



# North Hospital

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## Getting It Right Everywhere!

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Jonathan R. Goble, MHA, MBA, FACHE, President and Chief Executive Officer

Damita J. Williams MSN, MA, RN, CPN, NE-BC, Chief Nursing Officer & VP of Patient Care Services

Indiana University Health North Hospital, Carmel, Indiana

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# This is a DANGEROUS time!

- VBP
- ACA
- ACO
- Competition
- Growth
- Shrinking Budgets
- Technology changes
- Costs, Costs, Costs...

# We HAVE to make a choice....



# We have a choice...

- What drives us?
- What do we stand for?
- Why are we here?

# Old Slogan



No Margin...

...No Mission...

I believe it should be...



No Mission...

***...No Margin!***

# I also believe that...

- ✓ Our Greatest Weakness can be our Greatest Strength, AND
- ✓ Our Greatest Strength can be our Greatest Weakness
- ✓ Both personally and as a corporation!

# Example



## 12 Year Old Asthmatic

# Lessons Learned

- Bravery
- Determination
- Control
- Compassion
- Focus
- Desperation
- Calm under fire
- Trust in others
- Etc.



# My Journey of Culture

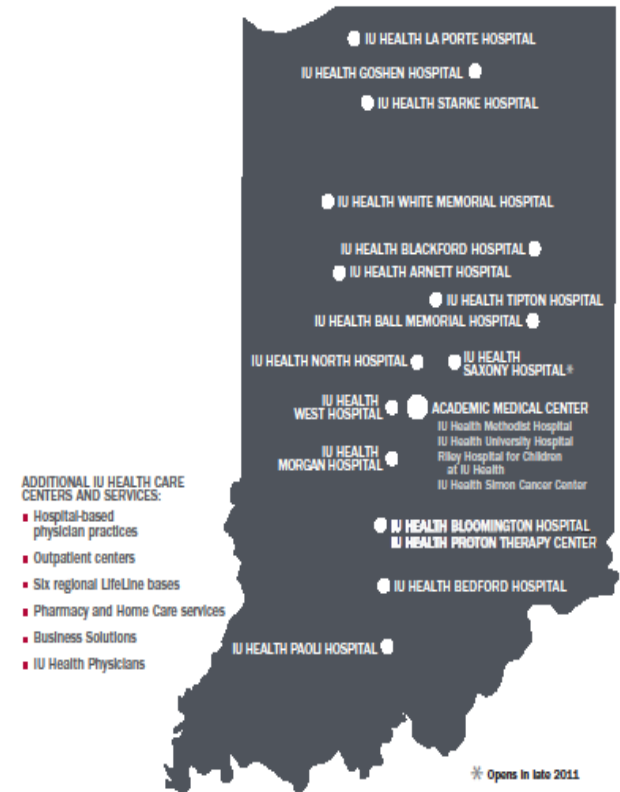
- I wanted to be a Physician!
- I have only had two jobs in this field...
  - Nursing Assistant
  - CEO

# My Journey...

- Eldora – Scared Culture
  - Lesson: I did it?
- Muscatine – Fun but no vision or purpose
  - Lesson
    - It had nothing to do with me
    - Culture wins...
- La Porte – Captive Culture/Leader Distrust/Willing to Teach Me
  - Lesson: Culture ALWAYS wins...
- Carmel – Empowerment

# Indiana University Health System

- Total of 18 hospitals
- 3 in 1997
- Started with:  
**Methodist**  
**Indiana University Hospital**  
**Riley Hospital For Children**



