

# Building a Culture of High Performance

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BEST PRACTICES FORUM  
VANCOUVER, BC  
JULY 2016



# Columbia Basin Health Association



## Othello Family Clinic

- Incorporated 1972
- Medical 1973
- Pharmacy 1995
- Dental 1995
- EyeCare 2004



## Wahluke Family Clinic

- Dental 1999
- Medical 1999
- Pharmacy 2000
- EyeCare 2012



## 14<sup>th</sup> Avenue Medical & Dental Center

- Merged into CBHA 2004
- Dental 2013



## Connell Family Clinic

- Dental 2008
- Medical 2011
- Pharmacy 2012
- EyeCare 2012

# Coming May 2017...

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# Columbia Basin Health Association

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Budget = \$40 million

FTE's = 350

Patients = 33,390

Encounters

- Medical = 104,100
- Dental = 44,200
- Vision = 7,400

Agricultural Workers (MSFW) = 15,095



# A Culture of Accountability

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*“A culture of accountability means an organization **consistently** performs certain behaviors using various tools and techniques that create the excellence needed to continuously provide higher and higher quality patient care at lower and lower costs.”*

*-Quint Studer*



# A Culture of Accountability

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When do staff understand they MUST do the desired behavior?

- ✓ MANDATORY = 98%
- REQUIRED = 68%
- EXPECTED = 26%



Avoid a Culture of Optionality



# Nine Principals

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1. Commit to Excellence
2. Measure the Important Things
3. Build a Culture Around Performance
4. Create and Develop leaders
5. Focus on Employee Satisfaction
6. Build Individual Accountability
7. Align Behaviors with Goals and Values
8. Communicate at All Levels
9. Reward and Recognize Success



# Commit to Excellence

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- ❖ Patient and Employee Focus
- ❖ Measureable Goals with desired outcomes
- ❖ 5 Pillars structure



“Excellence is a journey, not everyone will make the trip”



# Measure the Important Things

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- Service-** Improve the Health of our Patients
- Quality-** Build a Customer and Quality Focused Culture
- People-** Recruit, Retain, and Recognize a Quality Workforce
- Finance-** Maintain Financial Strength
- Growth-** Maximize Potential Growth and Opportunities



# Build a Culture Around Performance

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- ❖ Goals
- ❖ Leader Scorecards
- ❖ Transparency



# Goal Setting

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- ❖ Developed at the Executive level
- ❖ Assigned a Champion
- ❖ Distributed to Leaders
  - Limit number
  - Weighted



# Equity Review

## Equity review - 2016

Pillar	Goal Template Name	Baker, Brant	Bordon, Roger	Madera, Jonathan	Mendez, Paloma	Mosbrucker, Kent
		Job Title : Controller	Job Title : Clinic Manager	Job Title : Clinic Manager	Job Title : Coding Supervisor	Job Title : CFO
Service	Facility Neatness and Cleanliness		15.0			
	Patient Processing Time		10.0	10.0		20.0
	Top Box Customer Satisfaction	30.0				10.0
Quality	Bright Ideas	20.0	10.0	10.0	25.0	
	Top Box Patient Satisfaction		10.0	10.0		
Finance	Net Operating Margin	10.0	10.0	10.0	25.0	20.0
	No Shows and Same-Day Cancellations		15.0	20.0		20.0
People	Staff Turnover	20.0	20.0	20.0	25.0	10.0
	Top Box Employee Satisfaction	20.0	10.0	10.0	25.0	10.0
Growth	Increase Patients			10.0		10.0

