

change Leadership

**~~Performance Improvement:~~
How to Improve Your
Hospital's Bottom Line,
Performance Metrics and
more**

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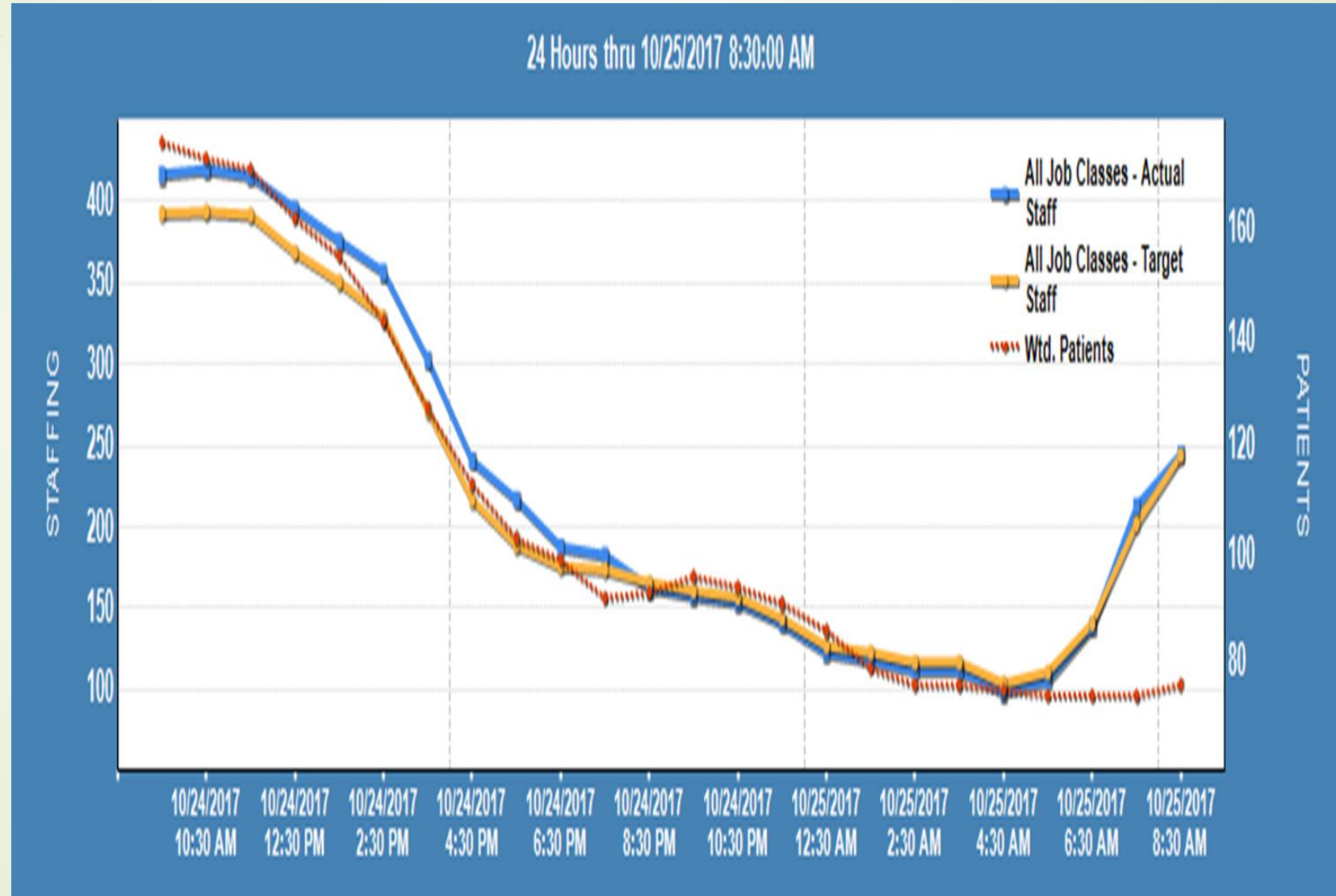
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Some days in leadership . . .



Just when you think it
can't get worse,
here come the flying
monkeys.

