

2015 FLEX Program Reverse Site Visit: Pathways To Value

Navigating the Pathways to Value...and Winning

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Today's Objectives:

- Learn the components of a framework for value
- Understand how an emphasis on customer service, employee engagement and overall accountability can dramatically improve quality
- Learn about the value of coaching for rural hospital leaders and managers
- Leverage strengths of rural providers and communities to navigate the pathway to value

“May You Live in Interesting Times”

~ Ancient Chinese Curse

Environmental Drivers: The Game Changers

- Weak Economy
- Changing Demographics
- Increased Regulation
- Politics of Deficit Spending & Reduction

Industry Pressure Points

- Increased Uncompensated Care
- Declining Commercial Volumes
- More Physician Employment
- Reimbursement Cuts

**The New
Operating
Reality**

Why Do We Need a Culture of High Performance?

The external environment
demands it

Our Rural Health values will not
let us do anything different

All Businesses are Susceptible to Inflections

Inflection Point

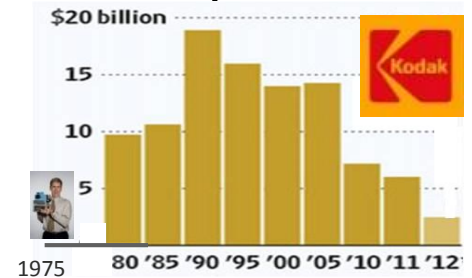
That which causes a business to make a fundamental shift in their strategy

