

Leadership Impact on Culture Change

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New Orleans



Discuss cultural change journey at
Children's Hospital New Orleans

Identify leadership strategies to
positively impact organizational culture

Objectives



Our Legacy

- Originally opened as a rehabilitation center for physically handicapped children in 1955.
- Expanded into a full-service hospital and renamed Children's Hospital in 1976.
- Today, we are a 224-bed, not-for-profit regional medical center offering advanced pediatric care to children from birth - 21 years.
- 400+ physicians trained in more than 40 subspecialties and 100+ subspecialties
- The only full-service hospital exclusively for children in Louisiana and the Gulf South.



CHILDREN'S HOSPITAL

Hurricane Katrina is a reminder of the vital importance and deep responsibility shared by the people who work in healthcare.



A Pivotal Moment



Post Katrina: tremendous rise in non-profits; people hoping to be part of the solution.

The reality: fragmented groups and initiatives competing for the same issues; need for a unified vision and community collaboration.

LCMC Member Hospitals

Children's Hospital



- 247 bed not-for-profit pediatric hospital
- Only full service hospital exclusively for children in Louisiana and Gulf South

Touro Infirmary



- Second oldest hospital in the System – 165 years
- Affiliates – Crescent City Physicians, Touro at Home, and Woldenberg Village

University Medical Center



- The oldest hospital in the System – 281 years
- Only Level 1 trauma center in the Gulf South

New Orleans East Hospital



- 80 bed hospital
Opened 2014
- Bringing healthcare back to New Orleans East

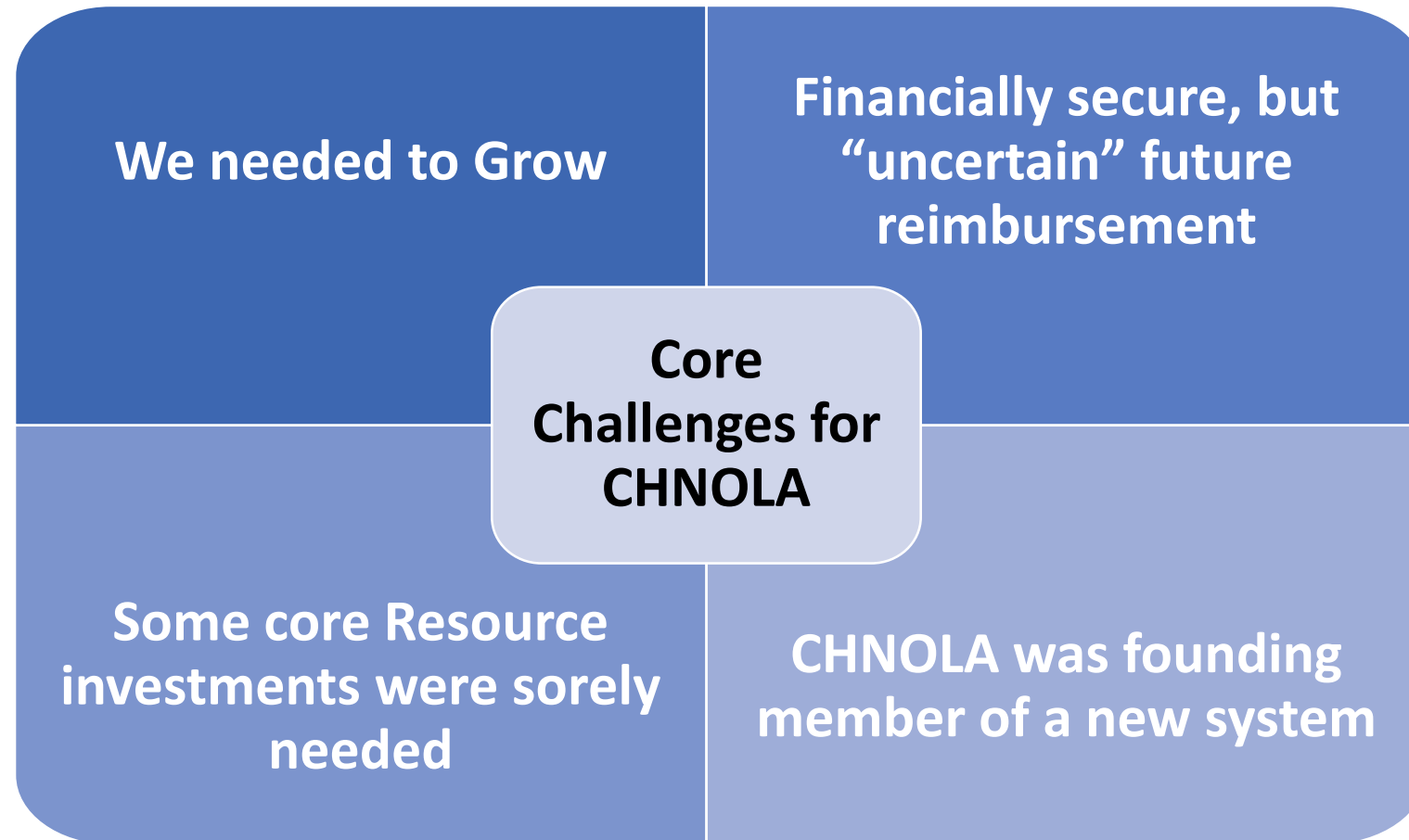
West Jefferson Medical Center



- 435 bed not-for-profit hospital
- Regional leader in acute, preventative, and rehabilitative healthcare services

Initial Assessment:

