transforming culture in health care

Healthcare’s need to transition to value-based care models is a constant refrain in the industry, but the shift has hit a rough patch that demonstrates organizations can’t achieve true reform until they change their cultures.

Senn Delaney is distinctly qualified to help industry leaders create the culture needed across healthcare systems to improve performance, clinical quality, patient satisfaction and employee engagement and physician alignment.
Senn Delaney’s impact on transforming cultures in the healthcare industry

The U.S. healthcare system is at a time of fundamental change affecting all stakeholders; providers, physicians, health plans and patients. Faced with the imperative to deliver high-quality care at a lower price, healthcare leaders are focusing on strategies needed to succeed in a new environment. When implementing new strategies, leaders often find culture is a step or two behind. By aligning strategy, structure and culture, healthcare leaders have an opportunity to systematically develop an organization that can manage the challenge of change and achieve high levels of performance.

Senn Delaney’s passion and singular focus on culture, combined with decades of hands-on experience, has resulted in a comprehensive and proven culture-shaping methodology that engages people and measurably impacts both the spirit and performance of organizations.

How culture can support your strategy

Our healthcare clients have engaged us to help them shape culture to improve results in several areas:

- build the cultural foundation to develop and implement new models, including Accountable Care Organizations, medical homes and other alliances
- implement shared services and maximize the effectiveness of service lines across multi-unit systems
- gain commitment and cross-organizational synergies to improve accountability, quality, safety and efficiency
- build trust and alignment with physicians and enable new physician practice models
- build alignment across organizations: clinical, research, academic/faculty, administration, foundations
- void, smooth or prevent the culture clashes that often keep mergers and acquisitions from realizing full potential and synergy
- improve the patient care experience by getting people to work effectively together across disciplines

To learn more about how we can partner with your healthcare organization to guide your culture-shaping initiative, please contact:

Jaclyn Eiler: email: jeiler@senndelaney.com or call 562-981-5996

Learn more about our healthcare expertise by visiting: http://senndelaney.com/senndelaney_healthcarepractice.html
Our healthcare and healthcare services clients

AbbVie
Abbott Diabetes Care
Align Technologies
Bausch & Lomb
Bayer Diagnostics
Beckman Coulter
Cardinal Health
CareFusion
CentraCare
Children’s Hospital Association
Children’s Hospital Los Angeles
Children’s Hospital of Wisconsin
Chilton Memorial Hospital
CIGNA
Essenscia
GE Healthcare
HealthPartners
Henry Ford Health System
Hospira
Ingham Regional Medical Center
KentuckyOne Health
Memorial Hermann
Methodist LeBonheur Healthcare
MEDecision
Miami Children’s Hospital
Michigan Capital Healthcare
Molina Healthcare
Nationwide Children’s Hospital
Passport Health
PacifiCare Health Systems
Philips Medical Systems
Quintiles
ResCare
St. Joseph Hospital
Tornier, Inc.
Visiting Nurse Service of New York (VNSNY)
Zimmer Biomet
Methodist Le Bonheur Healthcare is an integrated, not-for-profit, faith-based healthcare system located in Memphis, Tennessee. An eight-hospital system with $1.6 billion in revenue and 12,500 associates, it is very committed to its mission. In the spirit of continuous improvement, Methodist began partnering with Senn Delaney in 2010 to drive a “Power of One” culture throughout the organization.

Goals of the Power of One culture

“It was a number of years ago that we really decided that the vision for the organization needed to be one that created a healthcare system that was one of the best in the country,” says CEO Gary Shorb.

“We knew that the missing ingredient was our culture; that we really had to address that.” Years of trying to follow management guru Jim Collins’ roadmap of disciplined people, disciplined thought, disciplined action, did not bring about the change that was needed, he said. “You can have all the best talent, the best plans and you can have the best strategy, objectives and goals. But without the culture piece being absolutely right, we were not going to achieve the kind of results we needed to achieve. It is the magic that makes everything else work.” Goals for the culture work included:

- gain national recognition in *U.S. News and World Report*
- achieve outstanding financial results
- achieve top quartile scores in clinical quality and patient satisfaction
- improve employee engagement scores
- create a system mindset so that decisions are made for the greater good
- create a consistent, patient-centered experience across all hospitals and systems

Results from the culture-shaping work

The Power of One serves as the touchstone for Methodist Le Bonheur’s patient and family-centered culture of compassion. At the heart of Power of One are the MLH values: Service, Quality, Integrity, Teamwork and Innovation. The values are continually reinforced to help people understand how to work together to serve patients, their families and the community.