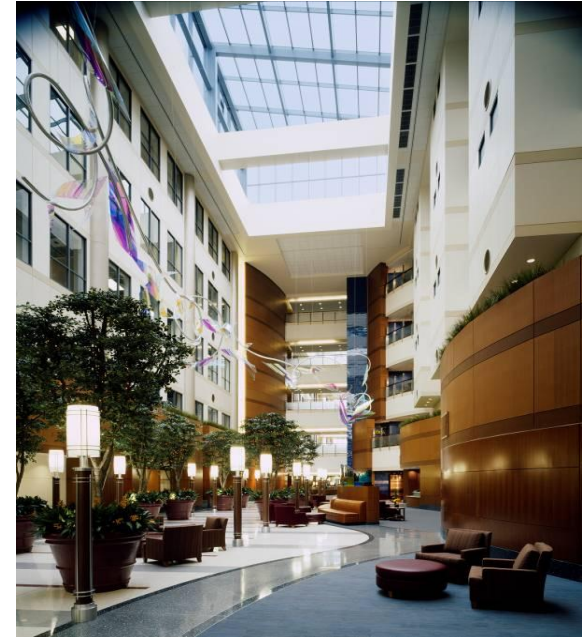


# IU Health North Hospital

# IU Health North Hospital



- Located in Carmel, Indiana
- Opened in 12/2005
- 170 beds
- Rapid Change and Growth



# *The Mission of IU Health North Hospital is to....*



- ~ Improve the health of our communities,
- ~ Support the educational commitment/efforts of  
Indiana University Health,
- ~ Nurture the individual spirit; and
- ~ Celebrate the experiences of Life!

# Today's Results-

- Over 90<sup>th</sup> Percentile Patient Sat for 4 years...

Value-Based Purchasing Dashboard	Improvement Planning	IU Health North Hospital	Estimated Baseline (CMS Reported) Jul 1, 2009 to Mar 31, 2010**		Performance Period Jul 1, 2011 to Mar 31, 2012		Rolling Period (9 Months) Nov 16, 2010 to Aug 15, 2011		CMS Reported Thresholds	
			Score	PR	Score	PR	Score	PR	Achievement	Benchmark
September 25, 2011										
Communication with Nurses		75%	48	81.6%	89	78.8%	76	75.2%	84.7%	
Communication with Doctors		82%	67	81.5%	60	84.9%	85	79.4%	89.0%	
Responsiveness of Hospital Staff		60%	37	71.0%	82	70.4%	79	61.8%	77.7%	
Pain Management		70%	62	63.1%	12	71.3%	70	68.8%	77.9%	
Communication about Medicine		56%	27	-	-	56.9%	34	59.3%	70.4%	
Cleanliness / Quietness		68%	70	76.9%	93	67.7%	70	62.8%	77.6%	
Discharge Information		82%	55	87.7%	94	87.5%	94	81.9%	89.1%	
Hospital Rating		83%	95	93.6%	99	84.9%	97	66.0%	82.5%	
Would Recommend		84%	94	94.2%	99	85.9%	95	-	-	

■ Estimated Baseline Score    
▲ Performance Score    
▼ Rolling Score    
■ Below Achievement Threshold    
■ Within Achievement Range    
■ Above Benchmark Threshold

\* No Public Data Available

\*\* Estimated baseline reflects scores from Hospital Compare for July 2009-June 2010

PR = Percentile Rank

# Today's Results

- Over 90<sup>th</sup> Percentile Patient Sat for 4 years...
- Operating Margin of 12.9% (91% ahead of budget)...
- Turnover at 10% and dropping...
- 2600 Births...
- Time to fill of less than 3 weeks...
- No Sentinel Events for 3 years...
- Multiple National Awards...
- **OUT OF SPACE!!!!**

# How did we do that?

- The challenge was clear!
- People discount the results due to
  - Market affluence
    - Is it really easier to satisfy rich people?
  - New building
    - But we have built three new hospitals in 4 years...
  - Belief that it is easier to do it as a new facility
    - Is it? Why are the results different?
  - Anything they can think of, because it is...

Because it is...



# HARD WORK

to maintain a positive culture!