Lots of challenges, lots of opportunity



1 Physical Plant

1 Physical Plant

2 Information Technology

3 Culture



3



2



1





Children's Hospital

CHILDREN'S
HOSPITAL



Behavioral Health



CHILDREN'S
HOSPITAL

Information Technology



Epic

We were headed in the wrong direction

TURNOVER

15.9 %



RN TURNOVER

16.9 %



BSN RATE

70 %

AVERAGE DAILY CENSUS

120



PRIMARY CARE VISITS

100K



SPECIALTY CARE VISITS

90K



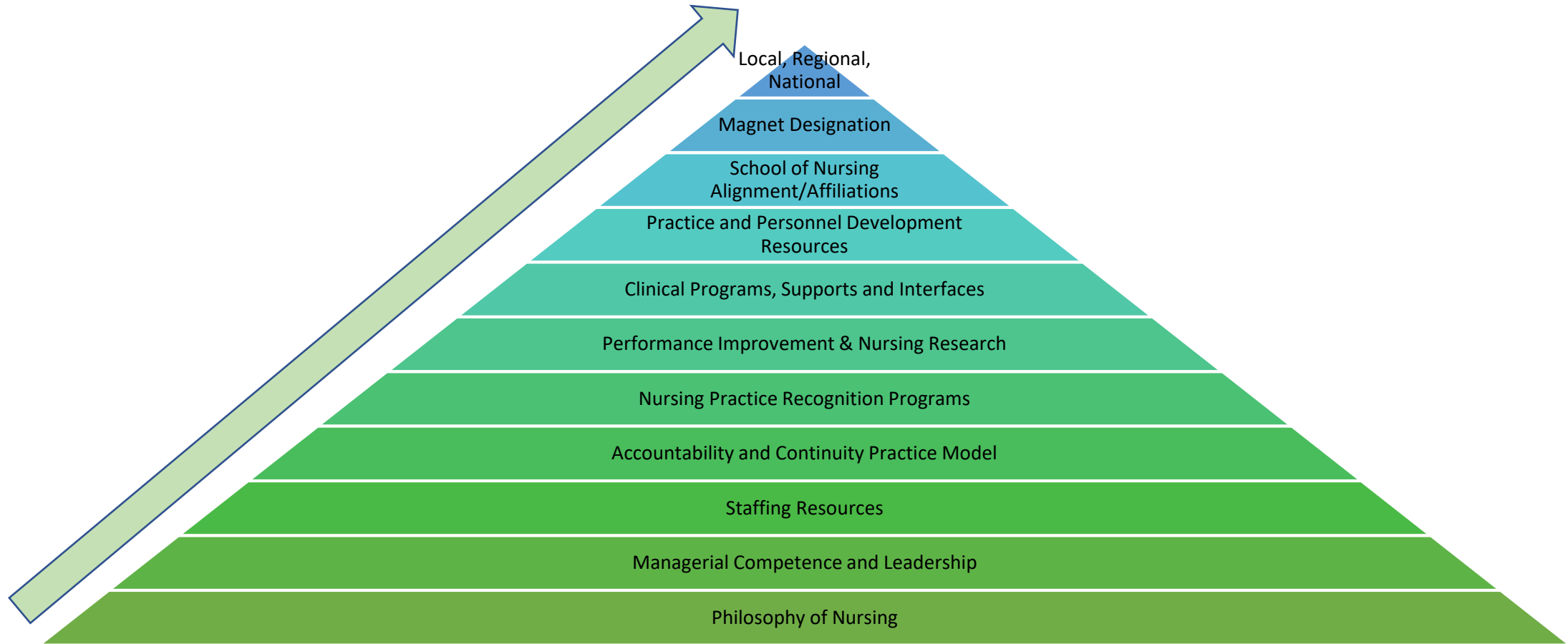
Cultural Change

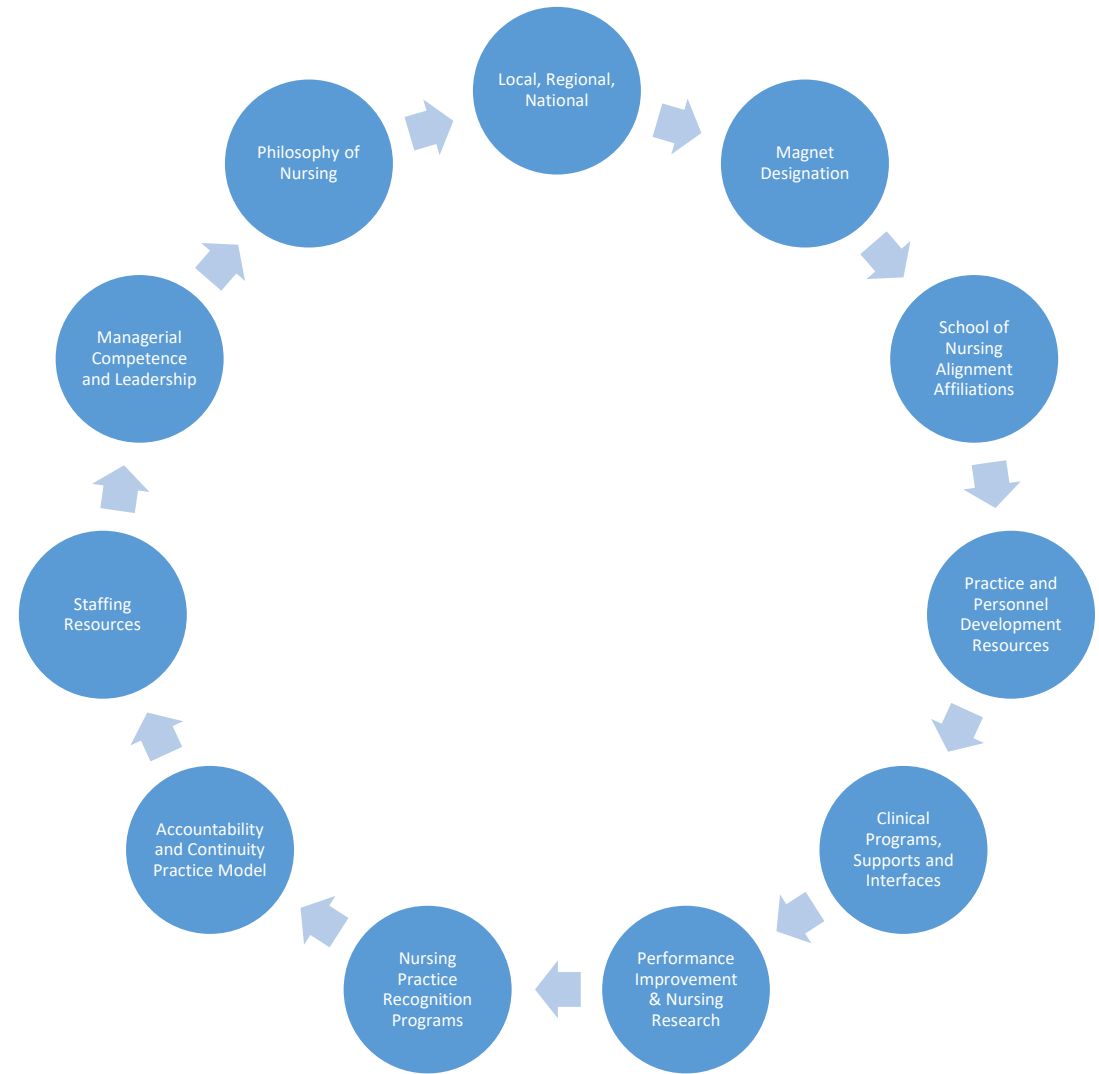
NEXT EXIT 



CHILDREN'S
HOSPITAL

Framework for Excellence





Adapted from Burritt, J. E. (2005) *Organizational Turnaround: The Role of the Nurse Executive*. JONA. 35 (11). pp 482-489

