Effecting Change through Front-Line Leadership
Chris Van Gorder, FACHE, President & CEO, Scripps Health
Past Chairman, American College of Healthcare Executives

About Scripps Health

HISTORICAL LEGACY
Miss Ellen Browning Scripps
Scripps Elementary Hospital & Metabolic Clinic
Founded 1924

Mother Mary Michael Cummings
Sisters Of Mercy
Fondateur 1890
Ran Mercy Hospital in 1924

Scripps Coastal Medical Center
Scripps Clinic
Scripps Cardiovascular Institute (2015)
Scripps Hospice & Home Health
About Scripps Health

Not-for-Profit, Integrated Health Care System in San Diego, California
Operating Two of San Diego's Six Trauma Centers

$2.6 BILLION IN REVENUE
13,500 EMPLOYEES
2,600 PHYSICIANS
2,000 IN INDEPENDENT PRACTICE

Tell your stories.
Openly share your experiences.
Forge those emotional connections.

Caring for Miranda Klassen
**Scripps: At the Beginning**

1999
- Long-term CEO retires after 25 years
- New CEO named — physician/consultant
- October 1999: Van Gorder hired as COO

**MAJOR CHANGE INITIATIVES LAUNCHED**
- Budgets cut — End to employee “Scripps Shares” — Move to align all physicians
- RESULTS IN UNREST
  - Employees/physicians question leadership
  - Employee morale/culture at all time low
  - Quality scores fall; income drops; regular news coverage; philanthropy suffers
  - Physicians & Board vote no confidence
  - May 2000: CEO resigns under pressure
  - May/June 2000: Van Gorder named CEO

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**Scripps: Transformation**

- From there...
- To here...

**Fill the information gap.**
When people have the same information, they reach similar conclusions.
Physician Leadership Cabinet (PLC)

Established 2000
Precursor of co-management approach
Elected physician leaders
100 percent adoption of recommendations

Scripps Leadership Academy

Build Culture from the Middle
- Not Management 101
- Small class sizes; mostly middle management
- 12 monthly full-day sessions
- Full participation from CEO
- Team project/presentation
- Behind the scenes – into the inner circle
- Executive involvement
- No question off-base; complete transparency

Connect with your people.
Share a piece of yourself.
You can’t be effective as a distant boss.
One of the greatest benefits of all in connecting with the front line is the significance it brings to the work of leadership. Every day we’re inspired to work even harder to earn their trust. Every day we feel that what we do has meaning.

- Keep it casual; no entourage
- On-site coffee chats
- Department visits
- Volunteering at events
- Participate in staff training
- Walk in employees’ shoes

Go to the Front-Line

Be “situationally” aware.
Actively seek to know and understand. Empathize with others.

Great Place to Work Survey

- Measures primary satisfaction and trust factors:
  - Fairness, Teamwork, Pride, Credibility
  - Management accountability
  - Greater than 90 percent staff participation
  - Complemented by other surveys and focus groups
- Provides base for continued investment in employees/workplace

From 2001 to 2014, general GPTW Score increased 30 points.
**Stay in Touch**

- Ear to the ground
- Get a feel for the mood of your organization
- Body language
- Emails / Open door policy
- Influences timing of announcements, policies, strategic changes

*Situational awareness directs your attention away from yourself and all that you are. Your executive ego seems to evaporate as you put yourself right there with others, empathizing with their concerns.

**Take care of the “me” first.**

Provide for your employees. Give them the freedom to put others first.