# Leader Scorecards

CBHA Supervisor Scorecard  
May 2016

	ABSENTEEISM			OCCURRENCES			TURNOVER					STAFFING RATIO			OVERTIME			MONTHLY MEETINGS			ALL STAFF ATTEND.		COMPLAINTS TRAINING			TOP BOX EMP. SAT.		MONTHLY EXEC. TEAM REPORT			30/90 ROUNDTIPS			
	Monthly	FY 2016	ENDING	Monthly	FY 2016	ENDING	Monthly Vol.	Monthly Invol.	YTD Vol.	YTD Invol.	FY 2016 TOTAL	ENDING	FY 2016	ENDING	Monthly	FY 2016	ENDING	MONTHLY	FY 2016	ENDING	DEC. 2015	MAR. 2016	Monthly	FY 2016	ENDING	APRIL 2016	JANUARY 2016	Monthly	FY 2016	ENDING	Monthly	FY 2016	ENDING	
		YTD	FY 2015		YTD	FY 2015							YTD	FY 2015		YTD	FY 2015		YTD	FY 2015				YTD	FY 2015				YTD	FY 2015		YTD	FY 2015	YTD
Andrews, C.	0.00%	0.16%	0.40%	0.00	0.00	1.50	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	97.62%	100.00%	3.62%	4.42%	3.46%	100.00%	100.00%	100.00%	50.00%	80.00%	100.00%	100.00%	100.00%	52.00%	100.00%	100.00%	100.00%	100.00%	---	---		
Baker, B.	0.00%	0.34%	1.21%	0.00	0.47	4.56	0.00%	0.00%	0.00%	0.00%	0.00%	35.23%	93.81%	91.00%	1.47%	3.54%	4.01%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	65.71%	60.00%	100.00%	100.00%	100.00%	0%	50%		
Bleazard, J.	0.00%	0.22%	1.43%	0.38	1.53	10.06	0.00%	0.00%	0.00%	0.00%	0.00%	18.46%	100.00%	94.84%	2.60%	2.33%	2.01%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	87.50%	92.36%	94.55%	100.00%	100.00%	n/a	0%		
Bordon, R.	2.38%	0.54%	0.77%	0.50	2.40	4.27	0.00%	0.00%	0.00%	0.00%	0.00%	16.67%	80.93%	93.70%	0.29%	1.07%	0.87%	100.00%	100.00%	100.00%	83.00%	83.00%	100.00%	100.00%	100.00%	98.18%	86.67%	22.86%	100.00%	100.00%	n/a	100%		
Bountharath, A.	0.00%	0.39%	0.35%	0.25	1.25	5.60	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	88.75%	0.66%	1.67%	1.16%	100.00%	100.00%	100.00%	83.00%	100.00%	100.00%	100.00%	75.00%	95.83%	100.00%	100.00%	100.00%	100.00%	---	---		
Brandenburg, G.	0.00%	0.00%	0.27%	0.00	0.00	0.69	0.00%	0.00%	0.00%	0.00%	0.00%	11.65%	100.00%	99.17%	0.00%	0.00%	0.00%	100.00%	100.00%	100.00%	75.00%	100.00%	100.00%	100.00%	100.00%	93.81%	80.00%	67.50%	100.00%	100.00%	---	---		
Carlson, K.	0.00%	0.22%	0.77%	0.29	1.29	7.59	0.00%	0.00%	14.71%	0.00%	14.71%	32.43%	95.46%	96.82%	1.53%	1.57%	1.85%	100.00%	100.00%	100.00%	86.00%	100.00%	100.00%	100.00%	100.00%	92.20%	93.33%	91.43%	0.00%	100.00%	n/a	n/a		
Day, J.	0.00%	0.28%	0.44%	0.29	2.21	3.10	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	99.44%	0.93%	1.53%	1.21%	100.00%	100.00%	100.00%	64.00%	86.00%	100.00%	100.00%	100.00%	97.14%	87.70%	80.00%	0.00%	100.00%	100.00%	---	---	
Deleon, U.	0.48%	0.86%	0.83%	0.20	2.70	7.32	0.00%	0.00%	0.00%	0.00%	0.00%	35.23%	100.00%	95.61%	0.32%	0.36%	0.30%	100.00%	100.00%	100.00%	80.00%	100.00%	100.00%	100.00%	88.89%	98.15%	98.48%	93.33%	95.56%	100.00%	100.00%	---	---	
Dominguez, D.	0.00%	0.59%	0.00%	0.14	4.65	2.29	0.00%	0.00%	32.26%	0.00%	32.26%	0.00%	80.05%	88.75%	2.43%	0.87%	0.03%	100.00%	100.00%	100.00%	14.00%	71.00%	100.00%	100.00%	100.00%	92.00%	88.00%	100.00%	100.00%	N/A	0%	25%		
Falcon, N.	0.68%	1.00%	1.27%	0.57	3.29	8.05	16.67%	0.00%	14.29%	0.00%	14.29%	0.00%	97.28%	99.47%	0.29%	0.40%	0.33%	100.00%	100.00%	100.00%	71.00%	86.00%	100.00%	100.00%	98.48%	57.14%	57.14%	100.00%	100.00%	100.00%	---	---		
Field, D.	0.48%	0.39%	0.73%	0.10	0.60	2.36	0.00%	0.00%	0.00%	0.00%	0.00%	17.02%	100.00%	98.28%	0.63%	1.25%	2.07%	100.00%	100.00%	100.00%	90.00%	90.00%	100.00%	100.00%	98.89%	98.15%	93.35%	82.22%	98.00%	100.00%	100.00%	---	---	
Gaeta, L.	0.32%	0.82%	2.31%	0.40	2.45	10.15	0.00%	0.00%	5.56%	0.00%	5.56%	37.21%	85.88%	86.67%	0.84%	0.88%	0.86%	100.00%	100.00%	100.00%	58.00%	94.00%	93.33%	98.89%	96.45%	46.25%	34.67%	100.00%	100.00%	67.00%	100%	75%		
Gomez, N.	0.79%	0.73%	1.05%	0.17	1.20	5.57	0.00%	0.00%	10.20%	0.00%	10.20%	35.62%	94.13%	97.87%	0.58%	1.16%	0.62%	100.00%	100.00%	100.00%	86.00%	88.00%	100.00%	100.00%	75.00%	93.75%	91.21%	77.50%	90.00%	0.00%	100.00%	---	---	