Frontline Engagement



- Shadow Hospital Supervisors
- Shadow on all units/shifts
- Key stakeholders
- Team meetings (weekly)
- Practice Council Meeting
- Weekly management meetings
- Campus construction project
- Workforce analysis
- Academic Partnership Opportunities



★
**EVERY
ACCOMPLISHMENT
STARTS WITH
THE DECISION
TO TRY.**
★

2016 Accomplishments

- Ancillary support
- Hourly Rounding – AIDET
- Salary review
- Small Volume Pumps
- System Symposium - Education
- Solutions for Patient Safety

Building the Framework for Excellence

- **Mandatory OT – ended April 2017**

- New Hires – First year
 - 180 RNs
 - 40 Nurse Techs
- Employee Health Nurse
- Wound Care Program Development

- **Dedicated Transport Team**

- Vascular Access Team Initiation
- Target Specialty Education
- Nursing Symposiums

- **100% Certification Support Program**

- Leadership Development
- Certification Recognition
- Care is MAGIC

- **Daisy Awards**

- Employee of the Month
- Technology

- Emergency Department Summit

- **Emergenetics Program**

- Initiated clinical ladder
- Joint Development – Pediatric Nurse Practitioner Acute and Primary Care Tracks
- Local, regional, and national presentations
- All Leaders pursuing graduate degrees

- **New Graduate Nurse Residency**

- 5 leaders pursuing research doctorates
- NDNQI Participation
- Annual Nurse Satisfaction Survey

- **Magnet Journey**

- Service Line Educators
- Education Department Assessment

- **Float Team Development**

Chief Nursing Officer Vision

- Nurses create an environment that nurtures excellence, clinical inquiry, and interprofessional collaboration.
- Nurses have the passion for professional development and actively contribute to achieve improved performance and clinical outcomes for children and families
- CHNOLA's award winning nursing division is reputable and sought out as a premier professional organization for pediatric nurses and students in the Gulf South