- New Technology
- Regulatory Change
- Affordability
- Customer Convenience

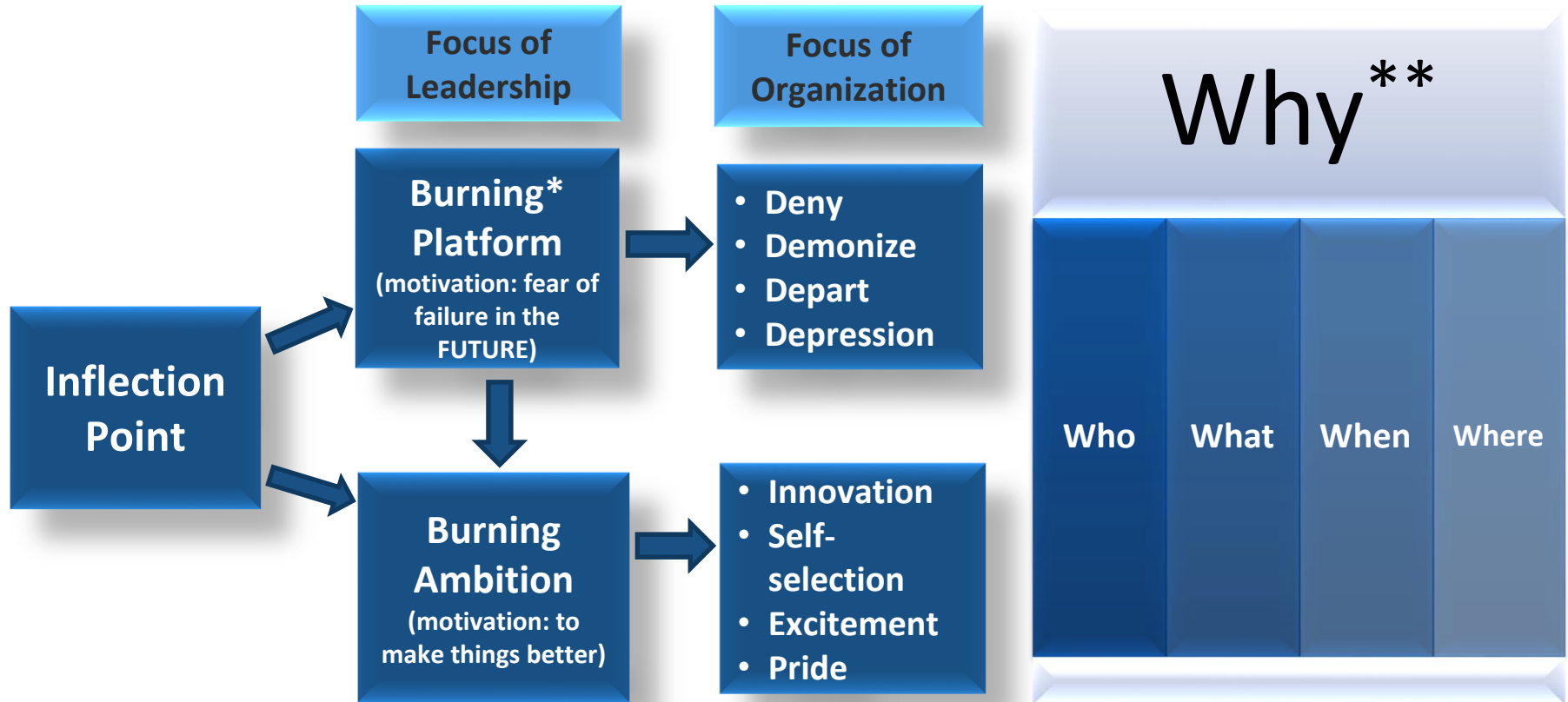


When is the Right Time to Change and How Do You Do It Without Disruption?

- Industry transformation is neither predictable nor linear
- Established organizations have difficulty overcoming resistance and/or try to wait for the perfect time to change (which may be too late)



Culture: Successfully Dealing with Inflection Points



** "In the whole repertoire of human behavior, there are almost no behaviors in which we take the long-term future into account."*

~ Dan Ariely

*** Referenced in "A Culture of High Performance," By Quint Studer, Page 68*

Studer Group Mission and Vision

Mission:

To make healthcare a better place for employees to work, physicians to practice medicine and patients to receive care.

Vision:

To be the intellectual resource for healthcare professionals, combining passion with prescriptive actions and tools, to drive outcomes and maximize the human potential within each organization and healthcare as a whole.



About Studer Group

What We Do

- Apply evidence-based tactics to achieve and sustain exceptional clinical, operational, and financial outcomes
- Develop web-based software solutions for operational alignment and process efficiency
- Provide a wealth of educational resources—including books, training videos, webinars, and institutes

Awards

- Received the 2010 Malcolm Baldrige Quality Award
- Sixty percent of Baldrige healthcare recipients are partners
- Ranked #5 on Great Place to Work® 2014 Best Small & Medium Workplaces List

By The Numbers

- Works with hundreds of healthcare organizations worldwide
- Employs over 80 professional coaches and 40 speakers

