Changing Organizational Culture to Save Your Hospital

Creatively Addressing a Crisis: Recruit and Retain Qualified Staff to Keep the Doors Open

Lee Elliott, Consultant

Leslie Marsh, CEO, Lexington Regional Health Center

SRHT Help Webinar, December 20, 2017
IN THE U.S., WHERE ARE WE AT RIGHT NOW WITH EMPLOYMENT AND WHERE ARE WE GOING?

• 71% of employees want to change jobs
• 68% of employees are not engaged
• Trust has dropped so low it is in a state of crisis
Today’s workers are disengaged
They lack motivation
They’re bored
They’re stressed
They’re burned out
UNEMPLOYMENT

• October, 2009: 10%
• October, 2017: 4.1%
• Full employment: 4.0%
• Woodbury county, Iowa (Sioux City): 2.1%

6.1 millions jobs open right now
“What if we don’t change at all ... and something magical just happens?”
• End of 2019: 3.5% unemployment projected
• Labor market at a level never seen outside a major wartime mobilization
STATUS OF HEALTHCARE LABOR SUPPLY

RNs

• Demand: 14-16% growth between 2015 and 2022
• 55% of nurse workforce is 50+ years old
LABOR SUPPLY

Med techs (even worse)

• Demand will grow 22% between 2012 and 2022
• Training only about half of what is currently needed
• Number of accredited clinical laboratory technology programs has steadily declined
• 40% of laboratory workforce is within ten years of retirement
WE ARE IN A ROYAL MESS. WHAT IS THE ANSWER?

- Positive work culture
- Positive psychology publications
CURRICULUM

- High quality conflict
- Grudge busting-forgiveness
- Happiness
- Trust
- Resilience
- Stress
- Psychology of good and evil
- Fulfillment
- Transcendent change
- Life choices
HOW DID THIS GET STARTED? WHERE DID THE IDEA TO DO THIS COME FROM?

Saint Francis Medical Center
Grand Island, Nebraska

(1,100 employees, $150M gross revenues, $15M margin)

- Conducted trainings for groups
- Provided extensive one-on-one coaching
RESULTS

- 40% decrease in turnover
- 2% job vacancy
- Improved conflict and problem solving
- Increased happiness
- Saved $2M per year
- Estimated ROI 11-1
“HOPE IS NOT A PLAN”
“Leadership is an active, living process. It is rooted in character, forged by experience, and communicated by example.”

- John Baldoni
LRHC’s response to a critical situation? We didn’t want this:

Are you lonely?
Tired of working on your own?
Do you hate making decisions?

**HOLD A MEETING!**

You can —
- See people
- Show charts
- Feel important
- Point with a stick
- Eat donuts
- Impress your colleagues

All on company time!

**MEETINGS**
THE PRACTICAL ALTERNATIVE TO WORK
VIRTUOUS ORGANIZATION
VIRTUES

Forgiveness, humility, wisdom, compassion, honesty, gratitude, hope, empathy, love, integrity, understanding, trust and optimism

-Kim Cameron
Virtuousness in organizations refers to the process and practices that support and manifest the display of virtuous behavior. In virtuous organizations, employees collectively behave in ways that are consistent with the best of the human condition and the highest aspirations of human kind.
RESULTS AT LEXINGTON

- Gross revenues: month before providers left--$1.8M; over the past 24 months, averaged between $3M and $3.8M per month
- New clinic is full: 3 doctors (and two MD offers on the table); 6 NPs; 2 PAs (2 NP applicants/ 2 PA applicants)
- ARHQ’s HSOPs: teamwork and patient safety scores higher than previously recorded and higher than state and national average
- Improved outcomes and quality care improvement scores: patients complaints regarding quality of care almost non-existent
- NOSORH recognition: Top quartile for quality outcomes, and patient perspective 2017
- In-patient census is increasing to pre-crisis levels
Benevolence is giving to others’ basic needs without having my personal reward as my motive.
RESULTS AT LRHC

• Employee satisfaction is strong: 98% recommend LRHC as a place for friend to work

• Patients comment on exceptional happiness of employees

• Profound impact on recruiting

• Residency program through UNMC-LRHC becoming a favorite for residents because of culture
ADDITIONAL AWARDS

• AMERICAN HOSPITAL ASSOCIATION’S RURAL HEALTHCARE LEADERSHIP CONFERENCE – HEALTH RESEARCH EDUCATION TRUST HOSPITAL IMPROVEMENT INNOVATION NETWORK – PRESENTATION ON REDUCING READMISSIONS (2017)
• NHA EXCELLENCE IN LEADERSHIP AWARD
• NEBRASKA HOSPITAL ASSOCIATION’S ANNUAL QUALITY CONFERENCE PRESENTATIONS (2012 – 2017)
• BECKERS – TOP CEO AND CNO RECOGNITION – FEATURED SPEAKERS (LEADERSHIP, QUALITY AND INNOVATION IN CARE DELIVERY)
• AMERICAN HOSPITAL ASSOCIATION/HEALTH FORUM RURAL HEALTH CARE LEADERSHIP CONFERENCE – RECOGNIZED FOR REDUCING PATIENT READMISSIONS AND HARM (2017 AND 2014)
• AMERICAN HOSPITAL ASSOCIATION’S HOSPITAL ENGAGEMENT NETWORK 2.0 REDUCING READMISSION WEBINAR – LRHC ONE OF TWO HOSPITALS NATIONALLY CHOSEN TO SHARE OUR INTERVENTIONS IN REDUCING READMISSIONS (NOVEMBER 2016)
• AMERICAN HOSPITAL ASSOCIATION’S RURAL HEALTHCARE LEADERSHIP CONFERENCE PRESENTATION ON REDUCTION OF HARM ACROSS THE BOARD – HOSPITAL ENGAGEMENT NETWORK/HEALTH RESEARCH EDUCATION TRUST (2014)
• AMERICAN HOSPITAL ASSOCIATION PARTNERSHIP FOR PATIENTS – RECOGNIZED AS MENTOR HOSPITAL (2014)
• HEALTHSTREAM’S EXCELLENCE THROUGH INSIGHT AWARD FOR “OVERALL URGENT CARE UNIT PATIENT SATISFACTION” (2014 AND 2013)
• IVANTAGE HEALTH ANALYTICS HEALTHSTRONG AWARD WINNER FOR EXCELLENCE IN PATIENT SATISFACTION (2013)
• STUDER GROUP EXCELLENCE IN PATIENT CARE (2013 AND 2012)
• STUDER GROUP’S ORGANIZATION OF THE MONTH (DECEMBER 2012)
• NEBRASKA HOSPITAL ASSOCIATION’S ADVOCACY TEAM OF THE YEAR AWARD (2012)
• JACKSON HEALTHCARE’S PROGRAM OF EXCELLENCE - COMMUNITY FITNESS INITIATIVE (2012)
WHAT IS BEING TAUGHT? WHAT WAS IT ABOUT OUR CULTURE THAT CHANGED?

WISDOM