How Culture Drives or Hinders Performance and Outcomes

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Our Speakers

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Objectives

- What is "culture change?"

- How do we drive culture change?

- How does culture impact outcomes?

Drive or Hinder Culture?

- Only direct care providers impact patient experience and outcomes
  - HINDER
- We just need to fill that open position
  - HINDER
- We cannot fire that employee...the job would be too hard to fill
  - HINDER
- Technically the employee is really good at the job
  - HINDER

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Cultural Expectations

- Is culture improvement defined in your strategic plan?
  - Values defined?
  - Culture current vs. desired state?

- Children's Hospital of Pittsburgh of UPMC
  - Service Excellence through Staff Empowerment and Teamwork

Example Strategic Plan

- Achieve Magnet status

- Improve Children's Hospital recruitment, assessment and selection processes to ensure cultural fit of hires

- Implement and fine tune the entire spectrum of on-boarding processes beginning with recruitment/selection and ending with the completion of department/job specific orientation and full productivity

- Evaluate and improve performance and talent management processes resulting in both employee and leadership accountability for culture

Example Strategic Plan

- Establish a culture of accountability by defining roles and communicating service standards at all levels of the organization

- Drive patient satisfaction results to place Children's in the top ten percent across all Children's hospitals

- Proactively seek feedback from patients, families visitors, referring physicians and other customers and incorporate their perspectives into our work

Cultural Expectations

- Strategic plan provides roadmap for leadership and human resources

- Human resources helps define strategy and provides tools for success

- Leadership has ultimate accountability
  - Selection
  - Retention
  - Tenure

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Creating Behavior Accountability

- Improve Children's Hospital recruitment, assessment and selection processes to ensure cultural fit of hires
  - Turnover data demonstrated majority of involuntary turnover related to behavior issues, not technical performance
  - Move selection from subjective towards objective
- Engaged with Select International in 2010 to review behavior expectations and long term strategy for culture change

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Creating Behavior Accountability

- Validated a pre-employment assessment for launch in mid-2010

- Measured behaviors have a direct link to values and desired culture

- Demonstrate effectiveness continually
  - Anecdotal information
  - Factual information
    - 7% turnover for individuals completing assessment

Creating Behavior Accountability

- ALL jobs affect patient/family experience
- Methodically link jobs to the mission and patient experience
  - RN, Pharmacy Tech, Radiology Tech
  - Housekeeper, Accountant, Parking Valet
- Patients/families experience organization horizontally, not in silos
  - Bad experience with one area affects others

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Leadership Role

- Leave individual experiences and perceptions behind

- Align leaders with overall strategy for culture and selection

- Use tool from human resources during interview and selection process

- Patience and trust in tool

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Drive or Hinder Culture

- ALL employees impact patient experience and outcomes
  - DRIVE
- We need to select the right individual for the open position
  - DRIVE
- We cannot accept behavior out of line with culture regardless of how difficult the job would be to fill
  - DRIVE
- Behaviorally the employee is really good for the organization
  - DRIVE

Culture Drives Outcomes

- Patient / family satisfaction

- Employee retention

- Ability to grow services

- Financial / reimbursement

Culture, Behaviors, Selection, and Outcomes

Keys To Success at Children's Hospital

- Culture taken seriously by senior leaders

- Combined "top-down" and "bottom-up" approaches
  - Identifying specific behaviors that drive outcomes

- "Whole house" selection intervention

- On-going outreach and education at the manager level

- Open-minded professionals using the "feedback loop"

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Children's Hospital Cultural Intervention

- A long term solution
- Results
  - Patient Satisfaction percentiles have improved in EVERY area except one
  - National Rank among other pediatric hospitals continues to improve
  - People hired for the right culture fit do not leave
    - 6 month turnover nearly non-existent
    - Over 2 years and thousands tested only 7% of those hired for culture fit have termed
    - ROI on those that do term; they stay more than 6 months

These results are not surprising

- While these results seem unheard of in healthcare circles, other industries have seen similar results

- Safety Culture in Manufacturing

- Results from Toyota in reducing worker's comp claims
  - People hired for a fit within the safety culture were four times less likely to be involved in a safety incident
  - Several million dollars in savings per year

What is a "Patient-Centered" Culture?

- Culture drives performance
- Culture is based on workforce "behaviors"
- These consist of the collective individual behaviors of the workforce
- These behaviors can be predicted, developed, and reinforced.