THE FLORENCE PRESCRIPTION

From Accountability to Ownership

Manifesto for a Positive Healthcare Culture

THIRD EDITION



CHILDREN'S
HOSPITAL



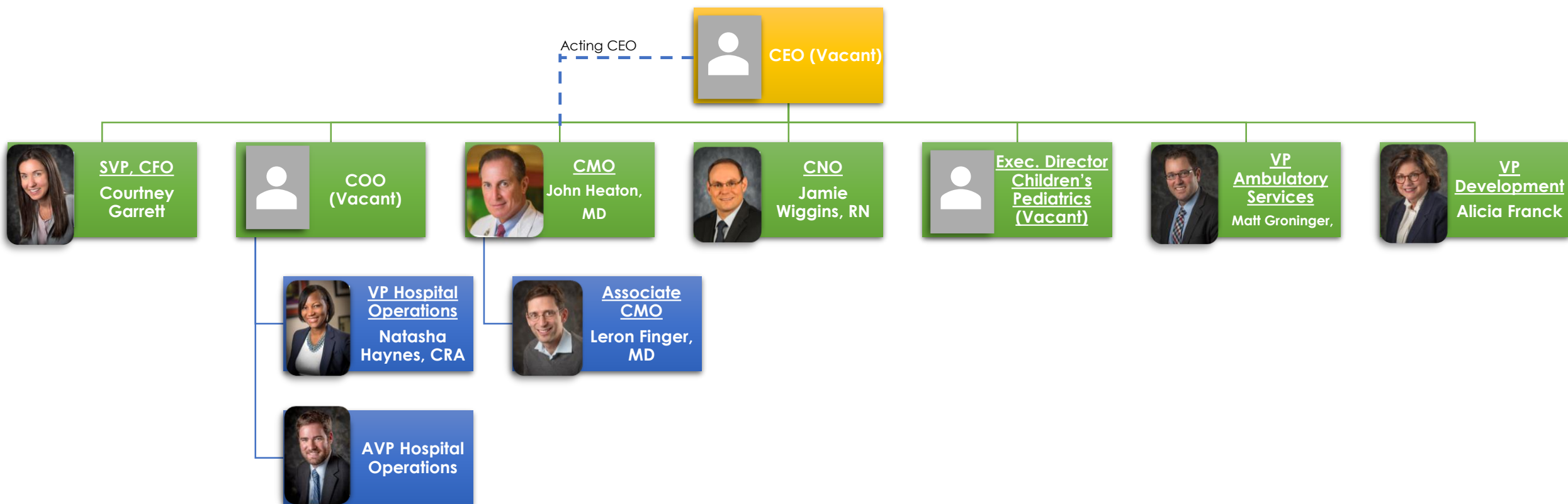
Proceed
Until
Apprehended



Leadership Sets the Tone for Culture

CHNOLA Executive Leadership Team

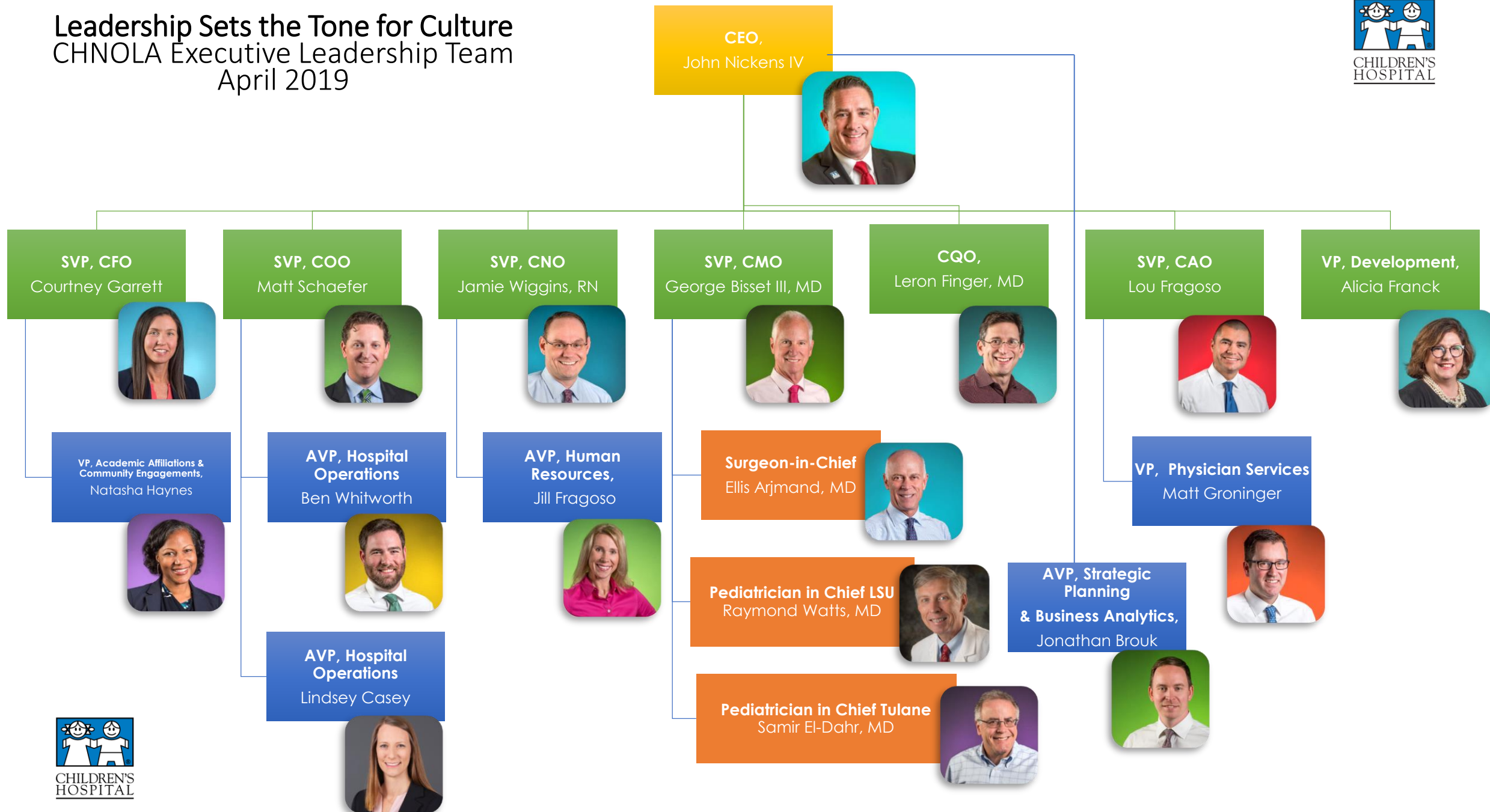
August 2017



Leadership Sets the Tone for Culture

CHNOLA Executive Leadership Team

April 2019





**Nicklaus
Children's
Hospital**



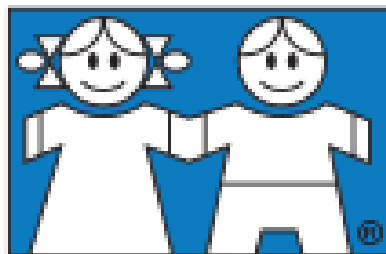
Cincinnati
Children's[™]
changing the outcome together



Children's
of Alabama[®]



Rainbow Babies
& Children's Hospital



**CHILDREN'S
HOSPITAL**



**Texas Children's
Hospital[®]**



Akron
Children's
Hospital

Children's[™]
MINNESOTA



Children's
Hospital of Wisconsin



Duke Children's

UFHealth
shands children's Hospital


UCSF



Benioff Children's Hospital
San Francisco

New CEO arrives and gets behind “Proceed Until Apprehended”



A young girl with curly hair, wearing a yellow dress, is smiling and being held by two hands. The background is a blurred outdoor setting with dry grass. A large white circle on the right side of the image contains text.

Creating the right culture is
**nothing more and
nothing less than
knowing who you
want to be and doing
the things needed** for
that transformation to occur.

Our 4 areas of focus

- Quality and Safety
- Patient Experience
- Employee Engagement
- Financial Optimization

Above all:

DO WHAT'S RIGHT FOR KIDS



CHILDREN'S
HOSPITAL



The current state of LA: #50NoMore

- LA #50 in American's Health Rankings 2018
- We haven't had the discipline to focus
- We must be better
- What is the role of a Children's hospital in influencing change?
- What's our why?

DO WHAT'S RIGHT FOR KIDS

28% of
children live
in poverty

Ranked 50th in
Community
and
Environment

Ranked 47th
in Violent
Crime

Ranked 48th
in all Health
Outcomes

Team Focus

- Regular Touchpoints
- Recognize Strengths
- Respect Areas of Accountability




Leadership is personal

"Leadership is about balance. Great leaders balance complexity with simplicity, confidence with humility, action with patience, and instruction with inspiration."

Dictionary

Search for a word

 **res·o·lute**
/ˈrezoʊl(y)oot/

2018


adjective

admirably purposeful, determined, and unwavering.
"she was resolute and unswerving"
synonyms: determined, purposeful, purposive, resolved, decided, adamant, single-minded, firm, unswerving, unwavering, undaunted, fixed, set, intent, insistent; [More](#)

Translations, word origin, and more definitions

Dictionary

Search for a word

 **dis·cern·ment**
/dəˈsɜrnment/

2019

noun

1. the ability to judge well.
"an astonishing lack of discernment"
synonyms: judgment, taste, discrimination, refinement, cultivation, sophistication, enlightenment, sensitivity, subtlety; [More](#)
2. (in Christian contexts) perception in the absence of judgment with a view to obtaining spiritual guidance and understanding.
"without providing for a time of healing and discernment, there will be no hope of living through this present moment without a shattering of our common life"

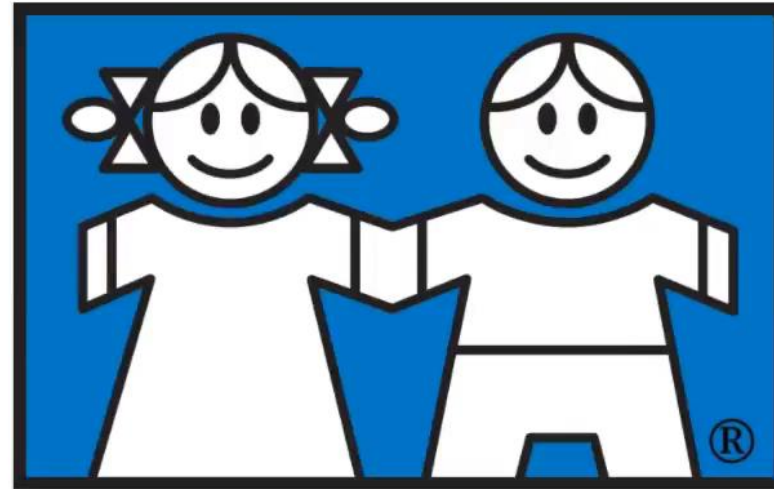
Translations, word origin, and more definitions