Shorb says the results have been outstanding: “We have seen improvement on every front. We are now in the top five percent in the nation on associate satisfaction. In clinical quality, almost every one of our quality scores is in the top quartile. We have gone from a BBB bond rating to a A+ bond rating with Standard & Poors and Moody’s. Our customer satisfaction – our patient satisfaction scores – also are achieving top quartile.”

He adds: “One of our goals was to be listed in the *US News and World Report* as an outstanding hospital. And we are the best in the region on the adult side. And Le Bonheur is listed as one of the top children’s hospitals nationally. And we are top five percent in the Morehead associate feedback survey.”

The Power of One culture has also enabled the healthcare system to create a consistent patient experience from hospital to hospital and across its corporate functions by building on an already strong foundation to take performance to an even higher level.

Shorb adds that there is noticeable improvement on the executive team in strategic alignment, annual planning and budgeting, broader system thinking, a climate of trust and engagement and sharing of best practices. “I am really proud that now have the evidence that’s demonstrating that this journey is working, and working extremely well.”

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CASE STUDY: Methodist Le Bonheur Healthcare

‘Power of One’ culture improves performance, quality, patient satisfaction
Creating a culture to help meet the challenges of health care reform

The first and largest pediatric hospital in Southern California, Children’s Hospital Los Angeles (CHLA) regularly earns top honors for the care it delivers to more than 104,000 children and their families each year. It is one of only 13 children’s hospitals to be designated a “Top Hospital” for 2013 by The Leapfrog Group, and is designated as a Magnet Hospital by the American Nurses Credentialing Center – an honor held by only five percent of hospitals nationwide.

So, with such an impressive track record, why has the hospital been working on reshaping its culture? Then CEO Rich sought to create an inspiring purpose to guide the academic medical center and build on the strong culture foundation for its people to thrive and navigate changes in the health care landscape.

Goals of the culture shaping

Cordova engaged Senn Delaney to guide a culture-shaping program to add several areas.

There was a need to change cultural ways of working together across disciplines and with other health care providers to provide a broader, community-based, and collaborative system for delivering the community-centric patient-centered care needed today. There was a need to shift how people work together so that results could be maximized in such areas as:

- delivering value through best quality, service and cost
- maximizing effectiveness of service lines
- improving acute care
- positioning the hospital and culture for the future

Cordova knew that by purposefully shifting the CHLA culture, the executive team would better able to fulfill its mission, vision and strategies.

“We had the opportunity really to broaden the scope of services that we provided in the past. We also had a number of things we had to change in the way we delivered care in this new facility. So, we embarked on the journey with Senn Delaney to transform the culture,” said Cordova.

Results of the culture shaping

According to Cordova, the culture change has been a success and helped in several ways. “The culture shaping has really transformed the way we do business,” says Cordova. “The survey results we get back from our employees are constantly improving.”

He adds: “One of the major initiatives that we’ve embarked on is our automated medical record on the outpatient side. It tremendously affects the way our clinicians treat our patients, and the processes and the flow of work all had to be redesigned. What the culture transformation work did was it gave us the opportunity to be aligned, to have an easier way of getting alignment quicker, and get to the work that has to be done so that we can execute effectively.”

Cordova noted that the hospital also had to shift to a more community-centric approach to care, and that meant changing how it works with community medical providers to better serve patient needs in terms of inpatient, outpatient, home health, prevention and wellness programs.

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“For the first time, we’re talking to community pediatricians. They are not specialists, and they are working in the communities independently. What we’ve found is that through the work that we’ve been doing with our transformation and our culture, they’re beginning to see us differently. Their access to our specialists is different. Not only have we changed the culture, but we’ve changed our service mentality.”

— Rich Cordova, former CEO, Children’s Hospital Los Angeles
Creating a culture to execute an integrated, patient-centered strategy

Healthcare organizations across the U.S. are undergoing transformative change in the movement toward healthcare reform solutions that achieve reduced costs, better outcomes and improved patient experience. One of the major shifts is a push toward Population Health, a strategy of care coordination so care partners and services collaborate to best serve the patient and family.

Children’s Hospital of Wisconsin, an independent health care system dedicated solely to the health and well-being of children, is one example of a system that is focused on achieving this goal.

When Peggy Troy became CEO, the health care system was in the midst of major transformational change that would involve and affect the entire organization and the way it delivers care to children. Structured as a functional business model enterprise with 13 different divisions, it was transitioning to an integrated delivery model, and implementing an electronic health record system that would serve as a catalyst to support this integrated care approach.