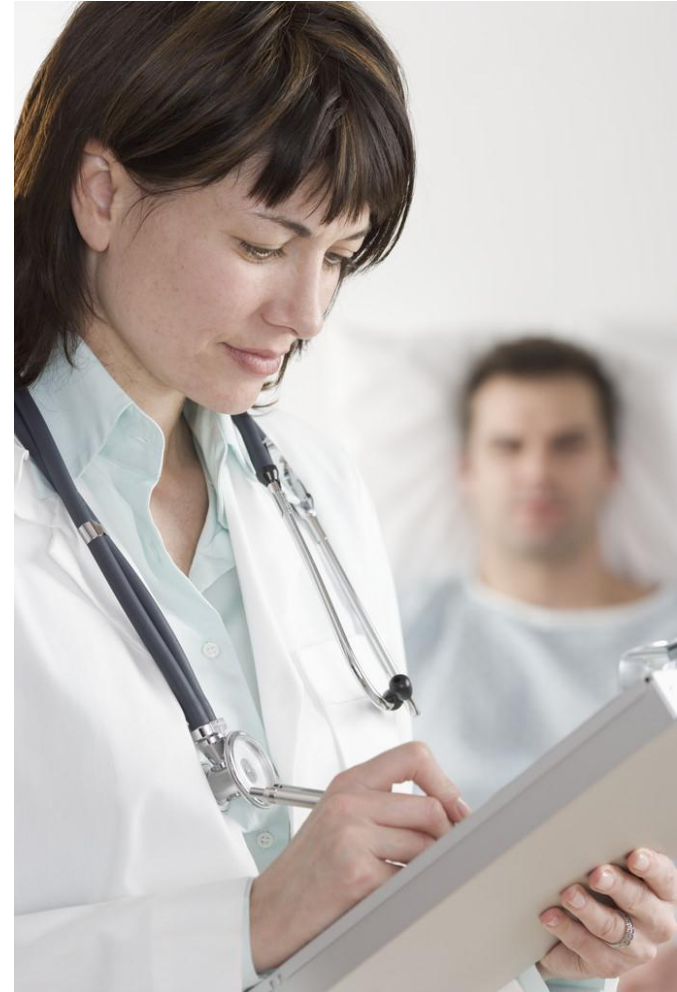


# The Journey to Preeminence:

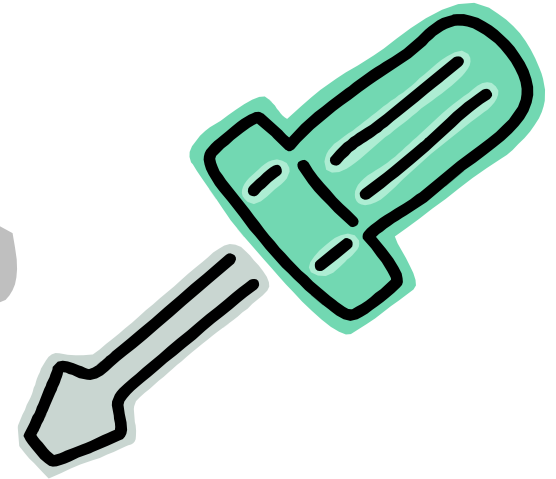
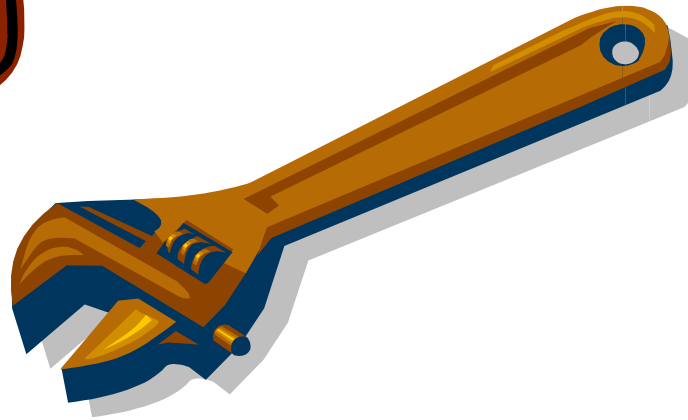
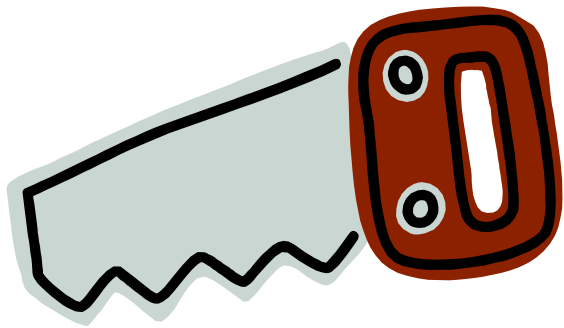
Translating Corporate Culture into Meaning  
for Our Patients and Our Associates