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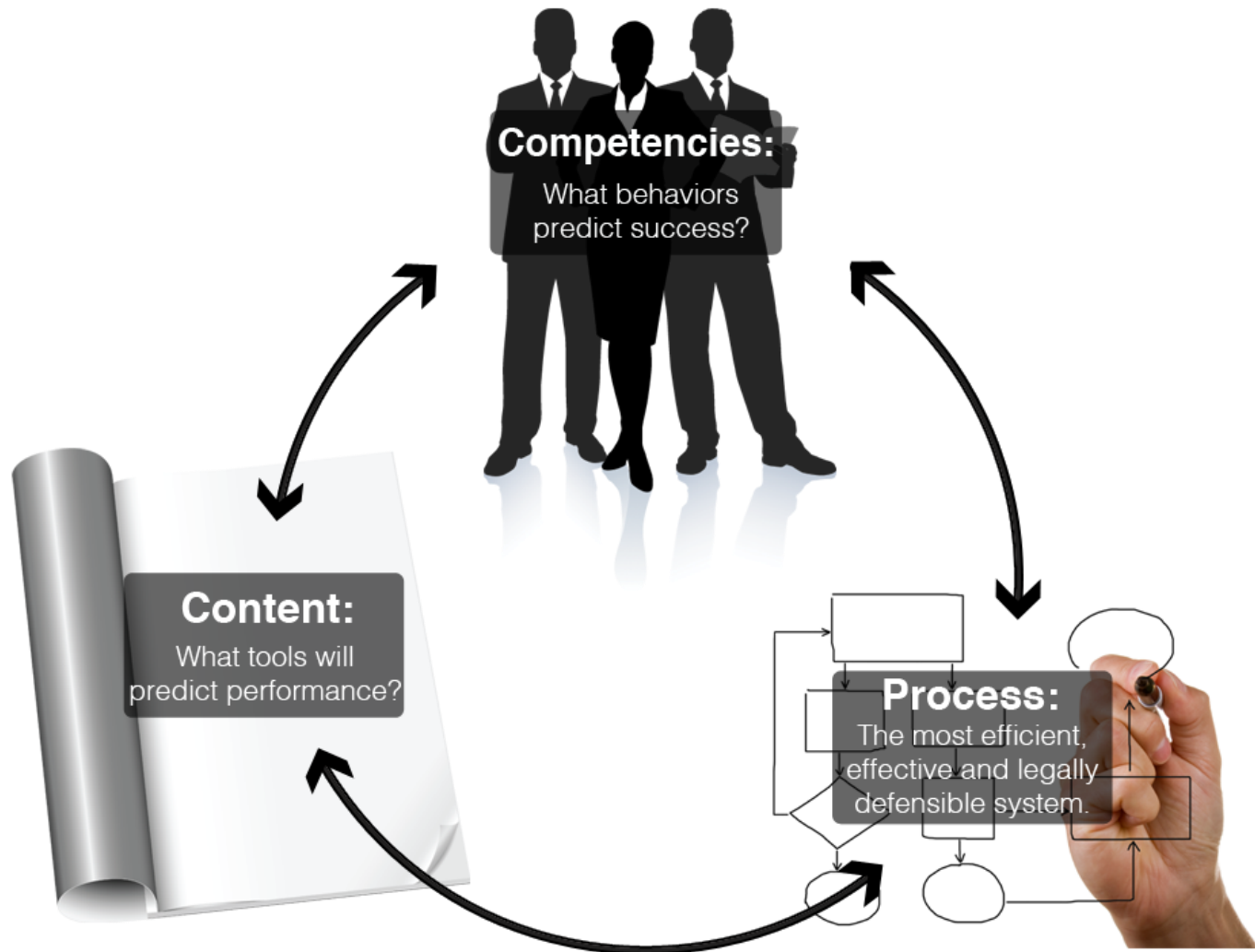
Behaviors and Outcomes - Examples

- Physician and nurse disruptive behavior impacts patient safety
  - "*Bad Blood: Doctor-Nurse Behavior Problems Impact Patient Care*," American College of Physician Executives 2009 Doctor-Nurse Behavior Survey, *Physician Executive Journal*, November/December
  - "*Impact and Implications of Disruptive Behavior in the Perioperative Arena*," Journal of the American College of Surgeons, July, 2006.