Gutierrez, C.	0.00%	0.13%	0.40%	0.08	1.04	3.82	0.00%	0.00%	0.00%	0.00%	0.00%	14.55%	90.96%	96.87%	1.31%	1.45%	2.06%	100.00%	100.00%	100.00%	67.00%	85.00%	100.00%	100.00%	93.01%	78.46%	78.46%	100.00%	100.00%	n/a	100%	---	---	
Hardiek, K.	0.68%	1.23%	1.05%	0.14	1.43	6.23	0.00%	16.67%	14.71%	14.71%	23.41%	15.73%	90.48%	94.91%	13.47%	4.31%	6.10%	100.00%	100.00%	100.00%	71.00%	71.00%	100.00%	100.00%	100.00%	70.00%	51.43%	0.00%	100.00%	100.00%	n/a	n/a	---	---
Idrogo, S.	0.00%	0.13%	0.51%	0.00	1.00	4.43	0.00%	0.00%	0.00%	0.00%	0.00%	38.71%	92.00%	90.43%	0.00%	0.29%	0.03%	100.00%	100.00%	100.00%	45.00%	92.00%	81.82%	95.47%	84.13%	80.00%	94.00%	0.00%	100.00%	67.00%	---	---		
Mabry, M.	0.95%	0.47%	0.67%	0.60	2.90	5.87	0.00%	0.00%	0.00%	0.00%	0.00%	17.02%	100.00%	90.62%	1.86%	1.61%	1.63%	100.00%	100.00%	100.00%	45.00%	90.00%	100.00%	100.00%	98.35%	78.00%	88.89%	100.00%	100.00%	n/a	100%	---	---	
Madera, J.	0.00%	0.39%	0.27%	0.50	4.50	8.15	0.00%	0.00%	0.00%	0.00%	0.00%	46.15%	125.00%	94.08%	0.45%	1.07%	1.47%	100.00%	100.00%	100.00%	50.00%	100.00%	100.00%	100.00%	96.97%	100.00%	100.00%	100.00%	100.00%	100.00%	---	---		
Marquez, E.	0.00%	0.21%	1.52%	0.38	1.64	10.29	0.00%	14.29%	0.00%	13.89%	13.89%	84.71%	89.68%	94.36%	0.88%	0.78%	0.31%	100.00%	100.00%	100.00%	50.00%	88.00%	100.00%	100.00%	98.86%	88.57%	83.33%	100.00%	100.00%	n/a	100%	---	---	
Medina, E.	0.00%	0.68%	0.64%	0.25	4.75	12.00	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	95.83%	1.82%	1.00%	0.56%	100.00%	100.00%	100.00%	88.00%	75.00%	100.00%	100.00%	87.66%	62.50%	82.50%	100.00%	100.00%	100.00%	---	---		
Mendez, P.	0.00%	0.00%	0.00%	0.00	1.20	1.36	0.00%	0.00%	0.00%	0.00%	0.00%	30.00%	100.00%	96.08%	0.31%	0.41%	0.30%	100.00%	100.00%	100.00%	75.00%	100.00%	100.00%	100.00%	100.00%	66.67%	70.00%	100.00%	100.00%	100.00%	---	---		
Miu, G.	0.00%	0.21%	0.46%	0.00	0.26	1.07	0.00%	0.00%	0.00%	0.00%	0.00%	8.54%	92.81%	97.03%	0.00%	0.00%	0.00%	100.00%	100.00%	100.00%	45.00%	83.00%	52.17%	82.48%	73.32%	71.82%	77.89%	0.00%	100.00%	n/a	100%	---	---	
Mosbrucker, K.	0.00%	0.33%	0.55%	0.00	0.43	1.28	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.17%	0.00%	0.00%	0.00%	100.00%	100.00%	100.00%	83.00%	100.00%	100.00%	100.00%	100.00%	91.43%	68.57%	100.00%	100.00%	100.00%	---	---		
Olson, C.	1.19%	0.96%	0.36%	0.25	1.50	3.76	0.00%	0.00%	0.00%	0.00%	0.00%	26.09%	100.00%	94.53%	0.27%	0.41%	1.74%	100.00%	100.00%	100.00%	11.00%	100.00%	100.00%	100.00%	98.70%	75.00%	90.00%	100.00%	100.00%	100.00%	---	---		
Perez, E.	0.00%	0.48%	0.63%	0.70	3.06	2.00	11.11%	0.00%	12.82%	0.00%	12.82%	0.00%	97.32%	100.00%	1.07%	1.90%	2.38%	100.00%	100.00%	100.00%	57.00%	100.00%	71.43%	95.24%	100.00%	45.72%	53.33%	100.00%	100.00%	100.00%	n/a	100%	---	---
Quezada, M.	0.68%	0.22%	n/a	0.38	0.34	n/a	0.00%	0.00%	14.81%	0.00%	14.81%	n/a	94.64%	n/a	0.60%	0.81%	n/a	100.00%	100.00%	100.00%	n/a	n/a	86.00%	85.71%	92.86%	N/A	90.00%	100.00%	n/a	---	---			
Robinson, A.	0.00%	0.00%	0.15%	0.00	0.00	0.39	0.00%	0.00%	0.00%	0.00%	0.00%	40.00%	100.00%	100.00%	0.00%	0.00%	0.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	33.33%	40.00%	0.00%	100.00%	100.00%	---	---		
Ruiz, C.	0.68%	0.45%	0.00%	0.71	3.87	1.33	16.67%	0.00%	20.83%	0.00%	20.83%	0.00%	86.05%	95.83%	0.96%	0.76%	0.61%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	80.00%	84.00%	100.00%	100.00%	100.00%	n/a	50%	---	---
Salsbury, S.	1.06%	0.78%	0.54%	0.44	1.89	3.32	0.00%	0.00%	0.00%	0.00%	0.00%	19.25%	100.00%	97.22%	0.73%	1.55%	0.43%	100.00%	100.00%	100.00%	78.00%	89.00%	100.00%	100.00%	94.89%	84.45%	66.67%	100.00%	100.00%	---	---			
Sandoval, J.	0.00%	0.38%	0.61%	0.17	0.50	5.32	0.00%	0.00%	0.00%	0.00%	0.00%	31.58%	90.69%	99.08%	2.49%	3.69%	2.52%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	96.67%	95.00%	100.00%	100.00%	100.00				



