



Partners in Leadership - Culture Matters

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Organizational Culture

Either you will

MANAGE YOUR CULTURE

...or it will manage you.



Why culture change was needed...El Rio

- ❖ Long history known for expert staff and innovation
- ❖ Commitment to providing highest level of care and services
- ❖ Shifts in health care - Focus on outcomes, cost, accountability to patients, payers, regulators
- ❖ Board of Directors embraced the concept that a shift in culture at all levels would reinforce commitment to excellence



Why culture change was needed...Mariposa

- ❖ Long history as very successful organization
- ❖ Shifts in health care - Focus on outcomes, cost, accountability to patients, payers, regulators
- ❖ Significant growth of organization but not infrastructure
- ❖ Low tolerance for sustained change
- ❖ 1st CEO transition in 36 years
- ❖ Expanded leadership team



Business Case for Change...El Rio

El Rio finds our organization rapidly changing with not only a great demand from the community but the community inviting us in a stronger role than ever before to enter other markets and business opportunities inclusive of community development, employer health care and health improvement agreements, policy, and workforce development.

Our workforce must all be at the top of their game - with a powerful commitment to world class experiences for our employees and patients that improves health and optimizes the financial bottom line---so we will be there for our community in the future providing innovative and excellent health care - as we respond to the changing health care industry.



Business Case for Change...Mariposa

Mariposa's foundation is based on a belief that health care is a right, not a privilege. We are here to improve the lives of our patients and the health of our community. Residents of Santa Cruz County have a right to high quality, accessible, health care. Mariposa is privileged to be able to provide this. If we don't, Santa Cruz County deserves someone who can.

It takes talent to accomplish this. Everyone has a role to play in ensuring we meet the needs of our communities. All of us should understand and be proud of our role. Our cultural beliefs work to help us accomplish this important work.



A Culture of Accountability

A workplace culture where people take accountability to think and act in the manner necessary to achieve results.

The Blame Game – Early Roots







Desired Outcomes

- Develop the right Cultural Beliefs[®] that define how people need to think and act at every level of the organization to achieve the key results.
- Help individuals take personal accountability for quickly internalizing the Cultural Beliefs, the Key Results and the Business Case for Change.
- Show individuals how to use The Results Pyramid[®] and integrate the key culture management tools into their daily business practice to accelerate change and achieve results.



The Results Pyramid

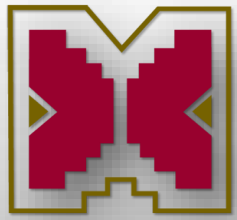


The results we achieve are a product of the actions we take.
The actions we take are influenced by the beliefs we hold.
The beliefs we hold are created by the experiences we have.



Desired Results – El Rio

- ❖ World Class Experience for Staff and Patients
- ❖ Healthier Patients and Employees
- ❖ Positive Financial Results



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Desired Results – Mariposa

- ❖ Implement important elements that support “patient centeredness”
- ❖ Well positioned for success under shared-savings reimbursement models
- ❖ Build a culture of accountability/teamwork/ownership



Doing the Job Vs. Achieving the Results

When asked about the Key Results they needed to achieve, one senior team of a major company said the result was “profit margin.” When asked “what’s the profit number?, their response was less impressive. One person on the team said it was “3%,” another person said, “No, it’s 5%,” and a third person thought it was 7%.

When the CEO was asked to clarify, she said, “Well, they’re all right. It’s somewhere between 3% and 7%. Let me explain: 3% is what we told corporate we would deliver, 5% is what we think we can hit, and 7% is our stretch goal!” You can imagine, if there was confusion on the senior team, what did it look like in the rest of the organization...

Confusing!



Doing the Job Vs. Achieving the Results

The team got aligned around the number that was 5%. They communicated that clear result throughout the entire organization – to every staff member.

They were so effective at helping people understand the result and how their job related to it that you could walk into any of their stores and ask the question, “What is your job?” Normal responses would be, “I’m a cashier.” But not here! Instead you would hear this:
“My job is to deliver on a 5% profit margin.”