- Front line workers, patient satisfaction and the cultural hourglass
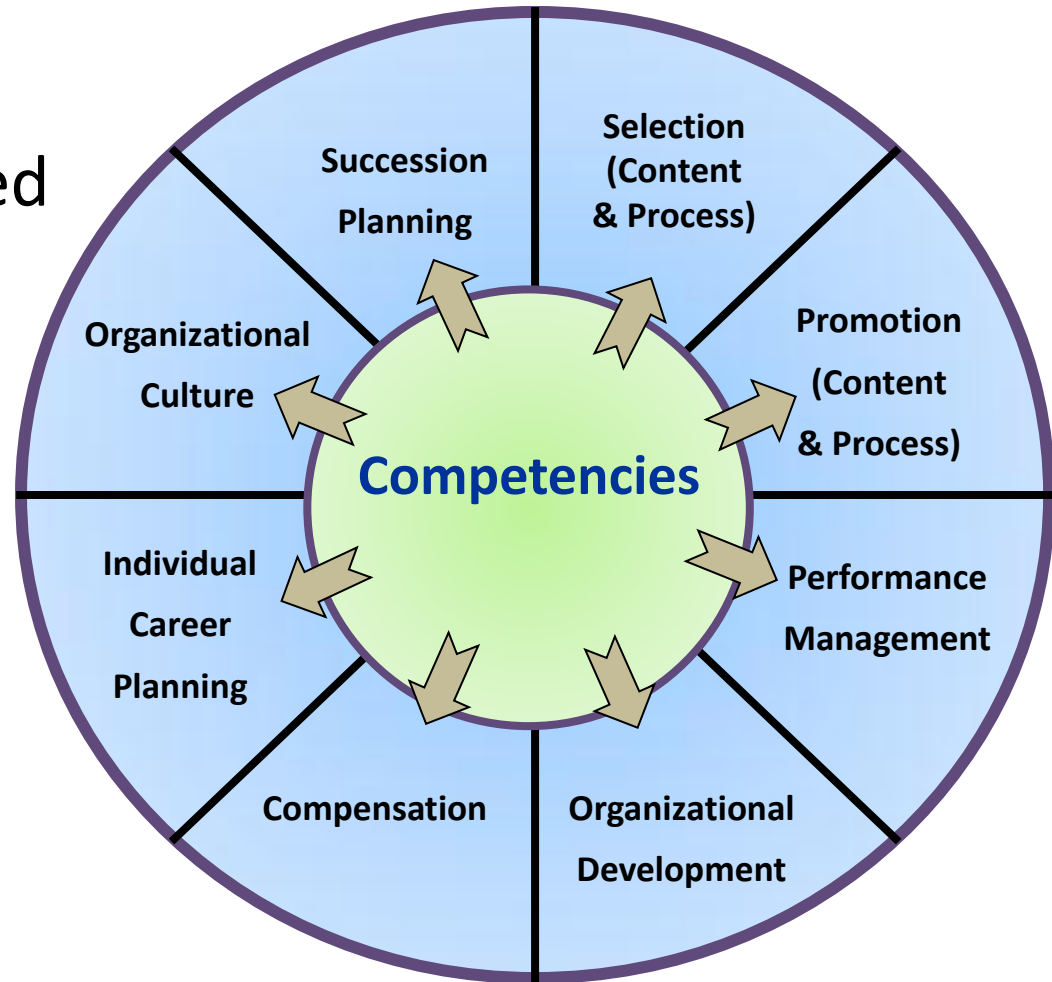
Behaviors and Outcomes - Examples

- Communication correlates with safety
  - *"Patient Safety and Satisfaction: The State of American Hospitals"*, HealthGrades, 2012

- Central line infections
  - *"**For the process to work, each individual has to make a commitment to perform each step each time, and have the courage to correct their colleague when they see an error has been made**.*" *John Santa, MD, MPH, Director of the Consumer Reports Health Ratings Center.*

- Collaboration and Length of Stay

Culture, Behaviors and Talent Strategies

Competencies:
What behaviors predict success?

Content:
What tools will predict performance?

Process:
The most efficient, effective and legally defensible system.

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Competencies Drive Key Systems

- Collaboration
- Communication
- Customer-focused
- Quality-focused
- Adaptability
- Dependability
- Accountability

Competencies

- Succession Planning
- Selection (Content & Process)
- Promotion (Content & Process)
- Performance Management
- Organizational Development
- Compensation
- Individual Career Planning
- Organizational Culture

Selection Content Supports your Culture

- Consistent, objective, clear evaluation standards
- Healthcare specific content important to capture your culture
- Assessments built on a track record of success/research
- Assessment content as an integrated system; triangulating on key competencies within and across selection components
- Fair, accessible and positively perceived by applicants

Discussion & Questions

Our blog features HR tips and Talent Management strategies:

http://info.hiringinhealthcare.com/blog

Or visit us at
http://www.hiringinhealthcare.com