# Leader Scorecards

[illegible]

# Leader Scorecards

## Turnover:

FY13 = 60 = 21.66%

FY14 = 67 = 20.81%

FY15 = 72 = 20.68%

FY16 = 42 (annualized) = 12%

## Cost of Turnover:

FY13 = \$609,000

FY14 = \$566,000

FY15 = \$753,000

FY16 = \$227,000

(Calculated at 25% of position salary)

	TURNOVER					
	Monthly Vol.	Monthly Invol.	YTD Vol.	YTD Invol.	FY 2016 TOTAL	ENDING FY2015
Andrews, C.	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Baker, B.	0.00%	0.00%	0.00%	0.00%	0.00%	35.29%
Bleazard, J.	0.00%	0.00%	0.00%	0.00%	0.00%	18.46%
Bordon, R.	0.00%	0.00%	0.00%	0.00%	0.00%	16.67%
Bountharath, A.	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Brandenburg, G.	0.00%	0.00%	0.00%	0.00%	0.00%	11.65%
Carlson, K.	0.00%	0.00%	14.71%	0.00%	14.71%	32.43%
Day, J.	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Deleon, U.	0.00%	0.00%	0.00%	0.00%	0.00%	35.29%
Dominguez, D.	0.00%	0.00%	32.26%	0.00%	32.26%	0.00%
Falcon, N.	16.67%	0.00%	14.29%	0.00%	14.29%	0.00%