Sampling of Studer Group Partners

Healthcare Systems / Community Hospitals



Academic / Teaching Hospitals



Specialty Hospitals



Physician Practices



Rural and Critical Access Hospitals



Canadian Hospitals

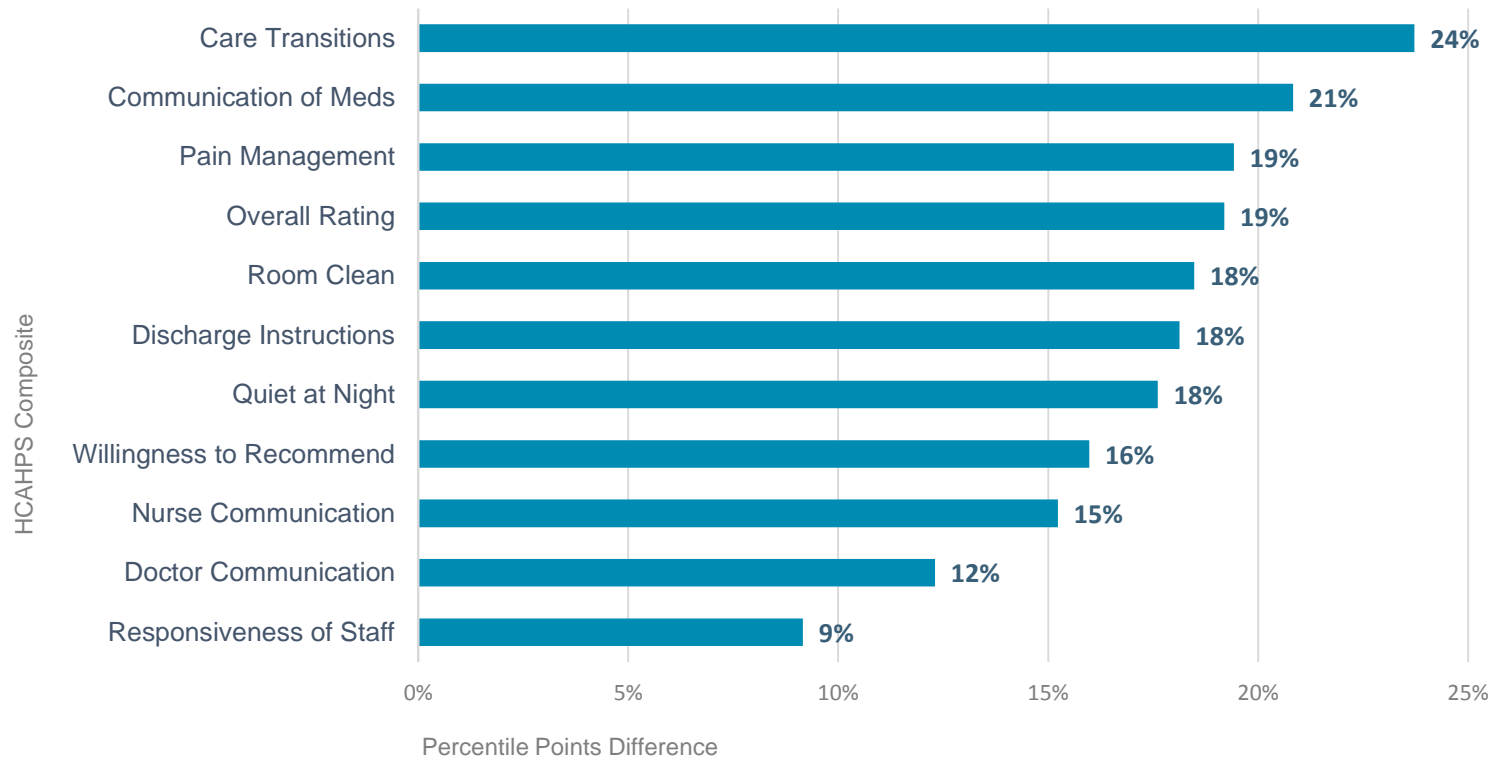


Additional Healthcare Partners



Organizations Coached by Studer Group Consistently Outperform the Nation on HCAHPS