Flying Monkey Story



Flying Monkeys or Just Another Day At The Office?

- ▶ **ACHE** - Financial challenges again ranked No. 1 on the list of hospital CEOs' top concerns in 2017, according to the American College of Healthcare Executives' annual survey of top issues confronting hospitals.
- ▶ **Premier** – National CEO survey in 2017 shows Increased Margins as #1 concern.
- ▶ **VHA** – CEO survey in 2016 shows Learning How to Manage Total costs as most urgent issue.

Frequently Used Solutions

- LEAN da jour
- Consultant da jour

“Never underestimate
the
forces protecting
the
status quo.”

John Kotter

Harvard Professor, author

Change Leadership, What's Different

It's an engine.

It's about urgency.

It's about masses of people who want to make something happen.

It's about big visions.

Change Leaders Do These 4 Things

1. Recognize embedded tensions (**Lead**)
2. Hold everyone accountable (**Change**)
3. Invest in new organizational capabilities (**Invest**)
4. Emphasize continuous learning (**Repeat**)

Create a Culture of Change: The HFWBH Model



Lead

- ▶ Start With Why
- ▶ Create Focus and Safety
- ▶ Be Inclusive
- ▶ This isn't additional work, this is our work

***What if . . .
You
create an appetite
for
experimentation?***

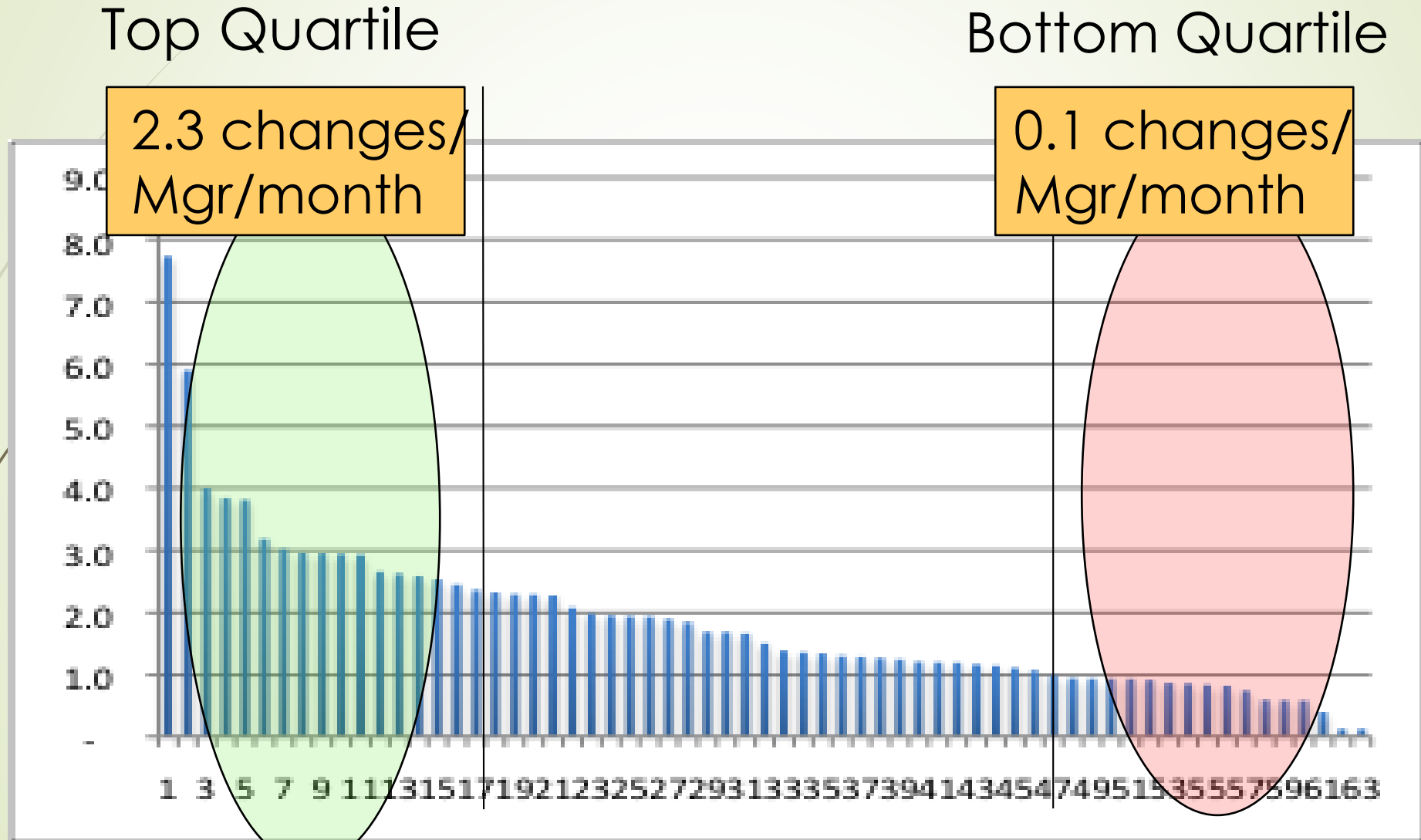
Change

- Create a bias toward action
- Create a bias toward speed
- Accountability

Change: To cause to be different

What can we learn from senior leaders in top performers?

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Caldwell, et. al. "Cost Reduction in Health Systems" *Frontiers*, Chicago.

“Execution is the result of thousands of decisions made every day by employees acting according to the information they have in their own self-interest.”