TURNOVER						
Monthly Vol.	Monthly Invol.	YTD Vol.	YTD Invol.	FY 2016 TOTAL	ENDING FY2015	
Total Org Turnover		3.93%	1.21%	5.14%	20.68%	
Quezada, M.	0.00%	0.00%	14.81%	0.00%	14.81%	n/a
Robinson, A.	0.00%	0.00%	0.00%	0.00%	0.00%	40.00%
Ruiz, C.	16.67%	0.00%	20.83%	0.00%	20.83%	8.08%
Salsbury, S.	0.00%	0.00%	0.00%	0.00%	0.00%	19.25%
Sandoval, J.	0.00%	0.00%	0.00%	0.00%	0.00%	31.58%
Seibel, T.	0.00%	0.00%	4.90%	4.90%	9.80%	32.00%
Smith, J.	0.00%	0.00%	0.00%	0.00%	0.00%	32.68%
Springer, S.	0.00%	0.00%	31.25%	0.00%	31.25%	30.00%
Thien, A.	0.00%	0.00%	0.00%	0.00%	0.00%	9.92%
Toro, C.	0.00%	0.00%	20.00%	0.00%	20.00%	0.00%
Valencia, M.	0.00%	0.00%	0.00%	0.00%	0.00%	n/a
Velazquez, N.	0.00%	0.00%	16.00%	0.00%	16.00%	n/a
Whitney, K.	0.00%	0.00%	6.17%	6.17%	12.35%	13.41%
Yerbich, K.	0.00%	0.00%	0.00%	0.00%	0.00%	23.08%
Total Org Turno		3.93%	1.21%	5.14%	20.68%	

# Transparency

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A lack of transparency  
results in distrust and  
a deep sense of  
insecurity.

Dalai Lama

# Create and Develop Leaders

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- ❖ High, Solid, Low Conversations (HSL)
- ❖ Leadership Development Institute (LDI)
- ❖ Monthly Executive Report from Leaders to Executive Team
- ❖ Ongoing education through Relias, Ed Bucks program

“You owe it to top performers to release low performers back into their natural habitat”

# HSL Performer Conversations

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## ❖ High Performer- Re-recruit and Retain

- Tell Them where organization is going
- Thank them for their work
- Outline why they are important
- Ask if there is anything you can do for them

## ❖ Solid Performer- Retain and Develop

- Reassure goal to retain
- Support- describe qualities
- Coach- cover development opportunities
- Support- reaffirm good qualities

## ❖ Low Performer- Up or Out

- Not a positive meeting (maintain respect)
- Use DESK- Describe (behavior), Evaluate (performance), Show (what needs to happen), Know (consequences)
- Outline why they are important
- Ask if there is anything you can do for them





# Leadership Development Institute (LDI)

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## ❖ Commitment to quarterly leadership development

- LDI committee works to link learning with strategic objectives and desired outcomes.
- Team members accountable for communication, logistics, social, curriculum, and linkage.

## ❖ Align training with goals (begins with CEO and Leadership)

- Connect training to obtaining operational results
- Provide continuous focus leadership- 80% of top management's time is devoted to issues that account for less than 20% of company's long-term value

## ❖ Build your bench

- Alignment with strategic objectives, and a shared vision for the future

Get Results!



# Leadership Team Reporting

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## ❖ Department Leader Monthly Report

- Monthly report broken down by 5 pillars
- Highlights accomplishments and focus areas
- Accomplishments highlighted in monthly leadership meeting by CEO

