Creating a Culture of Excellence

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Lake View Health
and
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Minnesota Hospital Association

June 20, 2017
Why care about culture?
Culture of excellence framework

Teamwork & Communication

Just Culture & Accountability

Patient & Family Engagement

Staff Resiliency

Standards of behavior
Peer recognition plan
Service recovery plan
Leadership development

Customer experience
Employee engagement
Leadership
Sustainment
The journey

Hospital Pathway/Deliverables:
- Standards of behavior
  - Scripting
- Staff resilience plan
  - Peer recognition plan
- Service recovery plan
- Leadership development
  - Education

<table>
<thead>
<tr>
<th>May 11, 2017</th>
<th>June 22, 2017</th>
<th>July 24, 2017</th>
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</thead>
</table>
| - Culture of excellence topic deep dive  
  - Having difficult conversations  
  - Identifying and developing emerging leaders  
  - Project measurement  
  - Review of measurement dashboard  
  - Review of timeline and pathway  | - AHRQ culture survey results  
  - Teamwork and communication  
  - Behavioral standards, scripting/role playing  | - Just culture  
  - HCHAPS high performers  
  - Round robin  
  - Q&A session  
  - Project measurement dashboard review  |

<table>
<thead>
<tr>
<th>August 14, 2017</th>
<th>September 25, 2017</th>
<th>October 30, 2017</th>
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</table>
| - Patient and family engagement  
  - Service recovery  | - Staff resiliency  
  - Physician engagement  
  - Project measurement dashboard review  | - Involving key stakeholders  
  - Early/middle/late adopters  
  - Board  
  - HR  |

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<thead>
<tr>
<th>November 20, 2017</th>
<th>December 18, 2017</th>
<th>January 8, 2018</th>
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</table>
| - Round robin  
  - Check-in on progress  
  - Q&A session  
  - Debrief  
  - Resources needed before entering sustainability  | - Social determinants of health  
  - Patients and families  
  - Employees  | - Leadership rounding  
  - Staff empowerment  
  - Creating innovative solutions  
  - Project measurement dashboard review  |

<table>
<thead>
<tr>
<th>February 5, 2018</th>
<th>March 5, 2018</th>
<th>April 5, 2018</th>
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</table>
| - Spreading across the continuum of care  
  - Sustaining improvement  
  - Assessment  | - Sustainability  
  - Action planning  
  - Round robin  
  - Check-in on progress  
  - Q&A session  | - Celebrate successes and wrap up  |
Addressing challenges

Plan
Do
Study
Act

Act → Plan → Do → Study
Measuring success
Measuring success

<table>
<thead>
<tr>
<th>Measure</th>
<th>PC-172</th>
<th>PC-176</th>
<th>PC-180</th>
<th>PC-184</th>
<th>PC-188</th>
<th>PC-192</th>
<th>PC-196</th>
<th>PC-200</th>
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<th>PC-208</th>
<th>PC-212</th>
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<tbody>
<tr>
<td>Quality improvement</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>PPR data (Claims: actual/expected) Q3 2016</td>
<td>0.672</td>
<td>0.667</td>
<td>0.665</td>
<td>0.663</td>
<td>0.662</td>
<td>0.661</td>
<td>0.660</td>
<td>0.659</td>
<td>0.658</td>
<td>0.657</td>
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<tr>
<td>Falls per 1,000 pt-days (4/2016)</td>
<td>0.573</td>
<td>0.572</td>
<td>0.571</td>
<td>0.570</td>
<td>0.569</td>
<td>0.568</td>
<td>0.567</td>
<td>0.566</td>
<td>0.565</td>
<td>0.564</td>
<td>0.563</td>
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<tr>
<td>CAUTI NDNQI 2016</td>
<td>1.246</td>
<td>1.244</td>
<td>1.242</td>
<td>1.240</td>
<td>1.238</td>
<td>1.236</td>
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<td>1.232</td>
<td>1.230</td>
<td>1.228</td>
<td>1.226</td>
<td>1.225</td>
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Patient and family engagement

<table>
<thead>
<tr>
<th>P1-P5 criteria (MHA)</th>
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<tbody>
<tr>
<td>P1. Prior to admission, the hospital staff provides and discusses a planning checklist with every patient that has a scheduled admission, allowing for questions or comments from the patient or family.</td>
<td>N/A</td>
<td>Y</td>
<td>N/A</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>N</td>
<td>Y</td>
<td>N</td>
<td>N</td>
<td>N</td>
<td>N/A</td>
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<tr>
<td>P2A. Does the hospital have a dedicated professional team that is responsible for the patient and family engagement and education?</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>N</td>
<td>Y</td>
<td>N</td>
<td>Y</td>
<td>Y</td>
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<tr>
<td>P3. Does the hospital have a dedicated professional team that is responsible for the patient and family engagement and education?</td>
<td>N</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>B</td>
<td>Y</td>
<td>N</td>
<td>Y</td>
<td>N</td>
<td>Y</td>
</tr>
<tr>
<td>P4. Does the hospital have an active patient and family engagement committee?</td>
<td>N</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>N</td>
<td>Y</td>
<td>N</td>
<td>Y</td>
<td>Y</td>
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<tr>
<td>P5. Does the hospital have at least one or more patients serving on a governing body or patient and family engagement committee?</td>
<td>N</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>N</td>
<td>Y</td>
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Patient experience

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<th>Measure</th>
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Agency for Healthcare Research and Quality
Advancing Excellence in Health Care
Setting the Stage

- Introduction & current roles
- Background information
- Disclaimer
“Vision, energy, and empowerment flow from the CEO to leaders, to all staff and providers, and ultimately to patients.”