— Gary Neilson

***What if . . .
You make
making change
safer than
the status quo?***

Invest

- ▶ Leader Development
- ▶ Recognition
- ▶ Fun

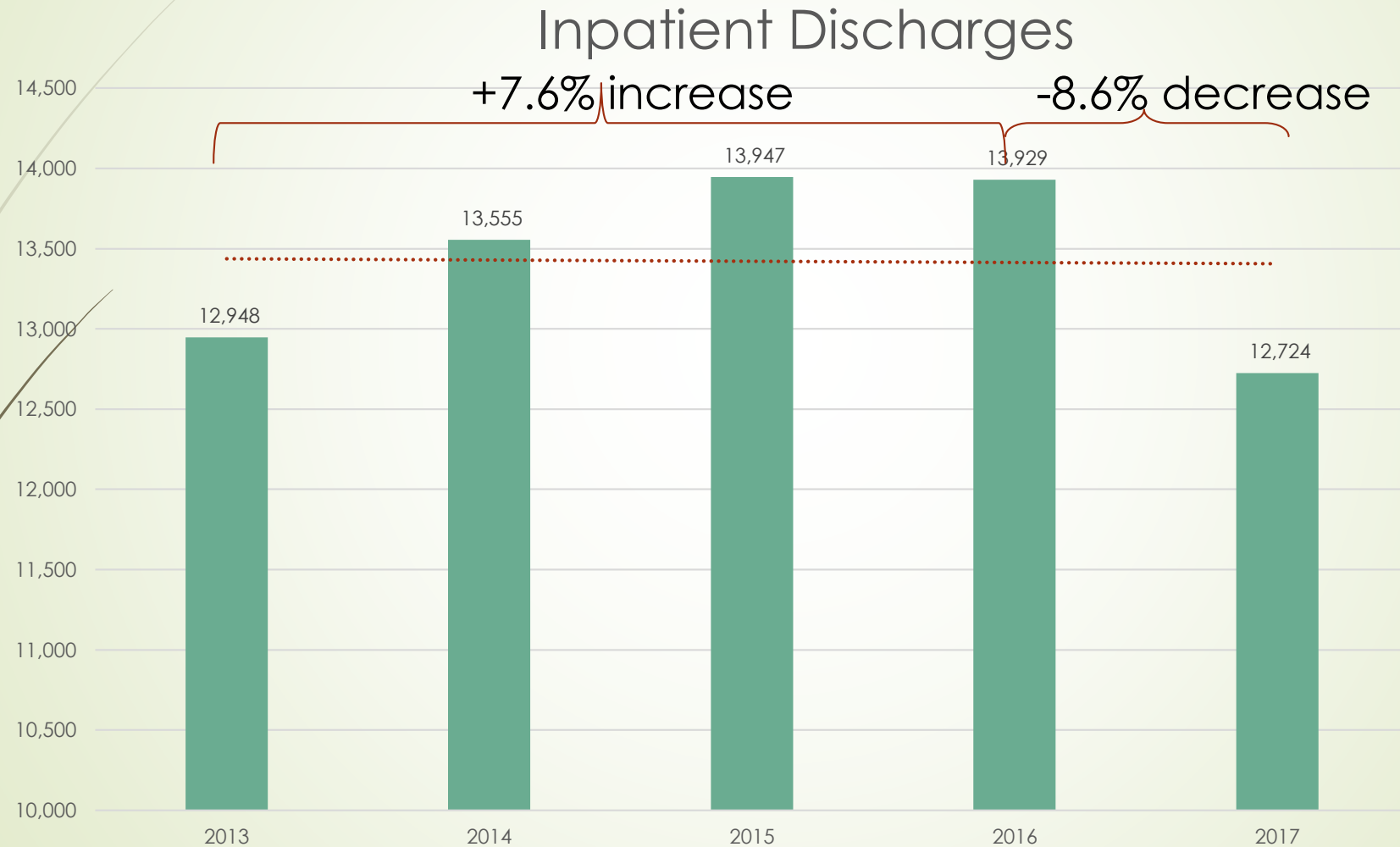
Leader Development