Clarify Message – Focus Attention

CHNOLA - System MOR Summary 2017						
Performance Metrics	June	July	August	YTD	Prior Year	
					Month	YTD
Discharges						
Patient Days						
ADC						
ALOS						
OR Volume - Inpatient						
OR Volume - Outpatient						
ED Visits						
CHMPC Primary Care Visits						
CHMPC Operating Income						
Specialty Care Visits						
CMI						
Total FTE Paid						
FTE's / AOB						
Pharmacy Expense w/o 340B/Adjusted Patient Day						
Supplies w/o Pharmacy/Adjusted Patient Day						
Capital PO's Issued						
AR Days						
Revenue						
Expenses						
EBIDA - With UPL						

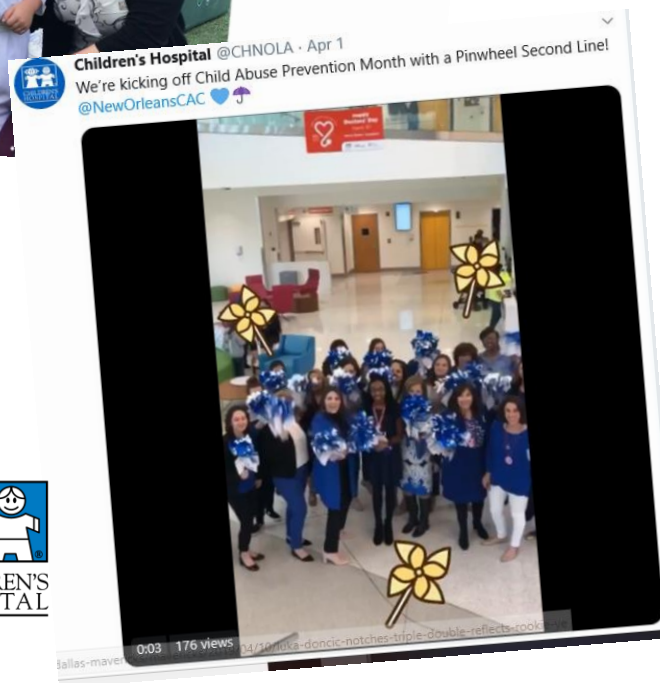
	YTD Actual	YTD Budget	Var	% Var
1. Primary Care Visits	36,860	42,369	(5,509)	(13.0%)
2. Specialty Care Visits	29,522	31,712	(2,190)	(6.9%)
3. ADC	111	125	(14)	(11.2%)

Build Excitement Who Dat? WE DAT



CHILDREN'S
HOSPITAL

CHNOLA



Social Media – Spreading the message



CHILDREN'S
HOSPITAL



Leading the Way
CHNOLA Values Work



High levels of employee and physician engagement are beneficial to our patients, and lead to better quality outcomes.



Physician Engagement Initiatives

Provider Townhalls

Series of small group provider workshops with CEO focused on culture and vision for the future

Weekly Provider Update

Message from CEO delivered to medical staff every Tuesday

A MESSAGE FROM THE **PRESIDENT AND CEO**

John Nickens IV



SAVE THE DATE
JUNE 6, 2019



2019 PHYSICIAN BUSINESS PLANNING SESSION

Children's Hospital Conference Center
4 pm - 7 pm

Physician involvement in business-planning is integral to the strategic growth of Children's Hospital. Your continued engagement is indispensable to our organization's ability to provide the best care for the kids in our region. We invite you to submit your proposals for how Children's Hospital can grow. We hope you will join us on Thursday, June 6, 2019.

Physician Business Planning Symposium

Physician Engagement Survey



Physician Engagement Survey Children's Hospital 2018

This organization is a great place to practice medicine.

I would like to continue my affiliation with this organization for the foreseeable future.

Administrative decisions at this organization are consistent with their stated values.

This organization is able to attract and retain the best physicians and staff.

Would you recommend this organization to another physician as a place to practice?

This organization is a great place to practice medicine.

RESULTS

	2016	2017	2018
This organization is a great place to practice medicine.	61.8%	64.6%	83.8%
I would like to continue my affiliation with this organization for the foreseeable future.	79.5%	83.1%	90.0%
Administrative decisions at this organization are consistent with their stated values.	33.9%	50.9%	55.3%
This organization is able to attract and retain the best physicians and staff.	7.7%	26.2%	52.5%
Would you recommend this organization to another physician as a place to practice?	25.1%	33.1%	40.8%
This organization is a great place to practice medicine.	61.8%	64.6%	83.8%

Culture Change Enables Strategic Growth



Dozens of pediatric doctors, nurses have moved from Tulane to Children's Hospital under new partnership

Posted Mar 21, 2019



CHNOLA Welcomes Tulane University School of Medicine to the Family

Mar 12, 2019

Children's
pediatric
University



The Health Experts for Kids adds more than 70 new pediatric specialists, expanding access to care, educational enhancement and innovation!

Tulane partnering with Children's Hospital to train next generation of pediatricians

Updated Nov 5, 2018; Posted Nov 5, 2018



Tulane University plans to expand pediatric health care services at Children's Hospital. (C. McCalister/Tulane University)

New Orleans
CITYBUSINESS

Children's Hospital, Tulane to partner on pediatrics

reports November 1, 2018 0

between Children's Hospital and Tulane University School of Medicine health care and train the next generation of doctors in the region.

signed an affiliation agreement to work together on clinical, academic and research efforts, a news release said.

Next year, Tulane faculty, residents and medical students will begin working on Tulane's campus Uptown and its network of satellite specialty clinics.

Children's Hospital will refer their children to Tulane pediatricians for outpatient clinic services in the Uptown area, a news release said. They will be seen by the same Tulane University pediatricians who are currently at Children's Hospital.

Tulane Pediatricians Statement.

