



# **“Putting the Patient First, by Putting Employees First”**

---

**Quint Studer**


CEO & Founder, Studer Group

**Modern Healthcare**



MODERN HEALTHCARE  
**BEST PLACES TO WORK** 2009

*October 27, 2009*



*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 Leadership<sup>SM</sup>

Foundation

Breakthrough

## STUDER GROUP<sup>®</sup>:



### Aligned Goals

- ▼ Implement an organization-wide staff/leadership evaluation system to hardwire objective accountability (Must Haves<sup>®</sup>) (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<sup>™</sup>

# 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	<b>68.2</b>	<b>0</b>	<b>1</b>	<b>15</b>	<b>28</b>	<b>4</b>
Physician	<b>67.5</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>11</b>	<b>5</b>
Department Director	<b>63.1</b>	<b>1</b>	<b>8</b>	<b>62</b>	<b>74</b>	<b>8</b>
Manager	<b>60.3</b>	<b>1</b>	<b>13</b>	<b>156</b>	<b>133</b>	<b>4</b>
Other	<b>61.8</b>	<b>0</b>	<b>1</b>	<b>10</b>	<b>6</b>	<b>2</b>
<b>Total</b>	<b>62.2</b>	<b>2</b>	<b>23</b>	<b>257</b>	<b>252</b>	<b>23</b>

\* 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	<b>85.4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28</b>	<b>20</b>
Physician	<b>80.0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>18</b>	<b>9</b>
Department Director	<b>80.2</b>	<b>1</b>	<b>3</b>	<b>12</b>	<b>84</b>	<b>53</b>
Manager	<b>73.4</b>	<b>2</b>	<b>5</b>	<b>63</b>	<b>178</b>	<b>59</b>
Other	<b>76.3</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>7</b>	<b>7</b>
<b>Total</b>	<b>76.8</b>	<b>3</b>	<b>9</b>	<b>82</b>	<b>315</b>	<b>148</b>

\* 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	<b>38.5</b>	<b>5</b>	<b>21</b>	<b>13</b>	<b>9</b>	<b>0</b>
Physician	<b>44.2</b>	<b>1</b>	<b>10</b>	<b>14</b>	<b>5</b>	<b>0</b>
Department Director	<b>43.0</b>	<b>7</b>	<b>59</b>	<b>57</b>	<b>30</b>	<b>0</b>
Manager	<b>46.1</b>	<b>7</b>	<b>107</b>	<b>125</b>	<b>63</b>	<b>5</b>
Other	<b>44.7</b>	<b>0</b>	<b>9</b>	<b>6</b>	<b>3</b>	<b>1</b>
<b>Total</b>	<b>44.4</b>	<b>20</b>	<b>206</b>	<b>215</b>	<b>110</b>	<b>6</b>

\* 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	<b>55.7</b>	<b>1</b>	<b>6</b>	<b>24</b>	<b>15</b>	<b>2</b>
Physician	<b>52.5</b>	<b>0</b>	<b>4</b>	<b>19</b>	<b>7</b>	<b>0</b>
Department Director	<b>56.2</b>	<b>6</b>	<b>23</b>	<b>59</b>	<b>57</b>	<b>8</b>
Manager	<b>55.2</b>	<b>13</b>	<b>42</b>	<b>134</b>	<b>104</b>	<b>14</b>
Other	<b>59.2</b>	<b>0</b>	<b>2</b>	<b>10</b>	<b>5</b>	<b>2</b>
<b>Total</b>	<b>55.5</b>	<b>20</b>	<b>77</b>	<b>246</b>	<b>188</b>	<b>26</b>

\* 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	<b>43.8</b>	<b>3</b>	<b>17</b>	<b>18</b>	<b>9</b>	<b>1</b>
Physician	<b>50.0</b>	<b>1</b>	<b>4</b>	<b>20</b>	<b>4</b>	<b>1</b>
Department Director	<b>50.0</b>	<b>6</b>	<b>39</b>	<b>61</b>	<b>43</b>	<b>4</b>
Manager	<b>50.6</b>	<b>16</b>	<b>60</b>	<b>142</b>	<b>79</b>	<b>10</b>
Other	<b>50.0</b>	<b>1</b>	<b>4</b>	<b>9</b>	<b>4</b>	<b>1</b>
<b>Total</b>	<b>49.8</b>	<b>27</b>	<b>124</b>	<b>250</b>	<b>139</b>	<b>17</b>

\* 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	<b>5.95</b>	0	1	1	4	11	7	10	7	0	0
Department Director	<b>6.05</b>	1	2	7	15	37	21	36	16	11	2
Manager	<b>6.07</b>	2	8	13	24	63	57	67	51	12	2
Other	<b>6.24</b>	0	0	0	2	5	3	3	3	0	1
<b>Total</b>	<b>6.08</b>	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	<b>5.52</b>	0	2	5	4	12	11	9	4	1	0
Physician	<b>6.2</b>	0	1	0	4	6	6	4	7	2	0
Department Director	<b>6.12</b>	1	2	8	19	24	26	39	28	2	4
Manager	<b>6.55</b>	0	3	10	22	53	46	73	69	27	4
Other	<b>6.11</b>	0	0	2	2	3	2	6	3	1	0
<b>Total</b>	<b>6.31</b>	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***