-Culture of Excellence Kick-off meeting: February 21, 2017
Do all employees, leaders, and providers across the organization know what they are?

How are the leaders striving to ensure that the entire team is focused on the Mission, Vision, and Values?
Lake View’s New Vision Back in 2014

- Build a highly effective and accountable leadership team
- Establish an effective partnership with our medical staff
- Establish accountability across the organization for employees, managers, and providers
- Create an organizational culture of quality and patient safety
Lake View’s New Vision Back in 2014

- Build a strong patient experience program across the hospital and clinic
- Build a solid foundation on which to grow and expand services in the future
- Ensure solid financial performance and future financial viability
The Critical Role of Leadership in Culture Change

- Effective leadership must start at the top
- Getting the right leaders on the bus and in the right seats is critical
- Clear and frequent communication on the organization’s Mission, Vision, and Values
- Employee and physician engagement is vital to success
- Consistency and fairness in every decision even when difficult
- Positive reinforcement to recognize desired behavior
The Importance of a Comprehensive Communication Plan

- Communications must reach every member of the organization
- Multiple communication channels must be utilized
- Communications must be sent and received over and over to reinforce the message
- The leadership team was asked to acknowledge “specific emails” from staff within 24 hours during the week to build trust and positive working relationships across the organization
Engaging in Difficult Conversations

- Addressing conflict in a timely manner
- Proactive and effective approach to conflict management
- Team approach to addressing conflict with support from peers
- Follow through is most important!
- Tools and resources
  - *Crucial Conversations* - Patterson, Grenny, McMillan & Switzler
  - *Taking Conversations from Difficult to Doable* - Cunningham
  - *The Five Dysfunctions of a Team* - Lencioni
Engaging the Leadership Team

- A strong culture starts with the senior leadership team
- Restructuring the leadership team was necessary
- An effective team built on accountability, integrity, high performance, striving for excellence, communication, respect, and follow-through
- A comprehensive communication plan is vital to success
- Weekly leadership huddles in addition to monthly team meetings
Engaging the Leadership Team

- Selling the need for change is difficult, but is very important and should not be underestimated
- Fairness and consistency in every decision, every time
- Financial performance will follow effective leadership, but results may not be immediate
- Focus on goals, performance, and outcomes (not noise)
Leadership Development Institutes (LDIs)

- Monthly leadership development meetings/training
- Monthly book clubs with all members of the team participating and presenting
- Personal development plans with monthly discussion and reporting
- Leader action plans for weekly, bi-weekly, and monthly one-on-one meetings
- 360 degree feedback for the CEO and leadership team
Hardwiring Excellence - Studer
Why Hospitals Should Fly - Nance
Charting the Course - Nance & Bartholomew
Customer Service in Health Care - Baird
Switch - Heath & Heath
The Well Managed Health Care Organization - Griffith & Griffith
A Culture of High Performance - Studer
Good to Great - Collins
Organizational Culture - Employee Team

- Creating a culture of accountability by setting crystal clear expectations
- A clear focus on the organization’s Mission, Vision, and Values
- Transparency with all providers and staff: Employee Forums, newsletters, one-on-one meetings, open door policy, etc.
- Respect and support for all employees across the organization
- Positive reinforcement for desired behaviors
- Telling your story across the organization to reinforce the cultural transformation
Comprehensive Employee Recognition Programs

- Handwritten thank you notes
- Direct emails from the CEO and senior leadership team
- Employee newsletter focusing on organizational updates and positive patient experiences
- Monthly patient experience newsletter
- Employee and family picnics/BBQs
- Annual holiday parties for employees and guest
- Kid’s holiday party
- Employee bonuses
- Ice cream and pizza parties
Every employee received a meaningful performance evaluation each year with feedback on employee strengths, limitations, and opportunities for improvement.

Focus on patient experience, goals, personal and career development.

Goal of absolutely no surprises during performance evaluations.