Research

Children's Hospital to partner with Tulane University School of Medicine

November 01, 2018 2:45 PM

Tulane University

Turning the culture helped drive success on key metrics

TURNOVER

13.9 %

RN TURNOVER

12.8 %

BSN RATE

78 %

AVERAGE DAILY CENSUS

150

PRIMARY CARE VISITS

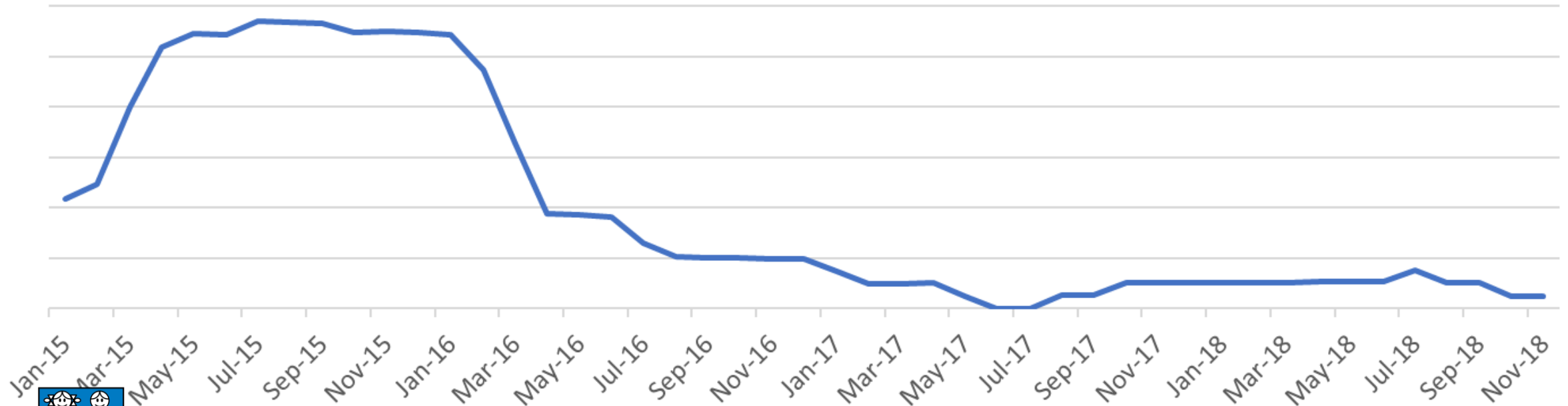
113K

SPECIALTY CARE VISITS

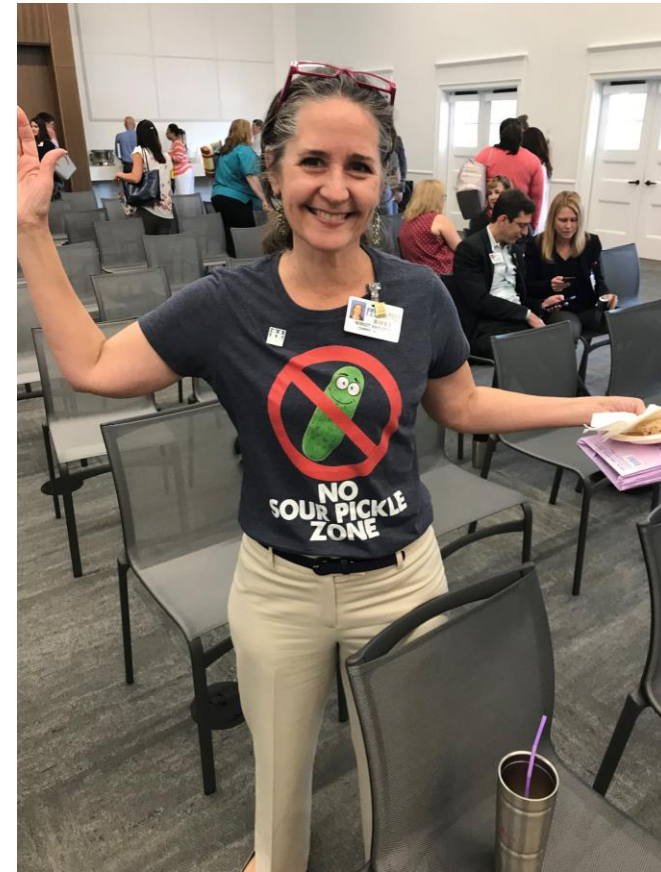
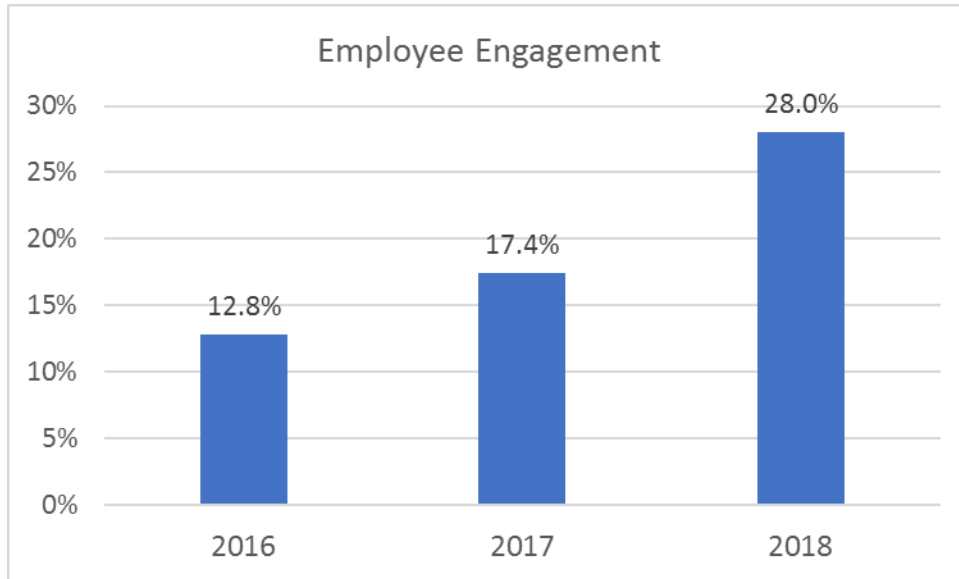
93K

Quality and Safety

Serious Safety Event Rate 2015-2018



Percent of respondents who rate Children's Hospital a 9 or a 10 for overall workplace experience.



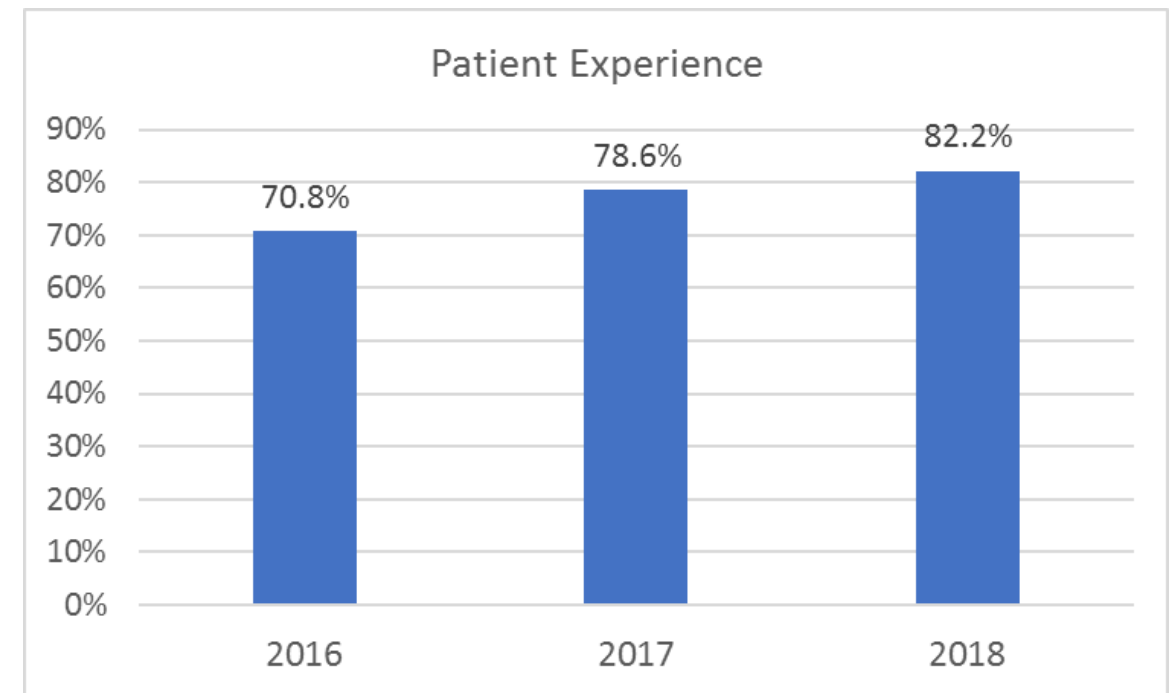
Treat employees like they make a difference, and they will.