Now there was a clear result and clear accountability for achieving that result. As a result, over the next 18 months, they went on to deliver a 200% increase in profit margin – with no new menu items, no new policies or procedures – just a new way of looking at their job and the results the organization needed to get.



Develop Cultural Beliefs

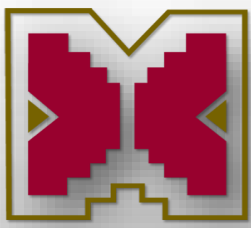
Workshops with Leadership to develop customized beliefs that reflect desired behaviors necessary to achieve organization's desired results.

- ❖ Agreement on desired results
- ❖ Existing beliefs that inhibit achievement of results
- ❖ Creation of a new set of Cultural Beliefs



The Cultural Beliefs...El Rio

- ❖ **Honor Patients:** “I always put the patient first.”
- ❖ **Create Tomorrow:** “I embrace effective change and seek innovative solutions.”
- ❖ **Step Up:** “I am accountable for making El Rio a world-class health center.”
- ❖ **Break Boundaries:** “I work with others to achieve success.”
- ❖ **I Matter:** “I make a difference in voicing my opinion and knowing I am heard.”
- ❖ **Value Health:** “I take time for my own health to promote yours.”



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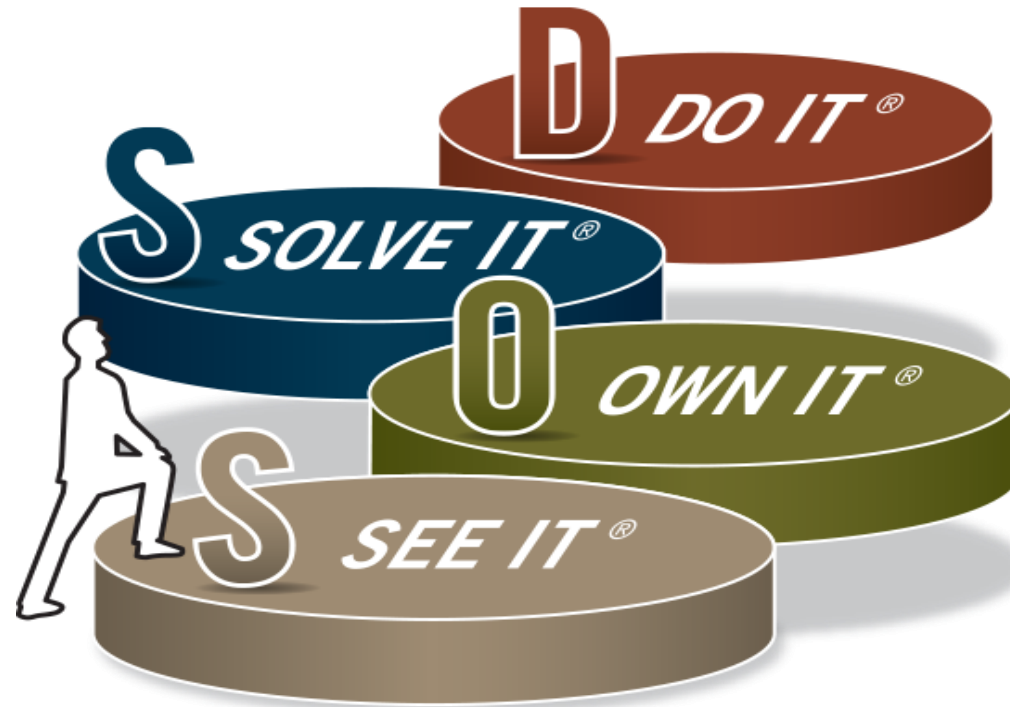


The Cultural Beliefs...Mariposa

- ❖ **Patient First:** “I exceed patient expectations.”
- ❖ **Maximize Outcomes:** “I embrace all opportunities to improve health outcomes.”
- ❖ **Win Together:** “I effectively communicate.”
- ❖ **Inspire Growth:** “I recognize staff contributions and create learning opportunities for myself and others.”
- ❖ **Own It:** “I take responsibility for my actions.”
- ❖ **Get ‘er Done:** “I execute with intentional, thoughtful urgency.”