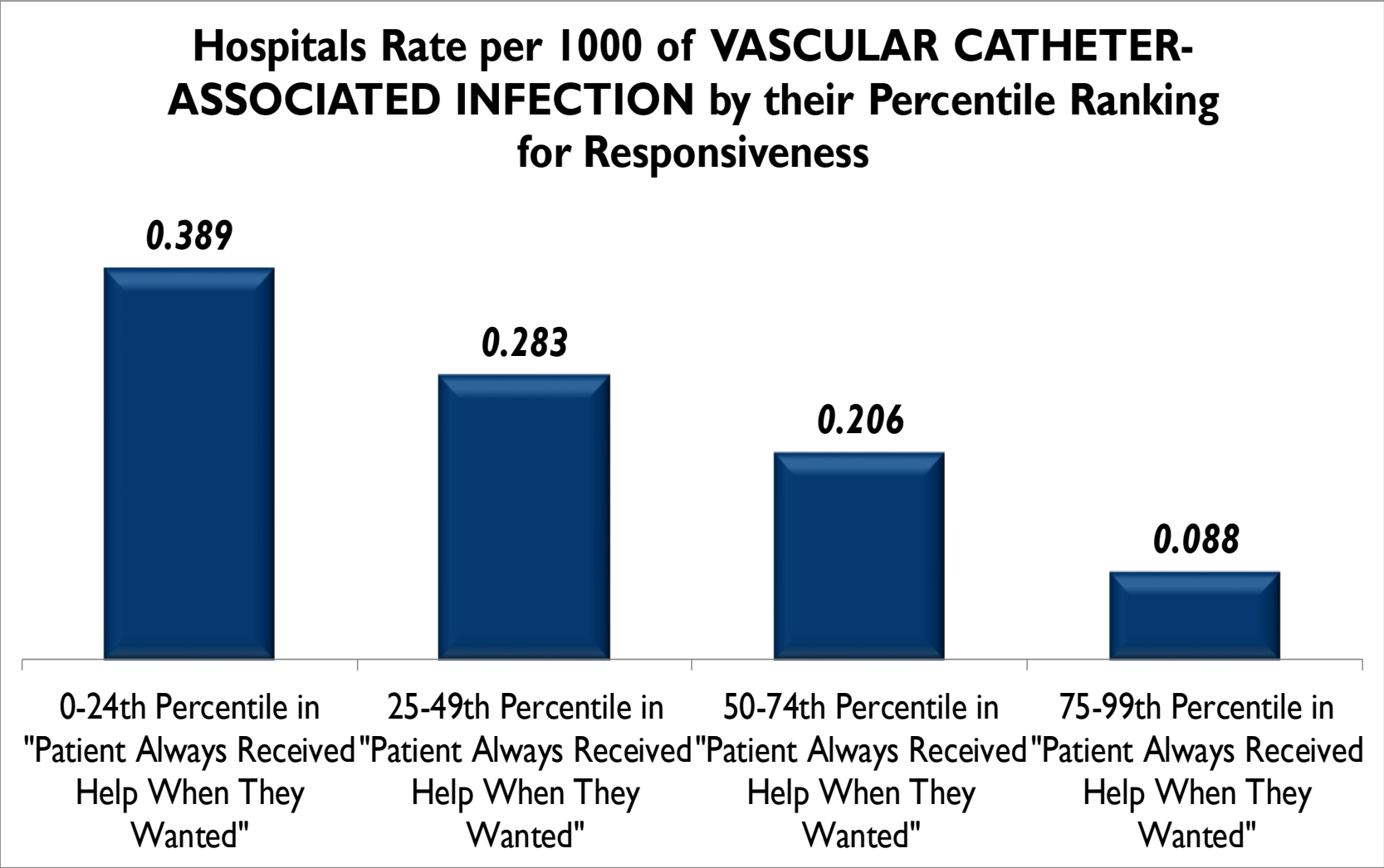
Difference in Average Percentile Ranking between Studer Group Partners and Non-partners 1Q13-4Q13



