
  - their sense of values
  - morality
  - doing the right thing
- They can be fierce as a pit bull when:
  - staying focused on mission, vision, values
  - hitting performance targets
  - holding people accountable

Humility (cont)

- Humble leaders put their pants on the same way as everyone else.
- Humble leaders have grown up.
- Humble leaders do not take themselves or events too seriously.
- Humble leaders often lay awake at night thinking about whether they are effectively meeting the needs of their people.
Patience
To Show and Behave
With Self Control

Patience and self-control:

- Are you a safe person?
- Easy to be with?
- Approachable?
- Can you handle contrary opinion?
- Criticism?
Kindness

- Give attention
- Appreciate
- Encourage
- Be courteous
- Listen well
- Give credit and praise for efforts made
- Be the first one to say “Good Morning” in the hallway

Respectfulness

To treat others like they are important (because they are)

- If you don’t think you have any behavior problems that you can work on and improve, put arrogance at the top of your list.
- Delegating responsibilities is a wonderful way to demonstrate trust.
Respectfulness (cont)

- Respect isn’t *earned* when you are the leader – respect is *given* when you are the leader.
- Empathetic listening
- “First Among Equals”

All too common leader attitude toward communication

*We know that communication is a problem, but the company is not going to discuss it with employees*

~Supervisor, Fortune 100 Company
Selflessness
To meet the legitimate needs of others

- The road to servant leadership lies not in trying to fix or change others but in working on changing and improving ourselves.
- We do not have the power to change other people.

Forgiveness
To give up resentment when wronged.

- Letting go of resentment.
- People are going to make mistakes – a lot of them.
- People will let you down. People will hurt you, sometimes deeply.
- While you’re carrying a grudge, they’re out dancing.
Forgiveness (cont)

- The weak can never forgive.
- Forgiveness is the attribute of the strong.
- Separating the sin from the sinner.
- Forgiveness is the trait most strongly linked to happiness.

As long as you hate your enemy, a jail door is closed and a prisoner is taken. But when you try to understand and release your foe from your hatred, then the prisoner is released and that prisoner is you.

Perhaps you don't like that idea. Perhaps the thought of forgiveness is unrealistic. Perhaps the idea of trying to understand the Judases in our world is simply too gracious.

My response to you then is a question. What do you suggest? Will harboring the anger solve the problem? Will getting even remove the hurt? Does hatred do any good? Again, I'm not minimizing your hurt or justifying their action. But I am saying that justice won't come this side of eternity. And demanding that your enemy get his or her share of pain will, in the process, be most painful to you.

May I gently but firmly remind you of something you know but may have forgotten? Life is not fair. That's not pessimism; it's fact.

-Max Lucado
Honesty
To be free from deceptive behavior

- Without trust, an organization is a house of cards without the glue.
- A major aspect of honesty and being free from deception is in how we hold people accountable for their actions.
- Not holding people accountable is deceptive behavior because failure to do so creates an illusion that everything is okay when everything is not okay.
- Hugging and Spanking

Commitment
To stick to the choice(s) you have made

- Commitment is having the moral courage to do the right thing regardless of friendships, alliances or cost….
Healthy organizations consist of healthy relationships between

- Customers
- Employees
- Owners
- Vendors
- Suppliers
- Community
- Government

What are the three things inherent to any relationship, including leader/employee?

- Can I trust you?
- Are you committed?
- Do you care about me?

-Lou Holtz, renowned football coach
Trust:

Is the foundation of relationships

Do you believe this?

If not, ask yourself this question:

Do you have good relationships with people you don’t trust?
Servant Leadership

You cannot be an effective leader without Relationships

You can’t have Relationships without Character

You cannot have Character without Trust

Trust comes from Honesty and Integrity

Servant Leadership is based on LOVE  (the verb)

Are we interested in helping people grow and become the best they can be?

Are we extending ourselves for others even when we may not feel like it?

Are we seeking the greatest good of those we lead?
Love defined:

The act(s) of extending yourself for others by identifying and meeting their legitimate needs and seeking their greatest good

I don’t necessarily have to like my associates, but as a man I must love them.