## ❖ Leader presentation to Executive Team

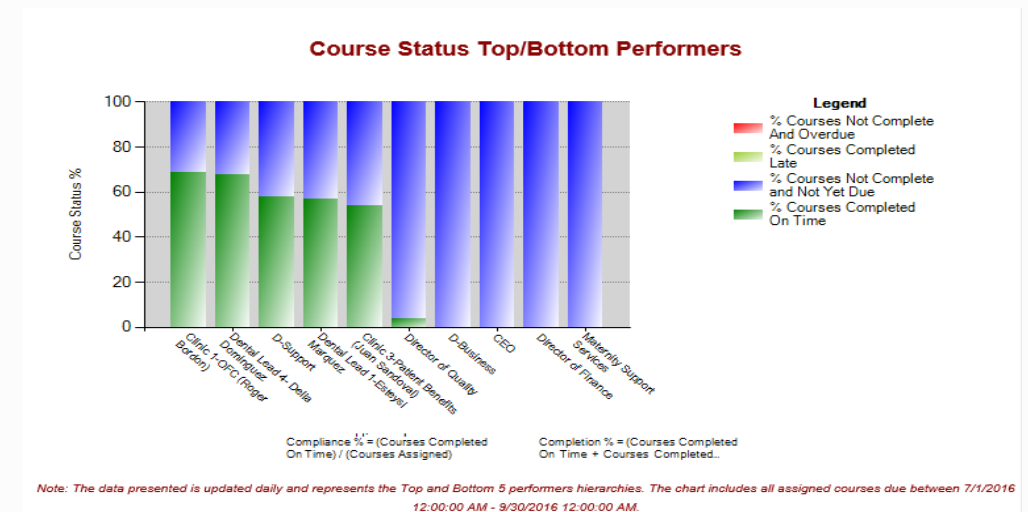
- Individual Leader Accountability
- Project Updates
- Executive Team feedback



# Relias

## Relias Learning Management System (RLMS)- Mandatory for all CBHA Employees

- Onboarding, compliance, and change management
- Administrators create desired courses to be taken monthly
- Course completion reporting



# Ed Bucks

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## CBHA supports leadership and staff development through Ed Bucks

- Full time employees eligible after 1<sup>st</sup> year completion
- \$400 increments per year (year 5 = \$2,000)
- CBHA reimbursement for class or materials after completion



# Focus on Employee Satisfaction

Engaged Employees = Engaged Customers

## Monthly Rounding

- Stop Light Report
- Thank you Notes

## Employee Advancement Programs

- Patient Services Representative Development Program
- MA-C Program
- Pharmacy Technician Program

## Positive Pulse

“A chain is only as strong as it’s weakest link”

### STOPLIGHT REPORT

*Note: The Stop Light Report is a way to communicate in writing how the ideas/concerns harvested in rounding are dealt with. It is excellent to post on communication boards. Green Light Items are things that have been addressed and are complete. Yellow Light Items are things in progress. Red Light Items are those issues or ideas that cannot be done with the reason why.*

Department/Unit:	Date:
Connell Reception	2/29/2016

GREEN/COMPLETE	YELLOW/WORK IN PROGRESS	RED/CAN'T COMPLETE AT THIS TIME AND HERE'S WHY
	Phone Shoulder Rest	
	Dual Screens that would help us manage all the windows we need to keep open simultaneously.	
PB not working through CFC Registration Log in (Antelia)		
Mouse Pads with wrist support.		
EagleSoft is taking long to upload documents. Perhaps because of many "pop ups" during the process. (IT Ticket 10/2/15) Fixed		
When we print ACP applications they come out with the wrong ACP Level. (IT Ticket 10/2/15) Fixed		



# Positive Pulse

❖ Complete Well-Being Assessment

❖ Choose Challenges

❖ Track Goals

❖ Earn Rewards



**POSITIVE PULSE**  
MIND. BODY. HEALTH.

**BE HEALTHY, GET REWARDED!**

Get started on your journey towards better health with Positive Pulse, the program that rewards you for all of the healthy things you do.

**PROGRAM FEATURES**

- Set and track personal goals.
- Join company-wide wellness challenges.
- Have access to helpful information, resources and tips.
- Work with a health coaching one-on-one or register for a program.