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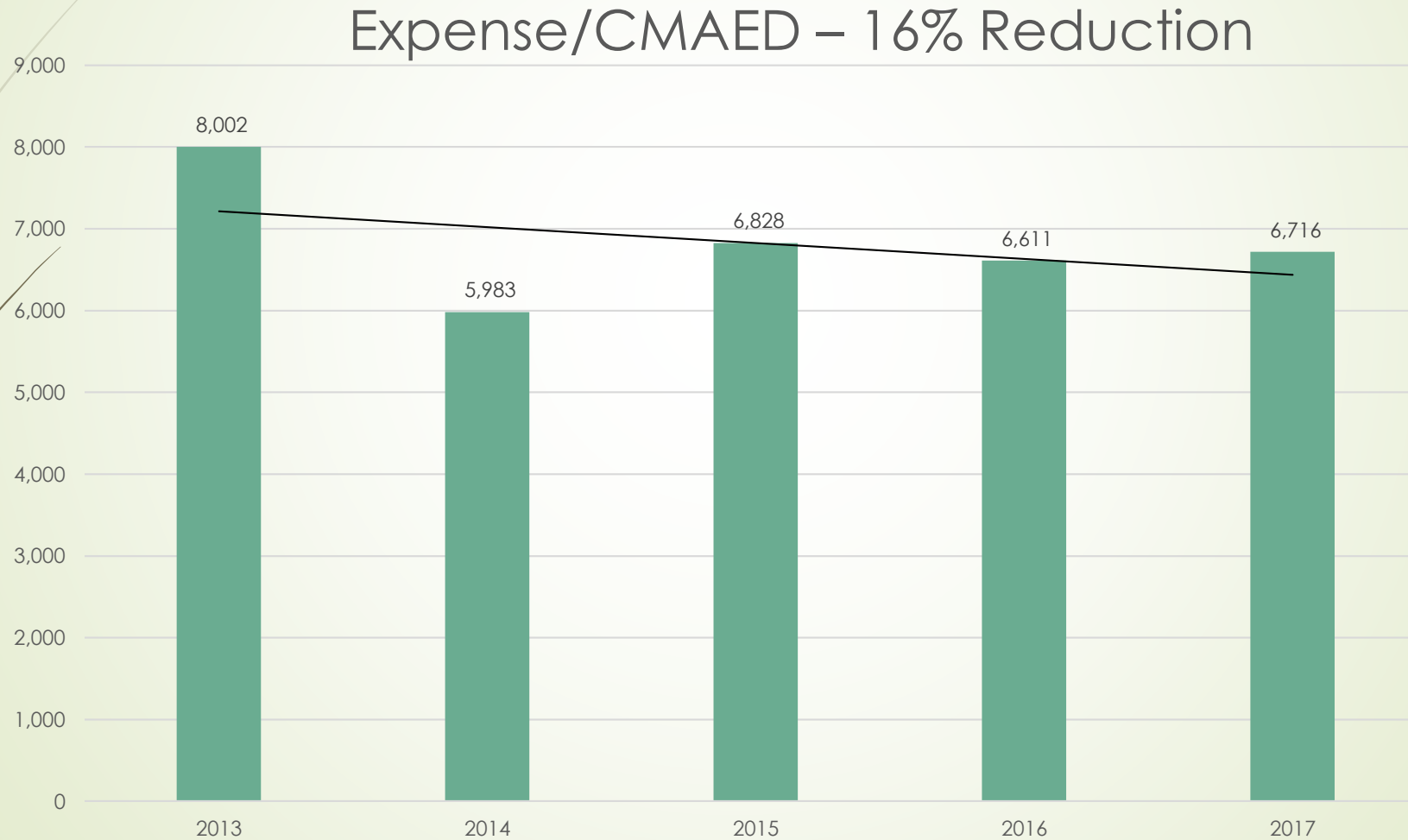
- Teach Leaders to coach
- Continuously develop all leaders
- Everyone in the organization is a leader
- The best ideas come from the front line