Patient Experience



CHILDREN'S
HOSPITAL



Overall Grade: Improved from 64% to 75%

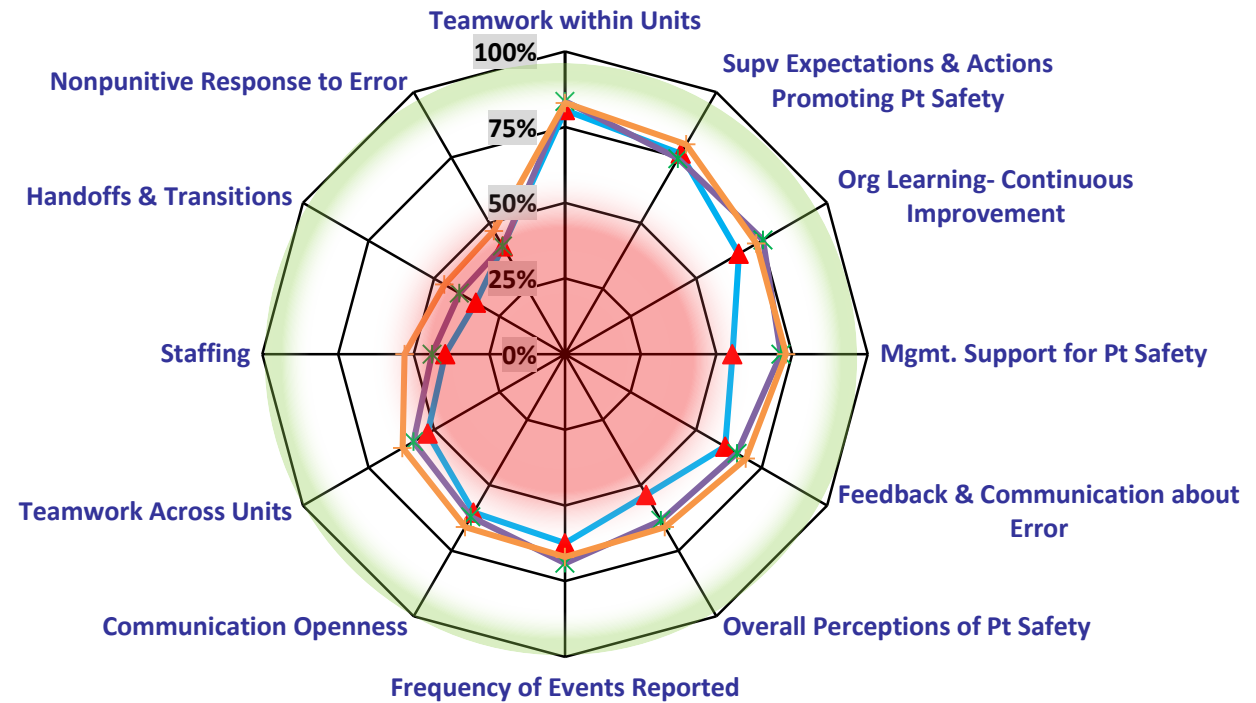
CHNOLA: 2016 – 2018

OVERALL CATEGORY: % Positive Response	2016	2018	% Change 2016 - 2018
Teamwork within Units	81%	84%	Gained 3%
Supv Expectations & Actions Promoting Pt Safety	77%	75%	Dropped 2%
Org Learning- Continuous Improvement	66%	76%	Gained 10%
Mgmt. Support for Pt Safety	55%	71%	Gained 16%
Feedback & Communication about Error	61%	66%	Gained 5%
Overall Perceptions of Pt Safety	54%	63%	Gained 9%
Frequency of Events Reported	63%	69%	Gained 6%
Communication Openness	60%	62%	Gained 2%
Teamwork Across Units	52%	58%	Gained 6%
Staffing	40%	44%	Gained 4%
Handoffs & Transitions	34%	40%	Gained 6%
Nonpunitive Response to Error	41%	41%	Same

CHNOLA: Overall Categories

AHRQ Patient Safety Culture: Overall Results

(% Positive Response)