**EARN REWARDS**

By completing your well-being assessment and participating in challenges on Positive Pulse, you're eligible to receive incentive prizes in the following levels:

1,000 POINTS GOING WITH THE FLOW	3,000 POINTS FEELING THE BEAT	6,000 POINTS FINDING THE RHYTHM
Gym Bag or \$25 Gift Certificate to Anytime Fitness Drawing for 1 of 5 \$100 Gift Cards	\$50 Amazon Gift Card or a CBHA windbreaker Drawing for 1 of 5 workout gear sets valued at \$250 each	Wellness Day Off Drawing for \$500 Gift Card

**GET STARTED TODAY AT**  
[CBHA.MyWellMetrics.com](http://CBHA.MyWellMetrics.com)

 **Columbia Basin Health Association**

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# Build Individual Accountability

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## Peer Interviewing

### Bright Ideas Program

- “Harvesting Intellectual Capital Through Bright Ideas”

### Internal Customer Satisfaction

- Survey Transparency

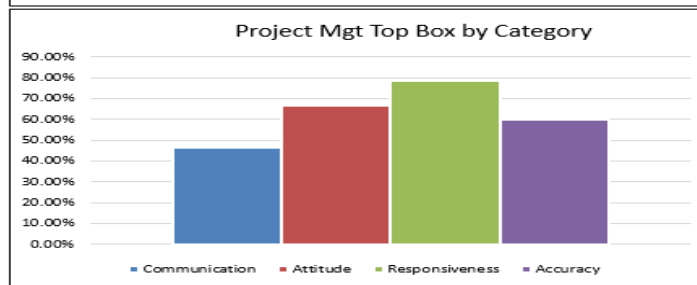
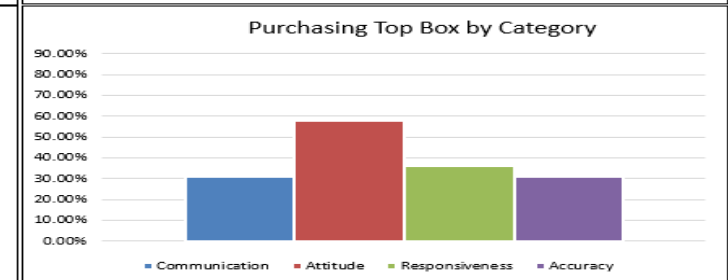
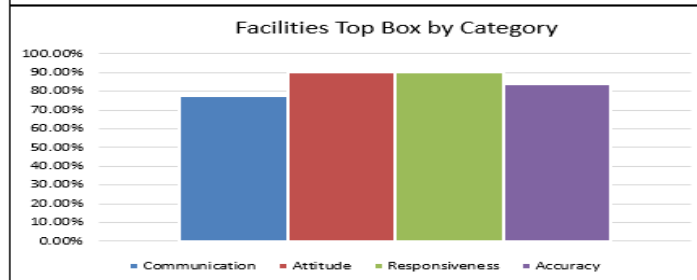
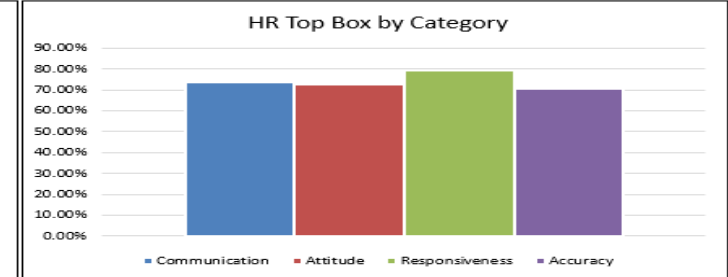
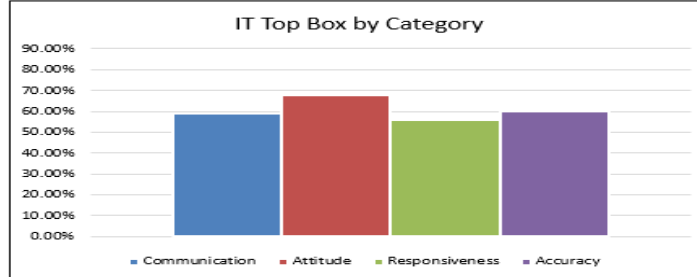
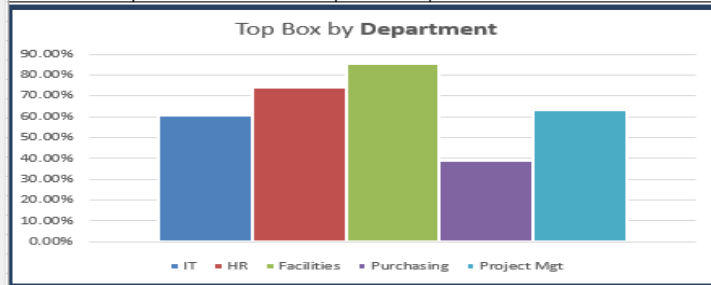
What if your staff acted like owners instead of renters?