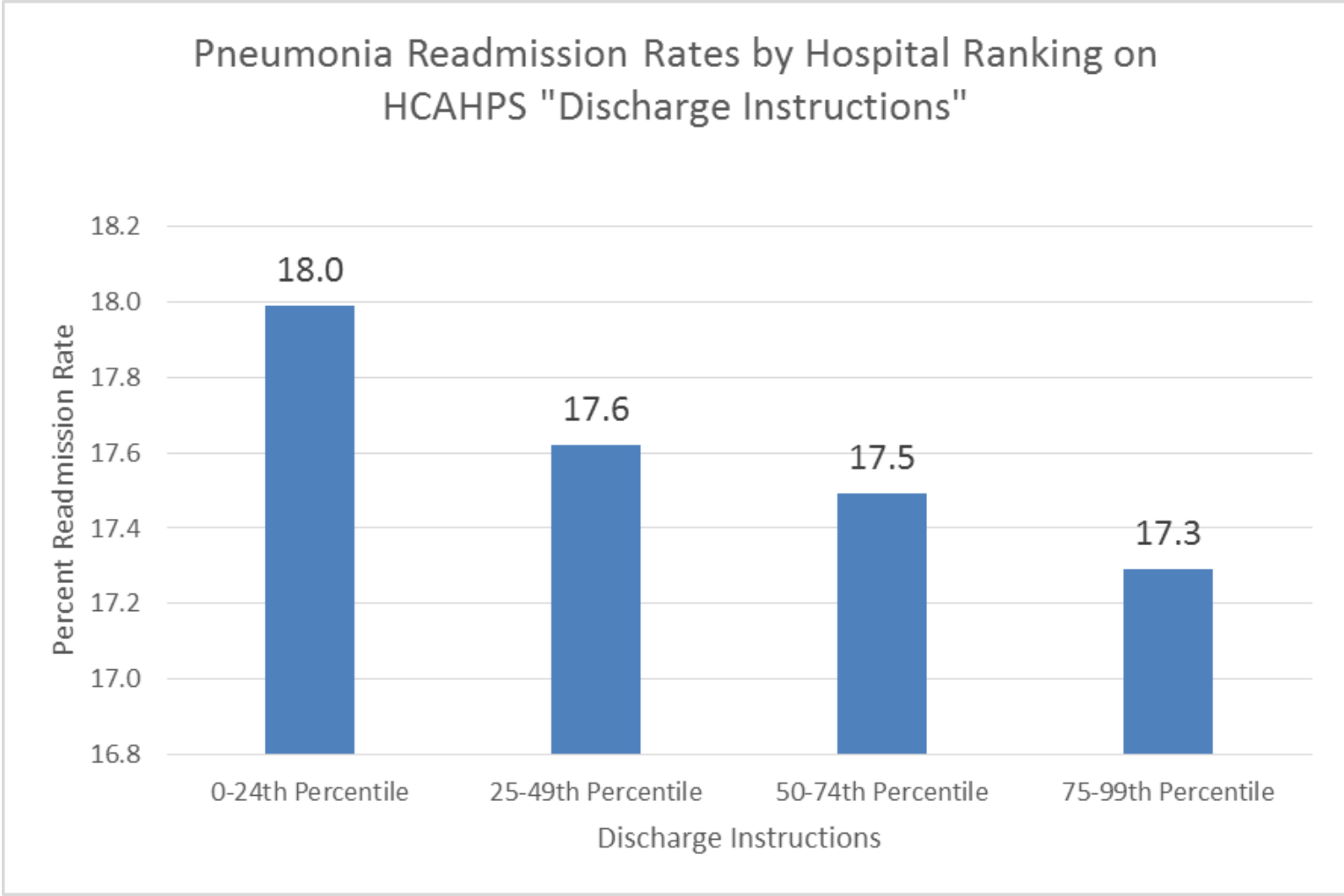


FINANCIAL PERFORMANCE & PATIENT EXPERIENCE

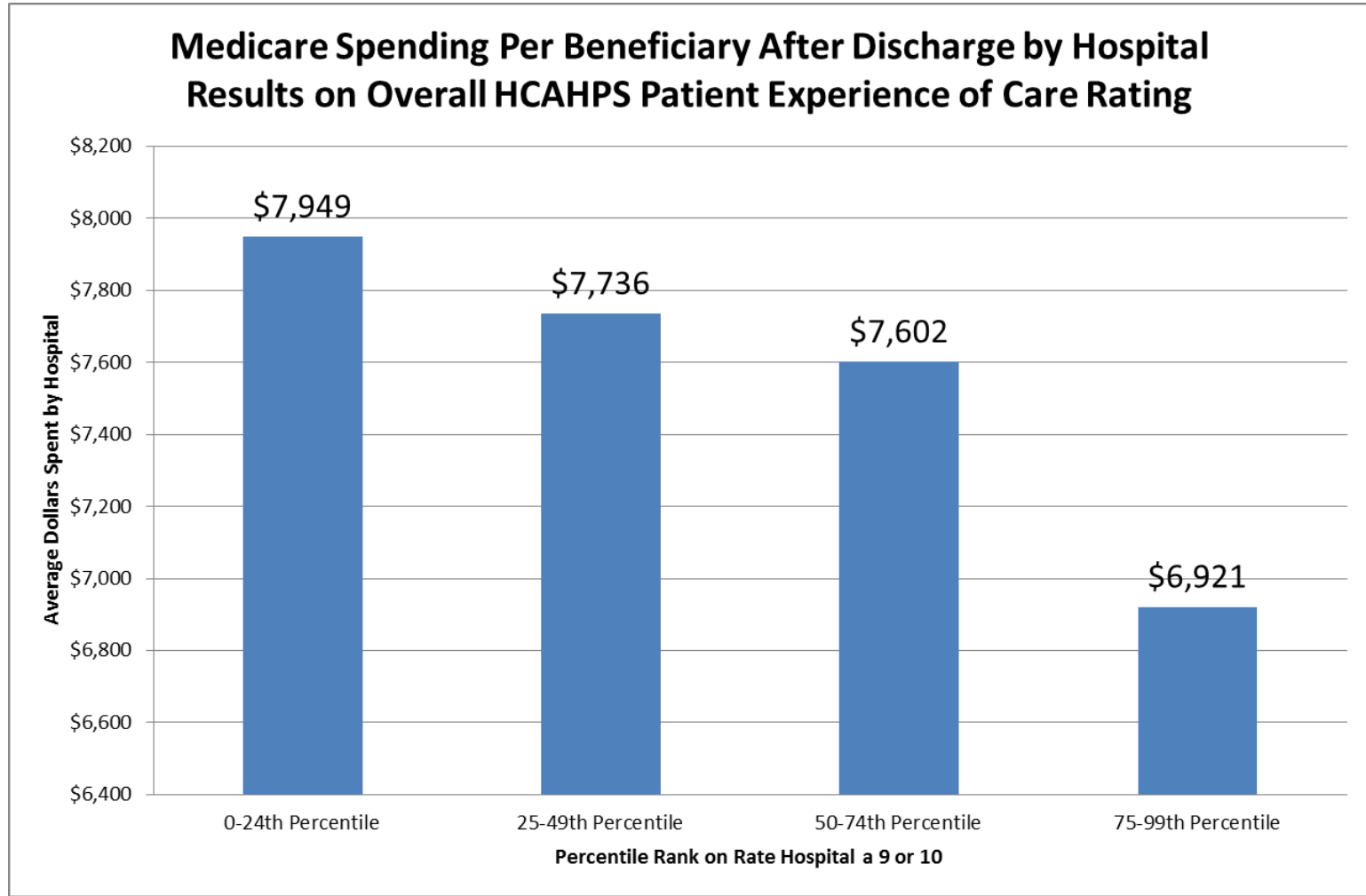
Patients' Perception of Care = Quality



Readmissions by Hospital Ranking on HCAHPS Discharge Instructions



Hospitals with Better Patient Experiences Are Less Expensive



Evidence-Based LeadershipSM

Foundation

Breakthrough

STUDER GROUP®:



Evidence-Based LeadershipSM

Foundation

Breakthrough

STUDER GROUP[®]:

Objective
Evaluation
System

Leader
Development

Must
Haves[®]

Performance
Gap

Standardization

Accelerators

Aligned Goals

Aligned Behavior

Aligned Process



▼ Implement
objective
accountability
system

▼ Better
align
training to
outcomes

▼ Sequence
tools and
techniques

▼ Retain High
Performers,
Coach Mid
Performers,
Help deal with
low performers

▼ Hardwire
consistency

▼ Improve
survivability

A Day in the Life...



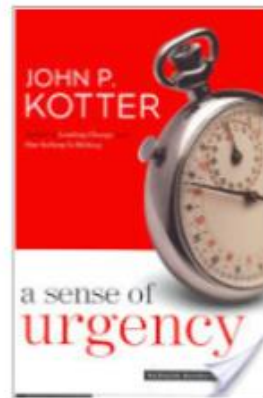
Change...