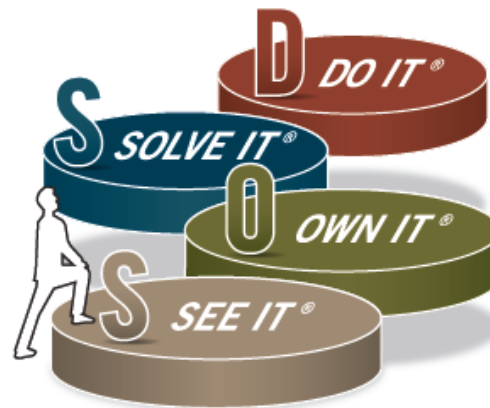


The Steps To Accountability®

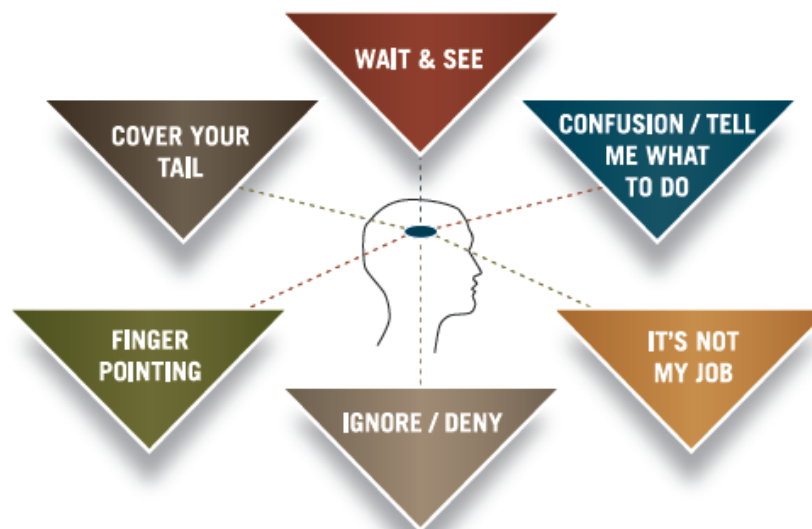




ABOVE THE LINE



THE LINE



BELOW THE LINE



Cultural Change Methodology

Formal Methods

1. Focused Feedback
2. Focused Storytelling
3. Focused Recognition
4. Focused Accountability





Cultural Change Methodology





Cultural Change Methodology

Focused Storytelling





Cultural Change Methodology

Focused Recognition

Partners In Leadership
FOCUSED RECOGNITION

I want to recognize Elizabeth Nguyen for demonstrating

☐ Thrill Customers ☒ Pioneer Solutions ☐ Unleash Potential ☐ Win
☐ Extend and Improve Life ☐ Take Accountability ☐ Celebrate Excellence

in the following manner:
During the 'Roll With It' campaign, when we were challenged with limited display area, Elizabeth created a simple swivel platform that effectively DOUBLED our point of sale presence!

By doing this, they have positively impacted the following key result(s):
Increase Summer Sales 15% from Previous Year

Jeff Goldman
Given by

9/15/2012
Date

culture TRACK TRAINING



Cultural Change Methodology

Focused Accountability

1. Which Cultural Belief do we most need to address?
2. What is the key shift we need to make (C¹ to C²) as a team?
3. What is the Type 1 Experience we need to create to help make that shift?



El Rio's Journey

- ❖ Environmental interventions
- ❖ Key Results and measurement
- ❖ Re-boots for staff and leadership
- ❖ Facilitator's Group
- ❖ Culture Club and organizational threading
- ❖ Annual employee event
- ❖ Overcoming barriers



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Mariposa's Journey

We've only just begun...but the future looks bright!

- ❖ Well received by senior leadership and mid-level managers
- ❖ Performance Evaluations based on 6 beliefs
- ❖ Positive employee reactions to groundwork
- ❖ Environmental Interventions
- ❖ Mariposa Video (in process)
- ❖ Overcoming leadership barriers and getting the right people on the bus!
- ❖ Facilitators – more is better!



??? Questions ???