# Internal Customer Rounding

Q1 2016 Internal Survey Summary Top Box Top Box Average (LEM Score)

IT	Communication	58.82%	60.78%
	Attitude	67.65%	
	Responsiveness	55.88%	
	Accuracy	60.00%	
HR	Communication	73.53%	74.06%
	Attitude	72.73%	
	Responsiveness	79.41%	
	Accuracy	70.59%	
Facilities	Communication	77.42%	85.48%
	Attitude	90.32%	
	Responsiveness	90.32%	
	Accuracy	83.87%	
Purchasing	Communication	30.77%	38.81%
	Attitude	57.69%	
	Responsiveness	36.00%	
	Accuracy	30.77%	
Project Mgt	Communication	46.67%	62.98%
	Attitude	66.67%	
	Responsiveness	78.57%	
	Accuracy	60.00%	



# Align Behaviors and Goals with Values

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## Leader Evaluation Manager Tool (LEM)- 5 Pillars

- Developed to align the leader evaluation with the desired outcomes and behaviors.
- It is objective, measurable, and keeps leaders accountable to goals.
  - What are the top priorities?
  - How do we weigh them?
  - Which things should we stop doing or do less of?
  - What do we do with leaders who are not hitting the targets?



\*Organizational goals by Pillar > Senior leaders establish 90 day plans > Department leaders establish 90 day plans, share them with support staff.

# Align Behaviors and Goals with Values (Continued)

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## Tools to support Leadership Evaluation System

### 90 Day Plans-

- Clear, Measurable Goals
- Connect to purpose, not a task or “to do” list

### Monthly Progress Report-

- Demonstrate actual progress made towards goals
- Hardwire focus on 90 day plans
- Identify areas where leaders excel and/or require coaching





# Align Behaviors with Goals and Values

(continued)

## LEM Dashboard

Leaders Divisions Departments

Year Ending 2015

Show 100 entries

Search:

Name	Rank	Scores	Percentile	
Thompson, Doug	1	3.70	100 %	
Mosbrucker, Kent	2	3.10	97.30 %	
Smith, Jessica	3	3.00	94.59 %	
Brandenburg, Greg	4	2.90	91.89 %	
Field, Dulcye	5	2.85	89.19 %	
Falcon, Narce	6	2.80	86.49 %	
Robinson, Alison	6	2.80	86.49 %	
Toro, Christina	6	2.80	86.49 %	
Gomez, Nieves	7	2.70	78.38 %	
Yerbich, Kimberly	16	2.00	16.22 %	
Bleazard, Jason	17	1.80	10.81 %	
Miu, Hung	18	1.70	8.11 %	
Mabry, Martha	18	1.70	8.11 %	
Dominquez, Delia	19	0.00	2.70 %	

### 90 Day Goal

Increase OFC Top Box scores by 5% in quarter 2 as tracked by Rapid-Response Patient Satisfaction & Experience Report (first quarter 53%)

### 90 Day Goal Result

### Action Steps

Propose 2 new ideas to Executive Team intended to improve Patient Satisfaction.

Implement 2 special dress up days promoting staff professional appearance.

Develop list of Key Words based on feedback from Patient Satisfaction survey for staff utilization.

### Tracking

### Level

### Results

### Status



March- Impact Perception in waiting room, 5 minute videos including key words (new and existing patients). Bring over Wait Status Project.

April- Appointment Status Tracking Complete, AIDET Audits, explore short survey.



March- Match Monday, Formal Friday.

April- 1 match day



March Key words: Privacy and Safety (patient pictures) per Nurse Meeting feedback.

April- Excellent



March Top box= 61.3



# Transparency

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**"Honesty and transparency  
make you vulnerable. Be  
honest and transparent  
anyway."**

**- Mother Teresa**

# Communicate at All Levels

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- ❖ Managing Up
- ❖ Lunch with the Executive Team
- ❖ Digital Communication Boards
- ❖ CEO Updates
- ❖ Survey Results
- ❖ Vital Signs



# Reward and Recognize Success

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- ❖ Reward and Recognition Team
- ❖ Employee Thank You Notes
- ❖ Vital Signs
- ❖ Monthly Departmental Recognitions

“Recognized Behavior gets repeated”



# Questions?

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