

# CULTIVATING A CULTURE THAT INSPIRES ALIGNS AND DELIVERS RESULTS

Consistent positive patient experiences can be achieved through **cultural improvement**.

## OBJECTIVE

Create a provocative, memorable employee experience to inspire exceptional employee performance and produce positive patient and peer interactions.

## STRATEGY

Develop a cultural framework model that enables leadership effectiveness, competency development and performance management, while challenging traditional organizational design structures.

## THE KEYS

**“THE SOFT STUFF IS THE HARD STUFF!”**  
– JACK WELCH

### CARING ABOUT CULTURE

Commitment, quality in patient-centered care and service drives cultural change and employee engagement. Transparency, inclusion and respect feed pride and a sense of purpose.



### LEADERSHIP ENGAGEMENT

Authentic leadership at all levels must have a single goal in a commitment to safety, while demonstrating aligned values and behavioral expectations.



PROCESS DIRECTION EMOTION

### CREATING CONSISTENCY

“The signature of mediocrity is not an unwillingness to change; the signature of mediocrity is chronic inconsistency.”  
– Jim Collins, *Great by Choice*

- Same Core Values
- Same Service Values
- Same Organizational Goals
- Same Scrubs/Uniforms



### The Flywheel Effect:

Consistent Effort Through a Deliberate Process

### INTELLIGENT TRAINING

- Press Ganey Materials
- Organization-wide Patient Experience Training
- Leadership Development
- Management Training
- Live, Online and Self-directed Programs
- HRO Training/Foundation

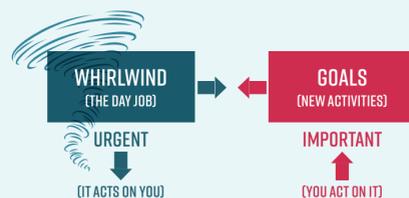


### RIGOROUS COMMUNICATION

- Town Halls
- Committee-Building
- Daily Huddles
- CEO Forums
- Posters/Scorekeeping/White Boards
- IHI Pebble In Your Shoe Meetings

### WHIRLWIND VS. WIG (WILDLY IMPORTANT GOALS)

Commit to Acting on Goals Given their Importance



## THE PLAN

### CULTURE CHANGE IN ACTION: CONSISTENT DRUMBEAT

#### LEADERSHIP EFFECTIVENESS

Evaluate Culture Through Denison Leadership Survey  
Communicate Desired Values/Behavioral Descriptors  
Role Model Behaviors  
Leadership Rounding  
Performance Management  
Consistent Leadership Team

#### COMPETENCY DEVELOPMENT

Department Manager Support & Training Skills  
Rapid Learning  
Mentor Program  
Daily Huddles  
4 Disciplines of Execution  
Career Pathways  
Diversity and Inclusion  
Employee Engagement/Get in the Game  
Crisis Prevention Institute Training

#### ORGANIZATIONAL DESIGN AND STRUCTURE

Patient Safety  
HRO Behaviors and Structured Practice  
Service Values  
Union Partnerships and Alignment  
Compassionate Connected Care Training for Employees  
Authenticity in Caring with Purpose Theme

#### COMPENSATION BENEFITS AND REWARDS

Culture Rounding  
Alignment of Culture and Brand Making Healthy Happen  
Shift Longevity Rewards to Value Contribution  
Launch People of Purpose Recognition Awards

#### PERFORMANCE MANAGEMENT

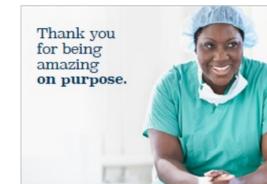
Performance Management Annual Review Alignment  
Press Ganey Feedback in Catalyst  
Performance Metrics  
Culture Algorithm and Accountability  
Link to Day-to-Day Behaviors  
Physician/APP Awards

#### STAFFING AND DEPLOYMENT

Promotion of Talent Decisions  
Employee Survey Results  
Safety Survey  
HRO Results  
Continuous Process Improvement Adoption  
Responsiveness to Patient Reviews  
Launch of Power Your Purpose Recruitment Campaign



**4 DISCIPLINES OF EXECUTION**  
– Chris McChesney, Sean Covey and Jim Huling



## THE RESULTS

### INCREASE IN QUALITY DESIGNATIONS

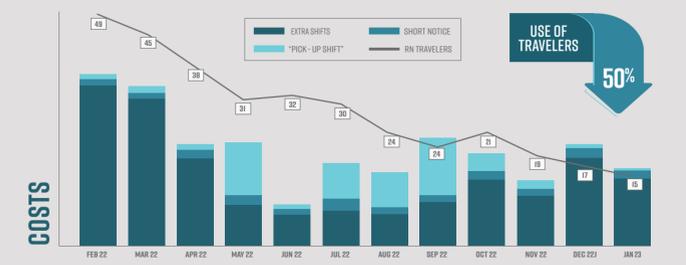


### GOOGLE 5 STAR REVIEW INCREASE



### DIGITAL REPUTATION MANAGEMENT

**3X** INCREASE IN CLICK-TO-CALL FOR APPOINTMENT ON OUR WEBSITE

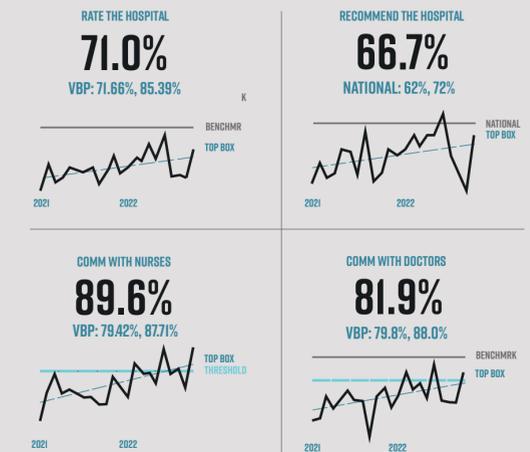


### EXCELLENCE IN KEY SAFETY INDICATORS

- ACUTE FALL RATE
- BEHAVIORAL HEALTH FALL RATE
- SERIOUS SAFETY EVENT: 378 DAYS\*
- ACQUIRED PRESSURE INJURY: 667 DAYS\*
- CLABS: 410 DAYS\*

\*RECORD SINCE LAST EVENT, AS OF MARCH 9, 2023

### INCREASE IN PATIENT SATISFACTION INDICATORS



### CULTURAL IMPROVEMENT

#### CARING WITH PURPOSE

The key to positive patient interactions is compassion and kindness. Not just clinical care, but genuine caring for peers and patients. We don't have to create this or put it on. It's part of our oaths and principles as healthcare professionals, and part of our DNA as humans.



WATCH "BECAUSE YOU CARE," ECHN'S CULTURE THEME VIDEO

ECHN's culture unleashes the capacity for caring within us all. It is a celebration of the individual in which employees are driven – not by a mandate from the outside, but by a quality they have inside themselves.

This provocative, memorable and flexible theme inspires all employees and serves as a foundation for communications, training programs, recruiting materials and more.