Feedback received from employees on performance and organizational direction.
Engaging Emerging Leaders

- Our Culture of Excellence (CoE) Champion is leading the leadership team’s revision on the Behaviors of Excellence.
- Culture of Excellence team included leadership team, as well as employees from IT, radiology, maintenance, social services, and billing office.
- Another member of our CoE team is representing Lake View on the Blandin Foundation community steering committee.
- One of our CoE team members works with the CEO and Administrative Assistant on the bi-weekly organizational newsletter.
Succession Planning

- Each manager/director at Lake View is required to complete a succession planning summary evaluation of each of their direct reports by the end of 2017.
- Results will be shared with the CEO and the rest of the leadership team.
- The CEO has completed the same process on each member of the leadership team at Lake View.
Physician Leadership and Engagement

- One-on-one meetings with employed and contracted physicians to review Mission, Vision, and Values
- Clear and transparent communication with medical staff
- Feedback on performance and quality metrics
- Administration/medical staff partnership
- Effective Medical Executive Committee meetings to increase engagement and collaboration
- Offsite internal strategic planning dinners and discussion
- Effective teamwork is the goal
Board Involvement & Support

- Overview of board composition
- Effective communication and transparency
- Unwavering commitment to the culture change vision
- Confidence in the CEO and senior leadership team
- Strong partnership and collaboration to move organization forward
- Minnesota Hospital Association: Trustee conferences and online board educational videos
Patient and Family Involvement

- Patient rounding by CEO in all departments (inpatient, rehab, outpatient services, clinic, senior dining program, etc.)
- Press Ganey feedback review and follow up: Follow up phone calls and meetings to discuss issues and concerns
- Community connections are important
- Patient experience coordinator hired in 2016 monitor and share data with leadership team and across the organization
Internal and External Quality Improvement

- Deficiencies from the Minnesota Department of Health in 2008 and 2012
- Compliments from MDH in 2016, but we still have a lot of work to do
- QI results shared with board of directors, medical staff, and all employees across the organization
- Created a culture of physician accountability and performance: “Stop the Line Policy"
- Integrated quality and patient safety into everything that we do
- HEN and HIIN initiatives: Minnesota Hospital Association
Always Campaign Introduced

Hardwiring Safe Habits for High Reliability: Always Events…Every Patient…Every Time

1. Patient identification
2. Treatment and procedure verification
3. Six rights of medication administration
4. Hand hygiene
5. “Stop The Line”
“All Lake View employees, students, volunteers have the duty (obligation, responsibility) and authority to speak up to identify and clarify real or perceived safety concerns, uncomfortable situations or confusion regarding care delivery. It is the right of all of our patients, family, legal guardians and visitors to similarly speak up in those situations.”

- Concept of a comprehensive health care team
Healthcare System Considerations

- Integrating our two hospitals where indicated
- Best practices shared between organizations
- Recognizing that the organizational cultures are different between the two organizations and that is not good or bad, just different
- Pilot programs run at Lake View (IT implementation, 360 feedback, MHA internship program, etc.)
Community Partnerships and Collaboration

- Collaboration with local law enforcement (Police and Sheriff’s Department)
- Partnership with our local county ambulance service
- Human Development Center
- Heart Safe designation for the City of Two Harbors
- Community Paramedic
- Two Harbors High School class sponsorship

Feedback on successes and opportunities for improvement is also important from community partners.
Provide Lake View with the opportunity to partner with other hospitals to support their efforts and learn from our peers.

- Sharing best practices and lessons learned.
- Work through problems and challenges together.
- Sharing resources to improve care delivery in our state.
- Support of a state-wide commitment to improve overall health care delivery in Minnesota.
Culture of Excellence Initiatives

- AHRQ Patient Safety Culture Survey
- Leadership Development Institutes (LDIs)
- Leadership Resources (SharePoint site)
- Standards of Behaviors – Behaviors of Excellence
- Service Recovery Plans
The Culture of Excellence initiative provided our team with a clear structure and vision to integrate and focus all of our various efforts over the past few years.

Allowed us to further engage our employees by sharing the formal program across the organization.

Support and guidance from experts across the state at MDH, MHA & Stratis Health.

Success stories relate to the Culture of Excellence initiative.

The Culture of Excellence initiative has been very well received across our organization.
Measuring Success: Many Opportunities

- AHRQ Patient Safety Culture Survey
- Employee engagement surveys
- Culture of Excellence CEO dashboards
- MBQIP data and results
- HCAHPS data
- Quality reporting
- Financial performance
- Employee retention and recruitment
Hardwiring Sustainability: The Challenging Part

- Focus and dedication to strive for excellence
- Unwavering commitment to improve in all that we do
- Integrated the initiative into our organization’s strategic plan
- Relentless commitment to stay the course despite the various challenges
- Committed to continuous learning and growth
- Clear focus on the end vision and goals for success
Lake View’s Biggest Opportunities for Continuous Improvement

- More involvement from patients and community members on our internal committees (quality, safety, risk management, violence prevention, safe patient handling, etc.)
- More comprehensive variance reporting when quality goals not met or exceeded (potential patient impact)
- Increased involvement of staff at every level of the organization in relation to quality and patient safety
- More education and information sharing with front line employees on healthcare reform topics and challenges
- Many other opportunities as well!
Thank you for giving me the opportunity to share our story
We are open to feedback and learning from each of you as we strive to improve
We still have a long way to go on our journey, but we are well underway
Questions & Discussion

Contact information:

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