# Who is Our Priority?

- Is it the patient?
- Do we say the patient is at the center, but our decisions and actions tell a different story?
- How often is the patient part of the conversation in the board room?



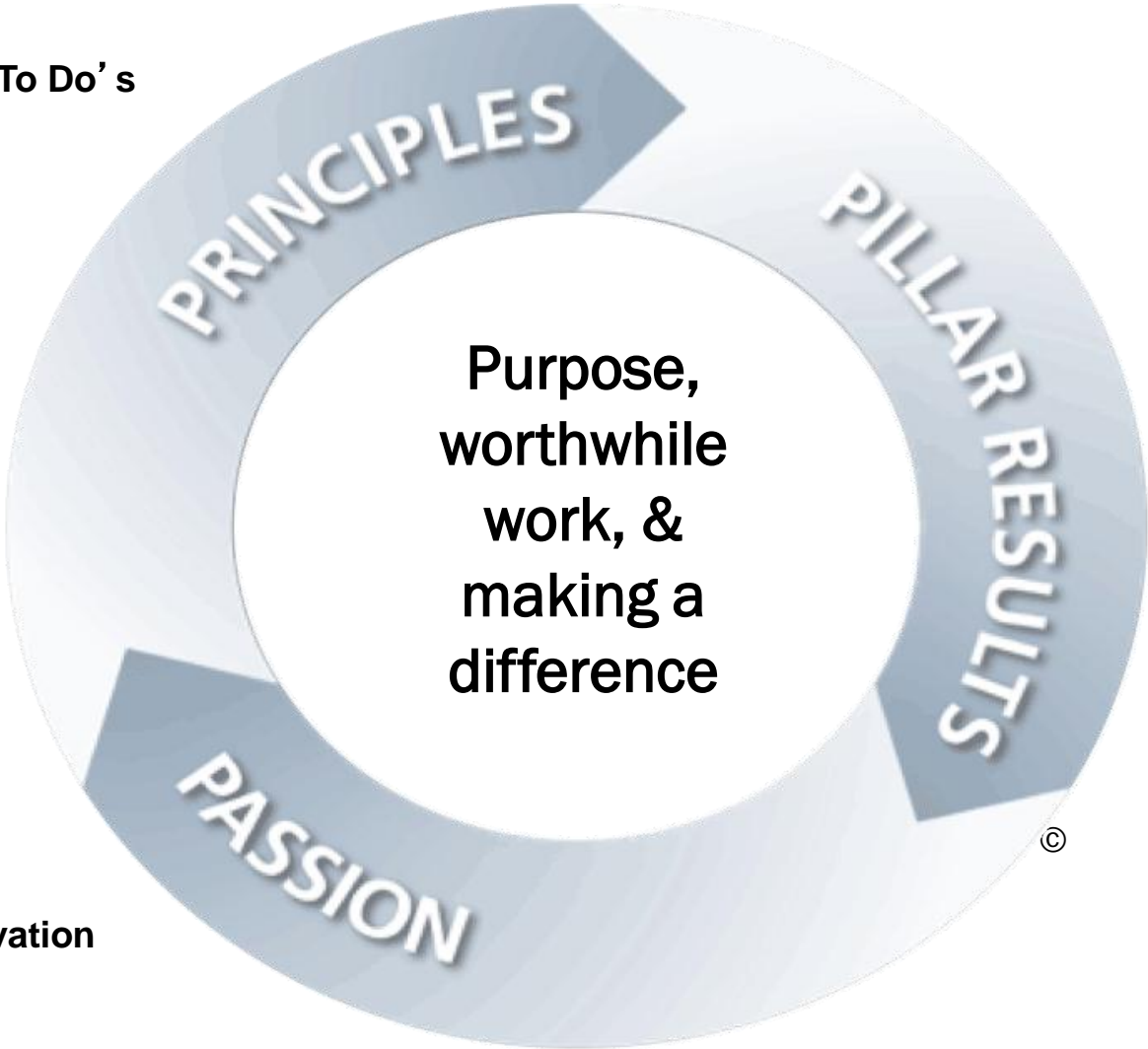
# Do You Have the Tools for Success?