2016

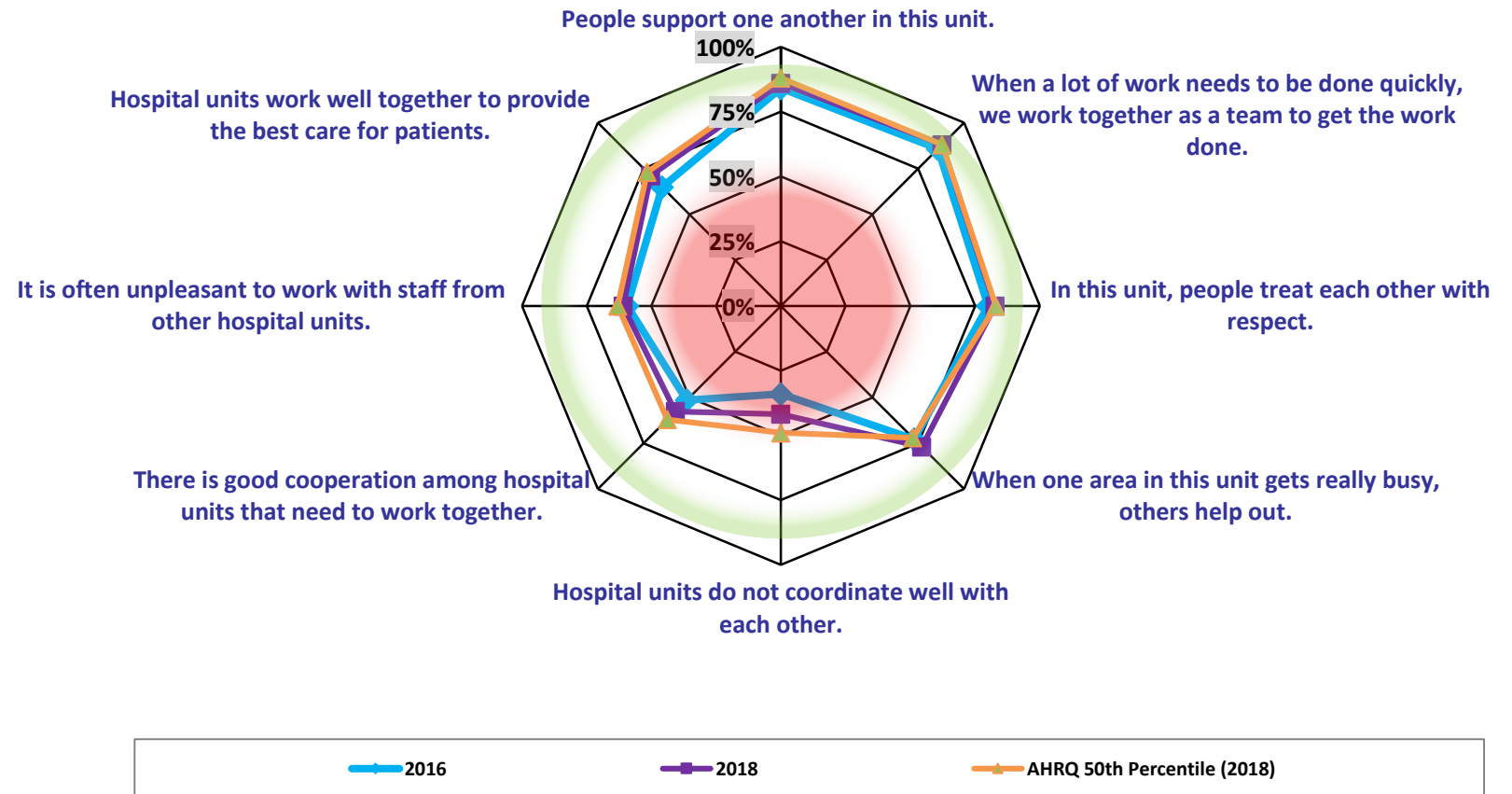
2018

AHRQ 50th Percentile (2018)

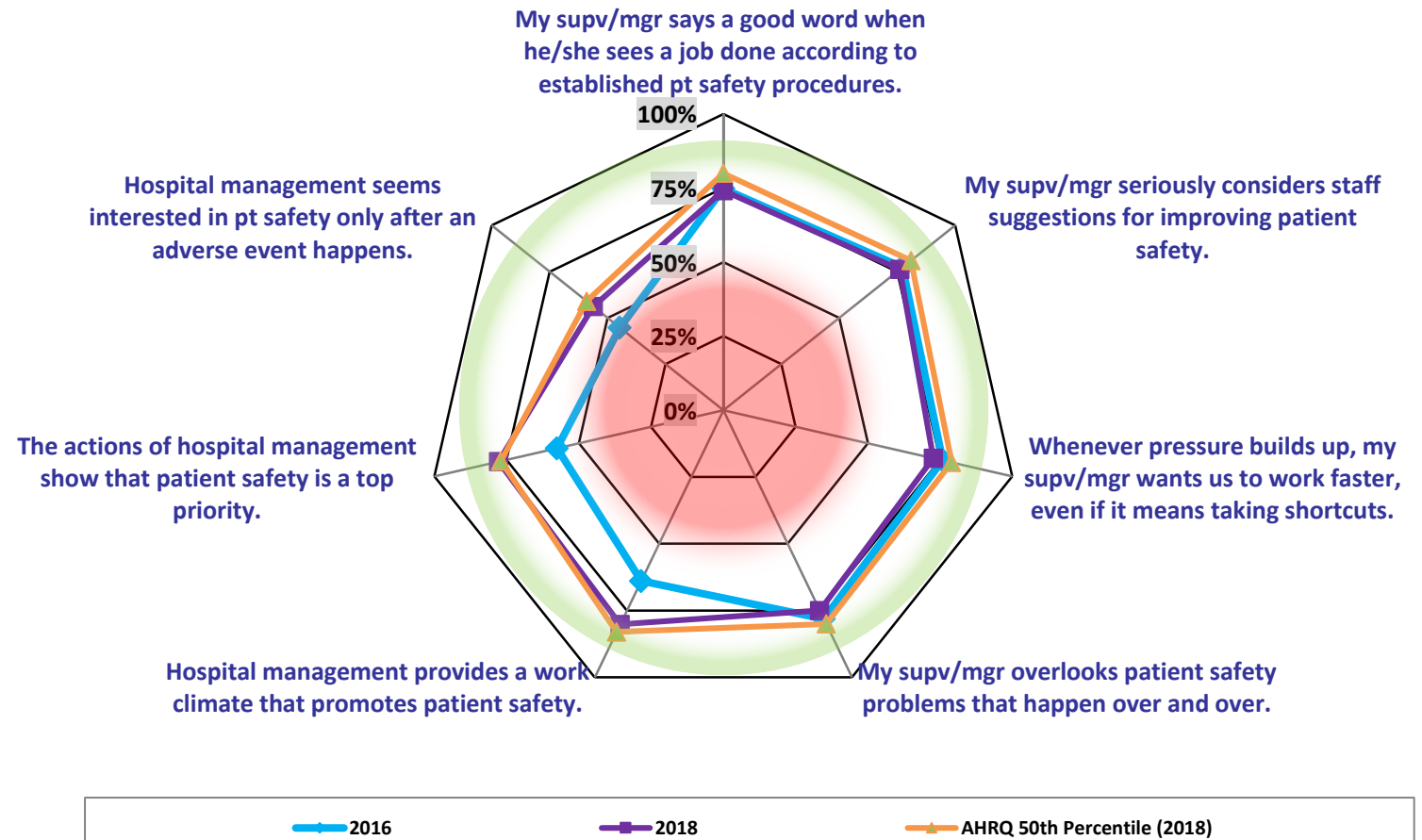
CHNOLA: Teamwork

Teamwork Within & Across Units

(% Positive Response)



CHNOLA: Management



Culture does
not make
people,
people make
the culture.

New Orleans
CITY BUSINESS
2018 Best Places
to Work



Inspiring Change

- Creating a culture of ownership
- It takes all of us – empowerment





#HereWeGrow #CHNOLAproud

Contact Information



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