***What if . . .
Every leader
in your organization
made 8 changes
every month?***

Outcomes: Financial Improvement

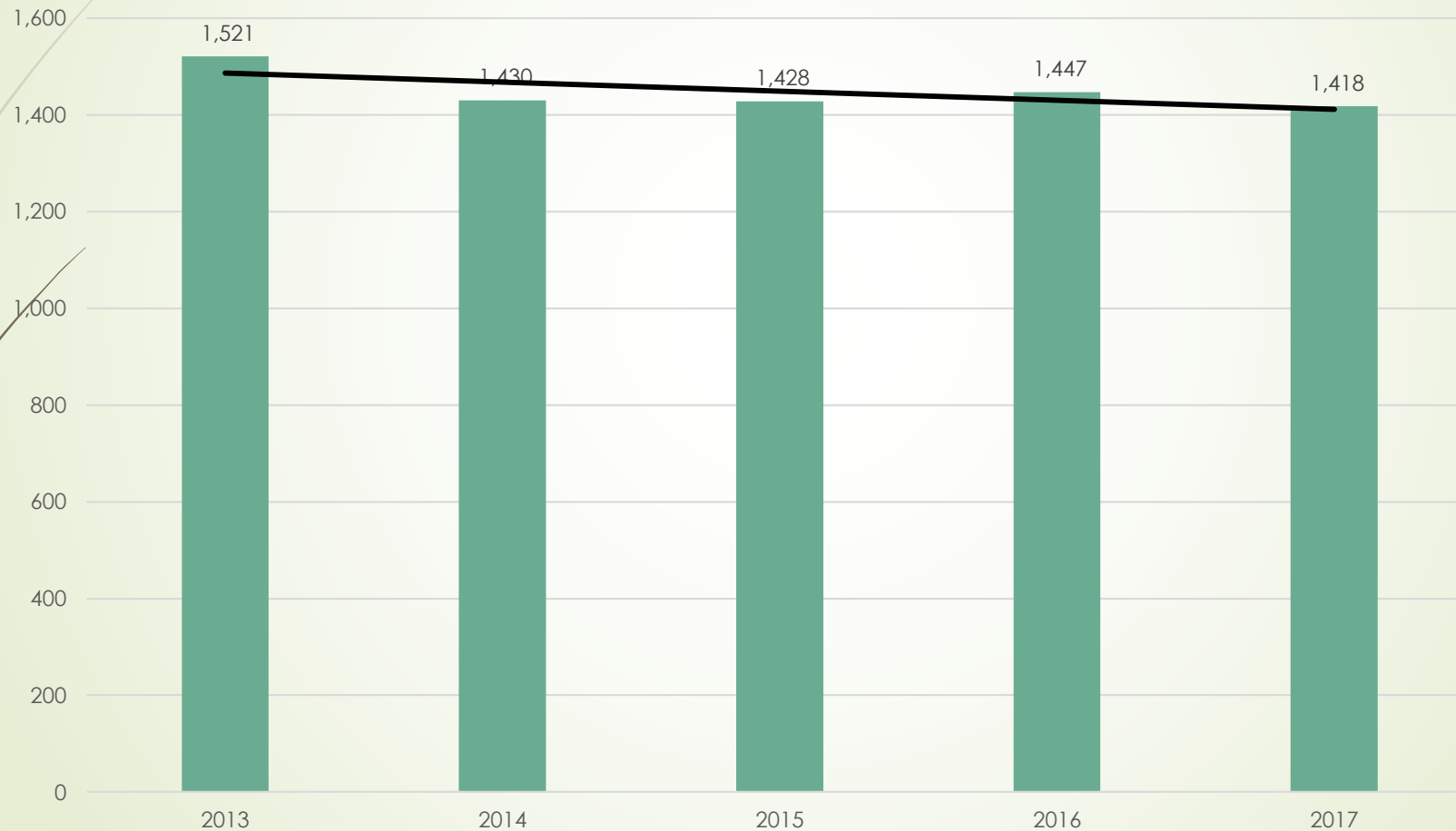


Outcomes: Financial Improvement



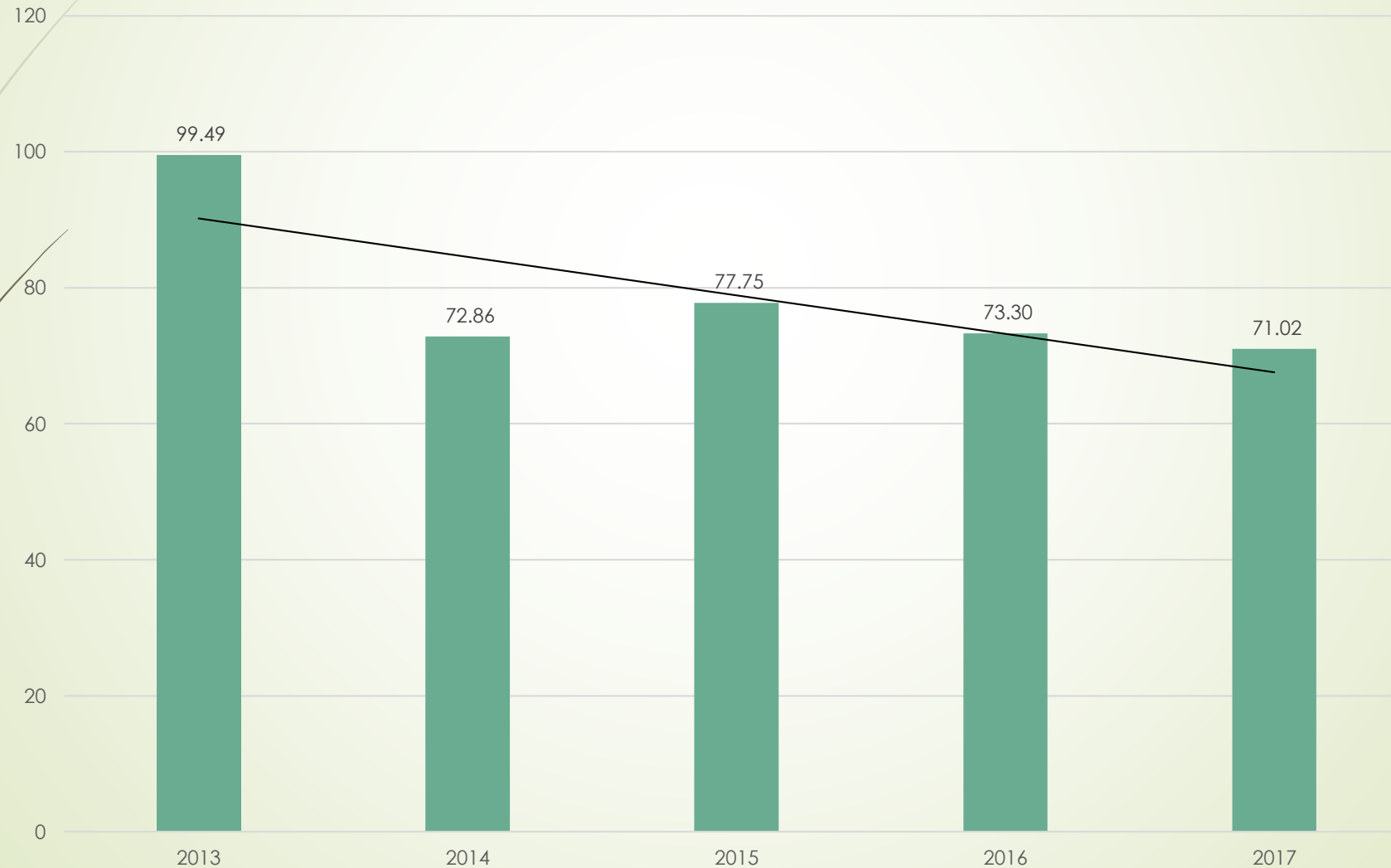
Outcomes: Financial Improvement

7% Reduction in Actual FTEs



Outcomes: Financial Improvement

Hours/CMAED - 28.6% reduction