‘Winning isn’t everything, it’s the only thing

-Vince Lombardi
Love is *patient*
Love is *kind*
It does not envy, it does not boast, it is not proud (*humility*)
It is not rude (*respectful*), it is not self-seeking (*selfless*), it is not easily angered, it keeps no record of wrongs (*forgiving*).
Love does not delight in evil but rejoices with the truth (*honest*).
It always protects, always trusts, always hopes, always perseveres (*committed*).
Love never fails (*results oriented/no excuses*)

1 Corinthians 13:4-8 (NIV)

Why does your organization exist?

The only reason *any* organization exists is to meet a human need
The most successful organizations, over time, are those in which people act consistently and decisively, innovating and building high-quality relationships. The task of leadership is to stimulate these kinds of actions, reliably and continually. The leaders who can do this are not magicians. Consciously or not, they have learned how to deploy a conceptual tool that allows them to inspire and lead an organization toward enduring competitive advantage. That conceptual tool is called moral purpose. A moral purpose is a value that, when articulated, appeals to the innate sense held by some individuals of what is right and what is worthwhile. For example, by all accounts, Sam Walton was a tough businessman, but at the company he founded, Wal-Mart, making money was secondary to another moral purpose: giving customers a good deal. He made his “associates” feel that their work was worthwhile, by tapping into their natural good feelings toward fellow human beings. This in turn led them to treat customers in a friendly and helpful way, which (combined with his fierce pursuit of low prices) established the kind of customer loyalty that has been the central competitive advantage of his company."


These four moral purposes are:

<table>
<thead>
<tr>
<th>Moral Purpose</th>
<th>Description</th>
<th>Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discovery</td>
<td>The new</td>
<td>IBM, Sony, Intel, Virgin, Sony</td>
</tr>
<tr>
<td>Excellence</td>
<td>The good</td>
<td>Berkshire hathaway, The Economist, Apple, BMW</td>
</tr>
<tr>
<td>Altruism</td>
<td>The helpful</td>
<td>Wal-Mart, Marriott, ServiceMaster, The Body Shop, Disney</td>
</tr>
<tr>
<td>Heroism</td>
<td>The effective</td>
<td>Microsoft, Ford, ExxonMobil</td>
</tr>
</tbody>
</table>

Servant Leadership
Organization Characteristics

A culture/environment that is aligned with your employees’ personal mission statements.
So, how do we create that culture?

By relentlessly focusing on our:
- Mission
- Vision
- Values
- Critical Success Factors

What motivates volunteers?

Legitimate needs identified and met
“Bought” into the mission
Public recognition and appreciation
Being part of a team committed to excellence
Being part of a special community
But, our employees aren’t volunteers

Or are they?

Servant Leadership Culture

• Creating an organizational culture built on open communication
• Frequent interaction with front-line staff
• Creating a “no secrets” transparency
• Creating a results-oriented accountability
• Creating a “no excuses” environment
• Creating a culture where employees feel valued, manage their own morale, behave like owners and are inspired
“Over the years we discovered that we rarely came across managers who were struggling on the technical or task-oriented components of their job. Indeed, their strength in those areas was probably why they were promoted to leadership positions in the first place.”
“But I’ve seen many people get derailed because of poor judgment and character.”

James C. Hunter
The World’s Most Powerful Leadership Principle

Remember this:

A leader always leaves a mark

The question you have to ask yourself is

What kind of a mark do you want to leave?
How far you go in life depends on your being tender with the young, compassionate with the aged, sympathetic with the striving and tolerant of the weak and the strong. Because someday in life you will have been all of these.

George Washington Carver

Take the “tongue” test

• Talk less
• Take time to build up others
• **THINK** before you speak:
  - True
  - Helpful
  - Inspire or tear down
  - Necessary
  - Kind
Do I Really Make a Difference?

“There is a thin thread that weaves only from you to hundreds of thousands of lives. Your example, your actions, and yes, even one decision can literally change the world.”

*Andy Andrews, The Traveler’s Gift*

You DO Make a Difference!

“I don’t know what your destiny will be, but one thing I know, the only ones among you who will be really happy are those who will have sought and found whom and how to serve.”

*Dr. Albert Schweitzer, Nobel Peace Prize Winner*
"We are what we repeatedly do. Excellence, then, is not an act, but a habit."

-Aristotle

Now What?

Leadership is a skill
How do you learn a skill?

Foundation (learn and practice)
Feedback (How am I doing?)
Friction (Challenge to improve)
Follow up (Am I improving?)