# Healthcare Flywheel<sup>®</sup>



Prescriptive To Do's



Results Tied To Each Pillar

Self-Motivation

# Evidence Based Leadership: Creating a Culture of *Always*



Foundation

Breakthrough



Aligned Goals

Aligned Behavior

Aligned Process

- ▼ Implement an organization-wide staff/leadership evaluation system to hardwire objective accountability

- ▼ Create process to assist leaders in developing skills and leadership competencies necessary to attain desired results

- ▼ Agreed upon tactics and behaviors to achieve goals

***Standards of Behavior***

***Rounding***

***AIDET***

***Selecting and Retaining Talent***

- ▼ Re-recruit high and middle performers

- ▼ Move low performers up or out

- ▼ ***Processes that are consistent and standardized throughout the company***

- ▼ Leader Eval Mgr (LEM)
- ▼ Staff Eval Mgr (SEM)
- ▼ Discharge Call Manager (DCM)
- ▼ Rounding Mgr
- ▼ Idea Express

How do we accomplish  
this *culture of always*  
for our patients?

Great Leadership  
Takes *Courage* to  
Do the Tough Stuff!

# Chaleff's Seven Dimensions of Followership



1. The courage to assume responsibility
2. The courage to serve
3. The courage to challenge
4. The courage to participate in transformation
5. The courage to take moral action
6. The courage to speak to the hierarchy
7. The courage to listen to followers

Chaleff, 2009



# Indiana University Health Pillars

- Pillars Guide Organizational Focus
  - Quality and Safety
  - Service
  - People
  - Education and Research
  - Growth and Finance

# Quality and Safety Pillar

- Continuously Striving for Improvement
- Culture of Always
- Physician Collaboration and Engagement
- Culture Club
- Priority Teams

# Service Pillar

- Establish an expectation for excellence
  - Integration into Orientation
  - Integration into Selecting Talent
  - Integration into Performance Evaluation
- Our Maxims- Our Service Standards
  - Show Kindness      Create Joy      Connect Fully
  - Take Ownership      Do More

# Service Pillar

- Communication Standards
  - Patients
  - Physicians
- AIDET/Key Words at Key Times/Scripting
- Discharge Phone Calls
- Rounding for Outcomes
- Tie Leader Incentives to Service



# People Pillar: Reward & Recognition

- Reward and Recognition
  - Connect to Purpose Stories
  - Lasting Impression and DAISY Awards
  - Thank You Notes
    - Rounding on Patients and Direct Reports
    - Discharge Phone Calls
    - 30 and 90 Day Meetings
    - Letters from Patients
  - Managing Up

# People Pillar: Communication

- Relational Coordination (Gittell, 2009)
- Associate Forums and Nursing Town Halls
- CNO Chats
- Blogs and Facebook
- Newsletters
- Senior Leader Rounding
- Associate Engagement Surveys and Action Plans