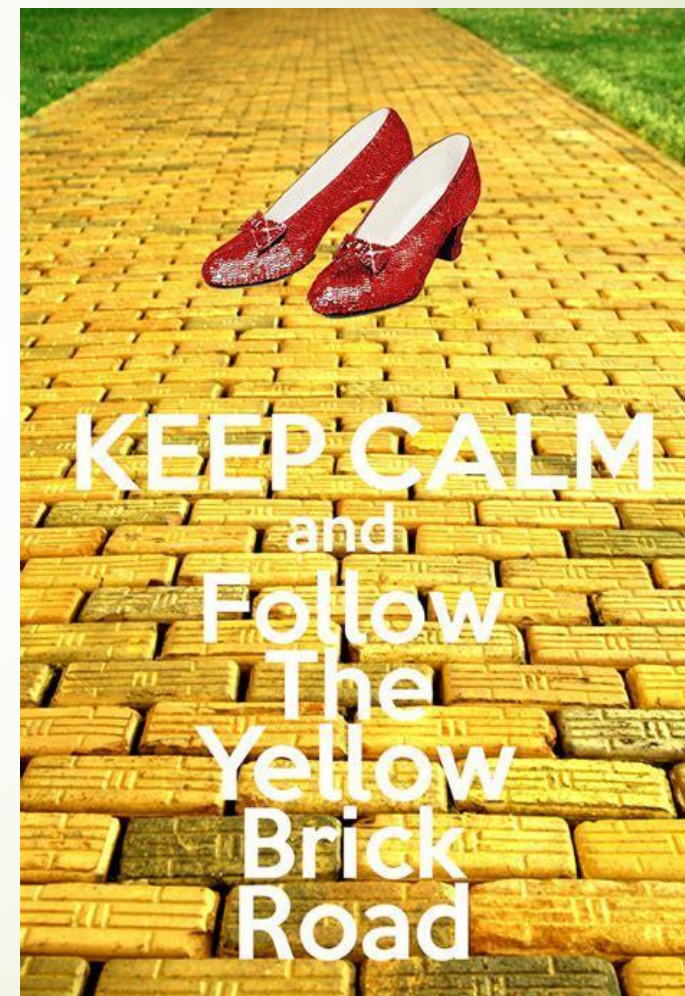


What if . . .
Every leader
in your organization created
CFO validated savings,
understood and managed their
productivity, and
engaged their teams in these
efforts?

What if . . .

You chose to be a Change Leader?

“Leadership is much more than telling people to go down the yellow brick road. It’s about authentically engaging them in the adventure.”



Bibliography

- ▶ <https://hbr.org/2016/01/4-things-successful-change-leaders-do-well>
- ▶ <http://www.thinkleadershipideas.com/LeadershipIdeasBlog/files/wizardofozleadership.php>
- ▶ Butler, Greg, Chip Caldwell. 2008. *What Top Performing Healthcare Organizations Know: 7 Proven Steps for Accelerating and Achieving Change*: ACHE HAP Press.