

CULTURE

- What is it?
- Why is it important?
- Why is it more important now in healthcare?
- Why is changing so tough?
- What are the “bumps” we can expect with change?
- Need to think intentionally about culture!

3

STATE OF HEALTHCARE



4

HEALTHCARE IS:

- **unsustainable** from cost perspective
- **complex** (13,600 diagnoses, 4,000 medical and surgical procedures, 6,000 drugs)
- **unreliable** from a safety standpoint (compare against airlines, nuclear power)
- **generational** (4 different generations in our workforce)
- Treating a **changing demographic**
 - Older and less healthy

5

WHAT IS CULTURE?

**CULTURE IS NOT A FUZZY
CONCEPT – IT'S ACTION-BASED!**

IT'S HOW WE ACTUALLY DO THINGS!

6

WHAT IS CULTURE?

We say an Organization's Culture is ... its self-sustaining patterns of behaving, feeling, thinking, and believing – that determine "how we do things around here"

— Booz & Company

7

WEBSTER SAYS THE CULTURE IS ...

- Developing the intellectual and moral faculties
- Integrated **pattern** of human knowledge, belief, and **behavior**
- Customary beliefs, social forms, and material traits
- Set of shared attitudes, values, goals, and practices

8

WHY CULTURE IS IMPORTANT!

A 2009 survey by the American College of Physician Executives found that disruptive behaviors are rampant in some organizations and that these behaviors can have negative consequences for patients. Ninety-seven percent of 13,000 physician and nurse executives experienced unprofessional outbursts and overreactions, with most saying these happened several times a year and sometimes even weekly.

— *How Culture Drives, or Hinders, Hospital Outcomes*
Bryan Warren & Rhoda Larimore

9

WHY CULTURE IS IMPORTANT!



WHY CULTURE IS IMPORTANT!

**Culture is the most powerful driver of organizational success available ...
Culture is important because it enables strategy.**

— Rod Cox

11

WHY CULTURE IS IMPORTANT!

Culture isn't just one aspect of the game – it is the game. In the end, an organization is nothing more than the collective capacity of its people to create value.

— Lou Gerstner

12

WHY CULTURE IS IMPORTANT!

On hospital performance ...

It's how people communicate, the level of support and the organizational culture that trump any single intervention or any single strategy that hospitals frequently adopt.

— Elizabeth H. Bradley
Yale Global Health Leadership Institute

13

WHY CULTURE IS IMPORTANT!

Culture eats strategy for lunch every time.

— Judith Rodin

14

WHY CULTURE IS IMPORTANT!

A strategy that is at odds with a company's culture is doomed. Culture trumps strategy every time.

— Cultural Change That Sticks,
Harvard Business Review,
July-August 2012

15

WHY IS CULTURE SO TOUGH TO CHANGE?

Basic function of organizational culture is to stabilize and establish a way of living. Resistance to change is therefore inherent to culture.

— Pettigrew 1979

16

WHY IS CULTURE SO TOUGH TO CHANGE?

Changing an institutional culture successfully is difficult and complex, because a deeply imbedded culture tends to evolve only slowly, if at all, and changes to ingrained attitudes and beliefs are often strongly resisted.

— Booz & Company

17

WHY IS CULTURE SO TOUGH TO CHANGE?

Overnight success takes a long time.

— Steve Jobs

18

How can we embrace massive change
without first addressing culture?

19

DEFINITION OF INSANITY

Doing the same thing over and over
again and expecting different results.

— Albert Einstein

20

BUILDING A CULTURE OF SHARED RESPONSIBILITY

- Need Couple Things to Drive Change
 - Leadership
 - Vision
 - Right Systems
 - Culture Focus / Plan
- Build On Your Positives
- Increase Engagement
- Strengthen Communication
 - Articulate the Future
- Focus on a Few Critical Areas to Change
- Performance Data (Metrics)
- Culture of Learning
- Link Rewards to Goals
- Focus on Behaviors/Execution
 - Enable people
- Effective Decision Making
- Address the Formal (Process, I/T, OD Programs, Org. charts) and the Informal (Networking, Peer Interactions, Aesthetics, Storytelling, celebrations)
- Board Participation Is Key

21

ANALYZE WHAT NEEDS TO CHANGE

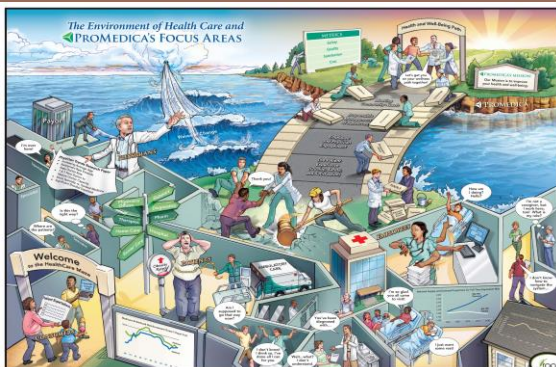
- Governance Structure / Focus
 - Board Expectations Set the Tone
 - Organizational Structure / Focus
 - New Roles ?
 - New Responsibilities ?
 - Engagement
 - Tone on Mission, Vision, Values, Decision Making, Metrics & Transparency
 - M/V/V : Articulate the Future
 - Drive Passion
 - Teamwork – Enabling Teams
 - Interactive Communication (Dialogue)
 - Horizontal (Back & Forth)
 - Vertical (Top Down – Bottom Up)
 - "Soulful Dialogue"
 - Urgency
- Focus / Alignment / Urgency around Key Metrics
 - Satisfaction
 - Cost
 - Care Management
 - Safety
 - Integration
 - Need to Build Programs
 - Need Alignment / Commitment / Engagement
 - Expectations
 - Noise (General Differences, Competition, etc.)
 - Tough Choices
 - Excitement
 - Need to Manage "silos" as highly - interdependent

22

WHAT PROMEDICA IS DOING TO ACCELERATE CHANGE

- New Mission (6000)
- New Values (4000)
- Learning Maps (12,000 staff)
- Employee Input Into Strategic Plan (4500)
- Monthly Physician Strategy Meetings
- Physicians In Governance & Leadership
- Major Focus On Satisfaction (95th)
- Patient (All Employee Incentive)
 - Physician
 - Employee
- Major Focus On Cost Reduction (Medicare)
- Major Focus On Patient Safety (100th)

23





Culture + Strategy = Performance

(How we
act)

(What we
act upon)

26

We should all be concerned about the future because we will have to spend the rest of our lives there.

— C.F. Kettering

27

Want to change
your company's culture?

DO SOMETHING DIFFERENTLY!

28