# People Pillar: Culture of Accountability



- Establish Clear Expectations
- Trust But Verify
- *Consistent* Use of the LEM
- Monthly Manager Meeting Model
- Rounding for Outcomes
- Leadership Meetings– Crucial Conversations
- HML Conversations



# Education and Research Pillar

- Executive Commitment to Orientation
- Leader Skills Lab
- LDI
- Weekly Manager Meetings
- Leadership Series through G.R.O.W. Program
- 360° Feedback and Coaching

# Growth and Finance

- Patient First
- Prioritize Spending Closest to the Patient
- Tie Leader Incentives to Financial Performance

# Overall Concepts

- It Starts at the Top
- Culture of Always
- An Expectation for Excellence
- Set Challenging Goals in the LEM
  - **Green** in the 1<sup>st</sup> quarter is a problem!
- Culture of *Healthy* Competition

# JUST DO IT!



Retrieved from [www.famouslogos.org/nike-logo](http://www.famouslogos.org/nike-logo)

# Let's look at...

- How do you define the culture of an organization?
- How do you measure it?
- How do you recognize a healthy one?



# It is National Recognition?

- 2011 Health Grades Award (1 of 339 American Hospitals)
- 2010 & 2011 Studer Excellence in Patient Care
- 2010 NRC Picker Path to Excellence Award (3<sup>rd</sup> Place Overall Hospital Rating (hospitals < 250 beds))
- Numerous Networking Requests

**MAYBE.....**

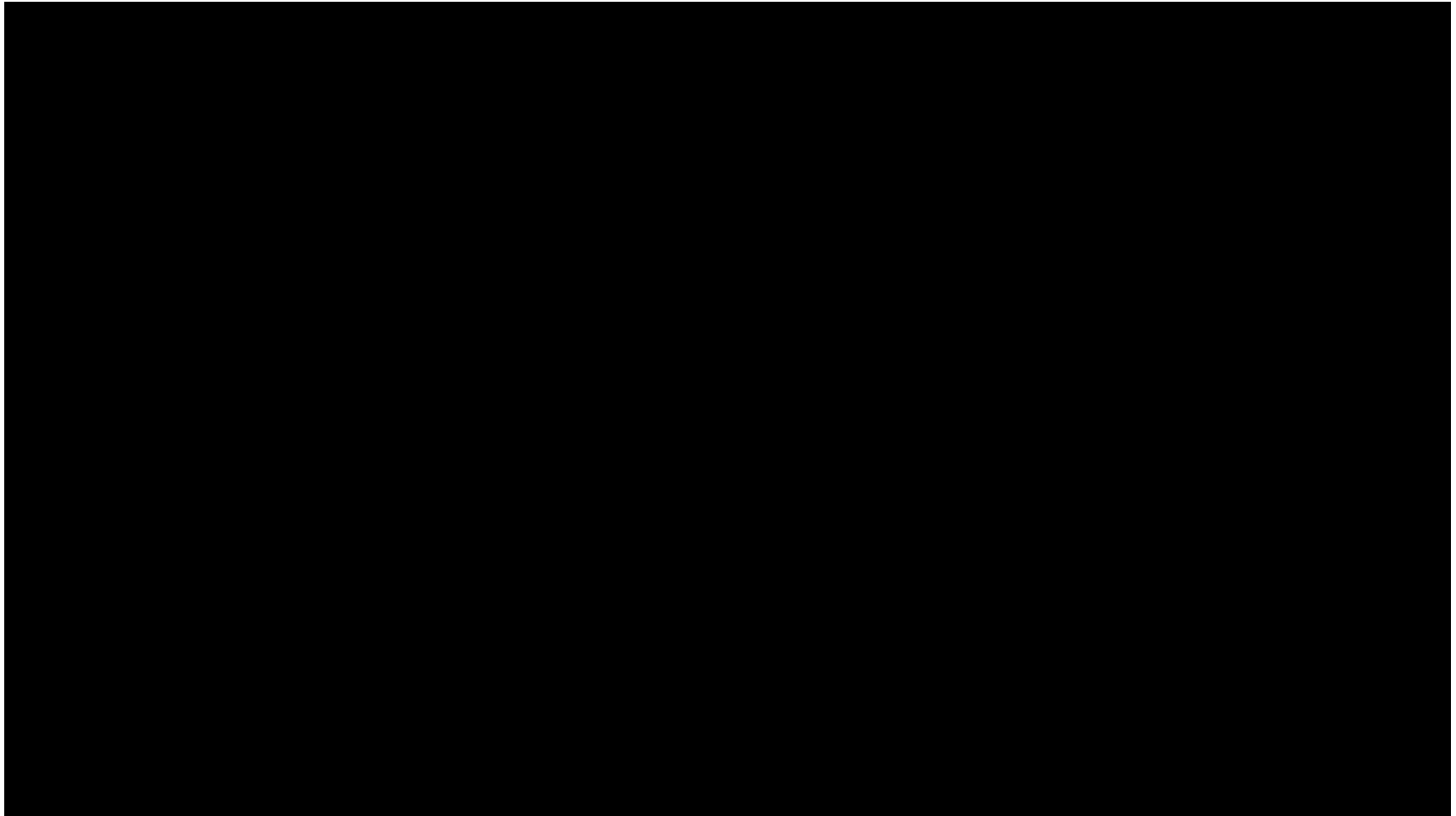
# Other stuff...