*Reimbursement changes,
technology changes, procedures
change, medications change, events
and people change, the most
important skill is to create a culture
that has the agility and ability and
to **adapt** to the changes.*

Change not always bad or feared

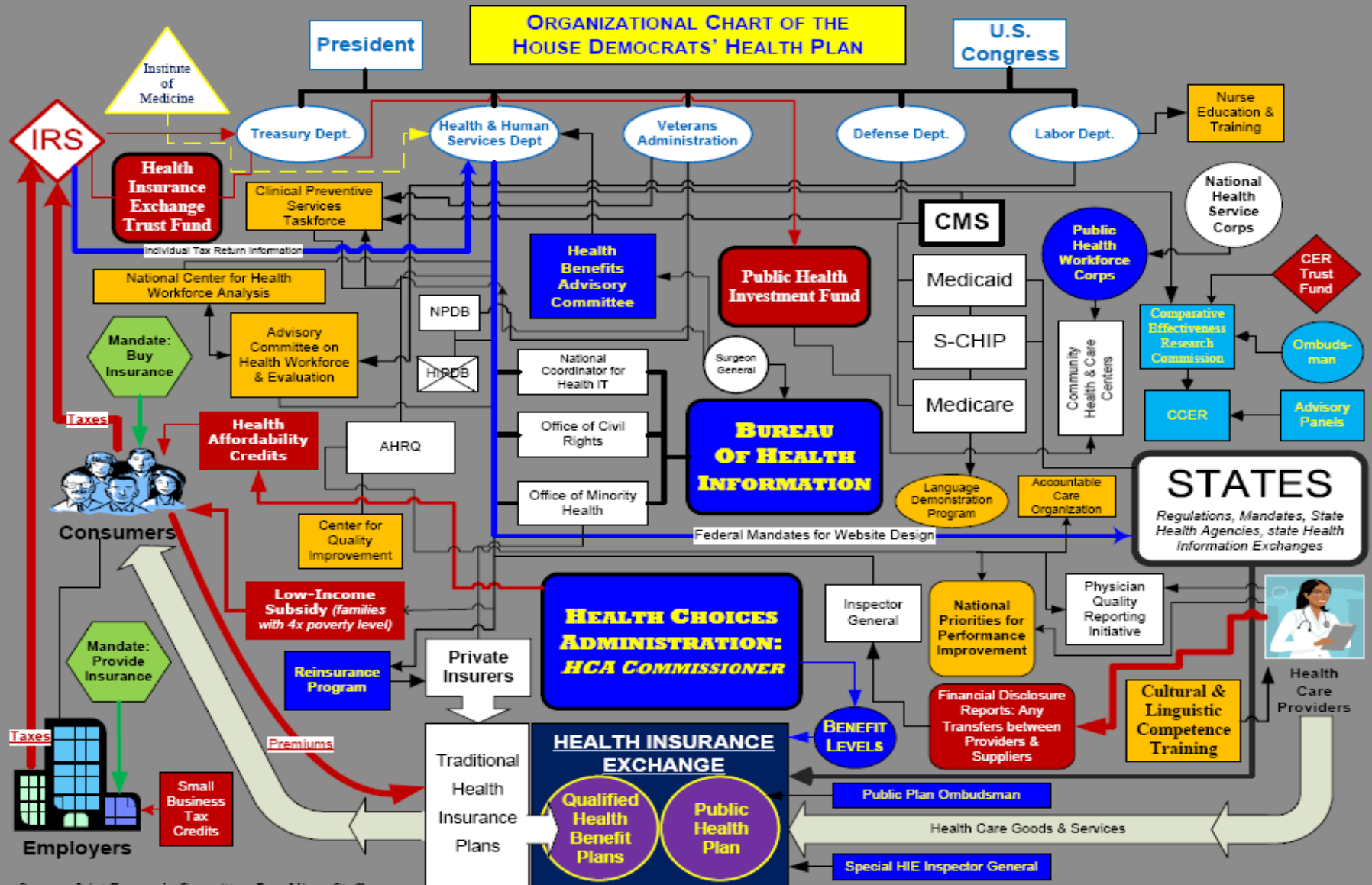


“The biggest obstacle in achieving high performance is not achieving the needed urgency for change.”



*Kotter, John P (2008)
A Sense of Urgency.
United States: Harvard
Business Review Press.*

...because at the center of it all:



Source: Joint Economic Committee, Republican Staff
Congressman Kevin Brady, Ranking House Republican Member

Thank You !

Dan Collard

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