**Accept Responsibility for Your People**

- Changes driven by open feedback channels/survey and focus groups – investments even in tough times
- No layoff philosophy
- Lifestyle approach to benefits
- Wellness program
- Innovative recruitment programs to attract the “best”
- Twice-annual salary reviews
- Staged retirement options

Overall employee turnover down to 8.9 percent from more than 30 percent 11 years ago.
EMERGING LEADERS/MENTORSHIPS
- One year, self-paced opportunity for non-management employees to explore leadership
- Paired with mentors for support/guidance
- Final capstone project
- Includes leadership development courses
- First step on leadership ladder

EMPLOYEE 100
- Engages non-management staff
- Follows Leadership Academy model
- Exposure to CEO and leadership
- Behind-the-scenes explanations and Q&A
- Expected to feed Emerging Leaders

It’s an all or nothing deal.
Responsibility and authority must come with accountability.

Accountability is Worker Friendly
- Everyone has the same seat in your organization
- Three legs – all necessary
- No one asks for accountability
- Be clear about expectations and consequences

A front-line executive who cares about the average worker can’t afford to give a pass or poor managerial performance. If he or she does, the organization suffers and people lose their jobs.
Leave no one behind.
Protect and serve your people by being their greatest advocate.

Work/Life Balance
- Passport Community Discounts
- Corporate Movie and Theatre Nights
- Scripps Night at the Ballpark
- Parenting, Financial and End of Life Conferences

"My kids now think I'm the coolest mom because they get to see advance screenings at Scripps movie nights before their friends. Thank you Scripps!"

Employee Assistance & Crisis Team
- EAP professionals
- One-on-one family care in emergencies
- Logistical, planning and financial assistance in crisis
- Employee-to-employee help (HOPE)

"A job becomes more than a job when people subscribe to an organization's mission or purpose and when they feel protected and cared for when they encounter stressful, stressful, difficult, and uncertain times."

"A job becomes more than a job..."
Success Shares

INCENTIVES INSPIRE EMPLOYEES TO REACH GOALS

- Management Incentive Compensation Program
- Non-management
  - Up to 8 days additional pay
  - Funded by achieving corporate financial goals
  - Distributed based on site patient satisfaction and productivity goals

In 2013, Scripps distributed $10.1 million in non-management success shares – $60 million in the past seven years

Bring your mission to life.
Genuine, heartfelt actions speak louder than words.

Community Partnerships

- American Heart Association
- Susan G. Komen
- YMCA
- Business organizations
- First Responders – Fire, Paramedics, Law Enforcement

“A complex organization can only thrive when people at all levels demonstrate genuine caring.”
Your emails move me to tears, especially the story about the two girls who were orphaned. The brief moment they held your hand was probably the first time they felt comforted after the earthquake. Thank you so much for our Scripps presence in Haiti. It's really humbling to see how much the people have lost and how much we have, yet they are still so appreciative and joyful.

—AMY ZAMORA, RN, OPERATIONS SUPERVISOR

SCRIPPS MEDICAL RESPONSE TEAM

Hurricane Katrina | San Diego Wildfires | State Mobile Field Hospitals | Haiti Earthquake | Nepal Earthquake

Provides Bonding Opportunities and Sense of Cultural Unity & Pride

Always ask, “What if?”
Think long-term and big picture.
Be ready to fall up.

Contingency Planning

- Just like the Pentagon – always have a plan
- Be ready – plan for the good as well as the bad
- What problems might you face?
- What opportunities may come your way?
Lead courageously and decisively.
Challenge your organization to move past what’s comfortable.

Change Your Perspective
What do we see if we look at our hospitals and health systems differently?

One Scripps: Adding a Horizontal Management Framework

Operational Goals
- Identify and reduce variation in quality and cost
- Break even on Medicare by 2016
- Greater alignment between inpatient and outpatient care
- Greater health care value for community
- Greater alignment with physicians

Workforce Goals
- Aligned employee and workplace culture
- Preserve Scripps jobs and services
An Evolution: Value by Design

Create consistent and predictable outcomes and processes across all settings, times and providers to provide value for our patients and other customers. VALUE = Quality at the lowest cost and highest satisfaction

Develop our people to solve problems and improve performance. Engage staff expertise.

After a Decade, Accolades

The rest of the story...
Caring for Miranda Klassen

Thank you.

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