- Low turnover?
- Good Employee Satisfaction scores?
- Smiles?
- Low absentee rates?
- Patient Centered?

# POSSIBLY...

But let's look into the eyes  
of the people...that's  
where the culture lives...

# Look into the eyes of the people...



# What Difference does it make?

- Service Levels
- Quality
- Associate Satisfaction
- Profit

# Now, let's look at the leader...

- Everything stems from the leader!
- Parking...(parking signs)
- Attitude...(Maxims)
- Action not Words...(rounding)
  - Integrity...(trust)
- Servant Leadership...

# Does it really matter?

- Only if you want your work to have meaning!
- Only if you have the humility to be held accountable!
- Only if you want to be respected and not feared!
- Only if you actually mean what your mission statement says!

# Closing Philosophies...

- If we grab for the money we will get some of it but we will become addicted to it and it will fade from our grasp...
- If we only focus on Patient Satisfaction we are certain to kill the spirit of the “ones who get it”.
- If we focus on the end result and measurements we will lose sight of the road and the methodology to reach those results...
- I can inspire someone to fly higher than I can through them in the air!

# Is this stuff important?

- Only if you want your work to have meaning...
- Only if you care about the legacy you are leaving to society...
- Only if you want a truly high performing organization...
- Only if you believe that the next generation of leaders are watching!

# My father was a farmer....



# Key Strategies: A Culture of *Always*

- ***Patient First***
- Culture/Service Standards
- Physician Collaboration and Engagement (Ex: P4P)
- Hire for Culture Fit and Clinical Excellence
- Willing to have difficult conversations– manage “up or out” of the organization



Lasting Impression

# References

- Chaleff, I. (2009). *The courageous follower: Standing up to and for our leaders* (3<sup>rd</sup> ed.). San Francisco: Berrett-Koehler Publishers, Inc.
- Gittell, J. H. (2009). *High performance healthcare: Using the power of relationships to achieve quality, efficiency and resilience*. New York: McGraw-Hill.
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# THANK YOU!

Jonathan R. Goble, MHA, MBA, FACHE

President and CEO

[jgoble@iuhealth.org](mailto:jgoble@iuhealth.org)

Damita J. Williams MSN, MA, RN, CPN, NE-BC

Chief Nursing Officer and Vice President of Patient Care Services

[dwilliams3@iuhealth.org](mailto:dwilliams3@iuhealth.org)