Troy understood that this major shift, as well as the sweeping changes impacting hospitals and health care systems, would also require culture change in order to implement its strategy and fulfill its vision that kids be the healthiest in the nation. Senn Delaney was engaged to create the ‘At Our Best’ culture to align and engage all areas of the health care system across all key teams and departments.

**Goals of the culture transformation**

The key goal was to foster an At Our Best culture that shifts people beyond the episodic care approach to a more all-encompassing Population Health strategy of serving children ‘from cradle to college.’ “We were not very well integrated, particularly as you look at the child and the family as a center of what we do. We find that our biggest opportunity and also our biggest challenge is really to integrate around them so that we can create pathways for our children to be successful over the time,” Troy said. “We realized if we could integrate all the different pieces and parts of our organization, we would be able to achieve a very audacious goal.”

**Results of the culture transformation**

Troy said the culture shaping work has truly made a difference. An important key to success was creation of a clear purpose and a set of values and guiding behaviors to bring the culture to life across all services and departments.

“It makes us so much better in how we are able to first and foremost show up as an individual and live out our values as we are working with our families. We are looking at ourselves very differently as a system of care, as opposed to a bunch of discrete little units,” said Troy.

An important part of the culture work involved building partnerships and increased collaboration and alignment with physicians. That approach has succeeded beyond Troy’s expectations. “We included doctors from the get go. We realize that the only way we are going to be at our best is if we have a very healthy working relationship between the provider community, the administration and all the other employees. That was just key. And it set us up for success in ways that I would never have imagined. Their effectiveness in working with us is so much better than it was before.”

“Business leaders around here tell me all the time Children’s Hospital is one of the crown jewels of our community because they know what we do is so important. We are really helping kids’ lives to be better. And this culture work can only make that even better than we are today.”

— Peggy Troy, CEO, Children’s Hospital of Wisconsin
Driven by a heartfelt mission to transform health care to provide the best care for every child, Nationwide Children’s Hospital was striving to become a pre-eminent, nationally prominent pediatric teaching hospital and research institute.

“The place had been run well over the years, but to achieve the aspirations we set for ourselves in terms of our mission, values and strategic plan, everyone had to behave in a little more consistent, high-minded fashion, with more attention to accountability tied to the values,” said CEO Dr. Steve Allen.

To achieve these goals, hospital leaders began executing an ambitious strategic plan to increase capacity, enhance patient care and services, improve performance and discover new treatments and cures.

A foundational part of its road map to success included building an even stronger “one team” culture of accountability, collaboration and innovation, one that connects administrative, medical and support staff throughout the hospital and research institute to each other and to the mission, strategic plan and values.

To enable the mission, and bring the values to life, Dr. Allen engaged Senn Delaney to help build a one-team culture. “I chose Senn Delaney to help us create the kind of culture that would help us achieve the next level: more collaborative, collegial, open communication, almost an intuitive way of working with each other. What I was taken with is a focus on individual emotional buy-in to a set of values.”

A critical part of that engagement was working with the leadership team to develop a clear statement of values and guiding behaviors to serve as a road map to achieve the strategy.

Even in the early stages of the culture transformation, positive results were already showing up. There was more open communication and greater accountability. Patient satisfaction scores — a significant measure of success on the front lines — were steadily improving.

The hospital has since doubled in size with the completion of clinical and research facilities – the largest pediatric expansion in the U.S. Nationwide Children’s has also demonstrated national leadership in healthcare reform and has undertaken several, innovative community partnerships, including collaborations to combat childhood obesity and prematurity.

Culture shaping has become an integral part of Nationwide Children’s Hospital’s strategic road map to realize its mission and goal of pre-eminence, and this is showing up in continued good patient satisfaction, safety and quality ratings as well as numerous national honors and top rankings.
about Senn Delaney

Senn Delaney, a Heidrick & Struggles company, is widely recognized as the leading international authority and successful practitioner of culture shaping that enhances the spirit and performance of organizations. Founded in 1978, Senn Delaney was the first firm in the world to focus exclusively on transforming cultures. More Fortune 500 and Global 1000 CEOs have chosen Senn Delaney as their trusted partner to guide their cultural transformation. Senn Delaney’s passion and singular focus on culture has resulted in a comprehensive and proven culture-shaping methodology that engages people and measurably impacts both the spirit and performance of organizations.

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