


WHAT'S *Right* IN HEALTH CARE





WHAT'S *Right* IN HEALTH CARE™

Moving Organizational Performance Through highmiddlelow® Conversations

Pam Bradshaw, RN
VP of Nursing/Clinical Services

Kristi Faulkner, PHR
Director of Human Resources
United Regional, Wichita Falls, TX



Today's Objectives

- **1. Articulate outcomes and return on investment from implementing HML performer conversations.**
- **2. Align leadership and HR to address low performer behavior based on standards violations.**
- **3. Achieve and sustain improvement in vacancy rates and voluntary turnover.**

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Managing Expectations



There is a better way....!

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Who is United Regional?


- Passion, Purpose, and Pillars!
- Located in north Texas
- Operate approximately 300 beds
- On our journey to excellence with the Studer Group since fall 2005
- Approximately 1800 FTEs

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It All Starts with Standards

PLEDGE of EXCELLENCE
STANDARDS of BEHAVIOR 

As an employee of United Regional Health Care System, I embrace our passion to provide excellence in health care for the communities we serve. I have received and fully understand the Standards of Behavior under each of the five pillars; People, Service, Quality, Finance, and Growth.

I am committed to upholding these Standards of Behavior at all times. I will also hold my coworkers and supervisors accountable so that together, we can create an excellent health care experience for all.

Dana J. Hester 11584 09-07-06
Employee's Signature / Number Date

Jillie Giddens 9/7/06
URHCS Representative Date

"These standards of behavior will be known, owned and energized by all employees"

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What HML Accomplishes

- Continually assess organizational and individual performance
- Consistent methods for providing feedback and addressing low performer issues
- Shifting our focus to high performers

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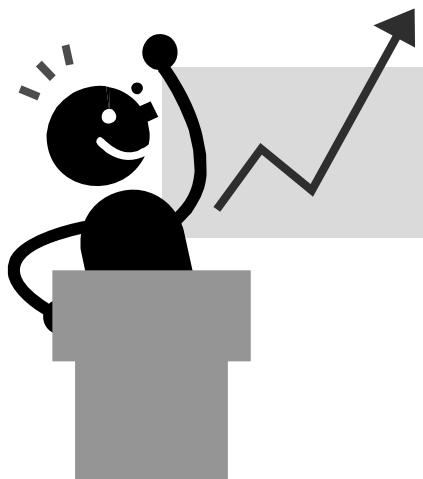
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Why is HML Important?

"A study of high performing organizations revealed the fact that the turning point for organizations for sustaining results is dealing with low performers."

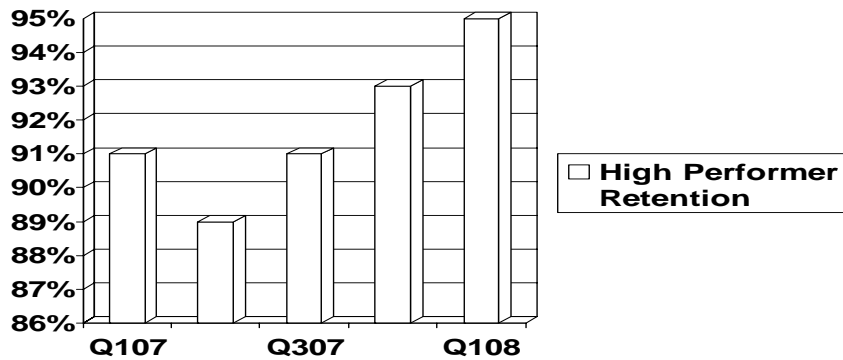
Quint Studer

United Regional Achieves Significant Results!



Retaining Superstars!

Organization Goal to Retain 90% of High Performers



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Low Performers – Stepping Up or Stepping Out!

2007

126 Low Performers

- 23 Discharged
- 27 Resigned
- 41 Moved up to Middle
- 20 Remain on Corrective Action

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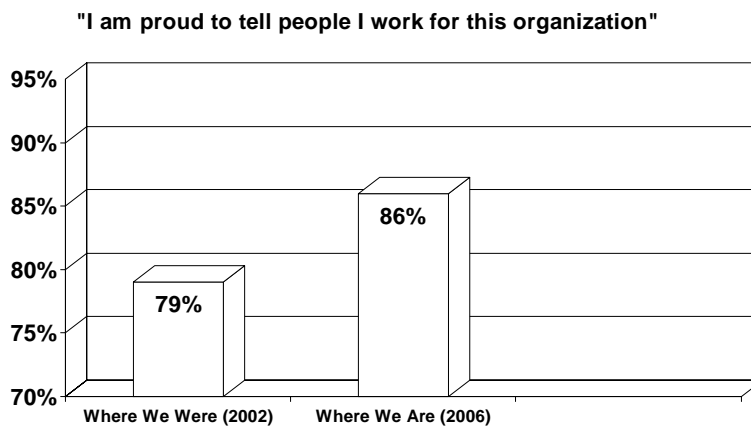
Physicians Notice Remarkable Improvement

n	Question	Last Mean Score Trend	Last Period		This Period
			r=119 Mean	Change	r=101 Mean
101	Quality of nursing staff	<input checked="" type="checkbox"/>	65.8	+9.7	75.5**
97	Overall rating of Pharmacy [†]	<input checked="" type="checkbox"/>	61.9	+9.0	70.9**
99	Staff reports patients' conditions	<input checked="" type="checkbox"/>	64.0	+5.7	69.7*
99	Turnaround for lab results	<input checked="" type="checkbox"/>	68.7	+5.3	74.0
101	Staff's concern for patients	<input checked="" type="checkbox"/>	72.8	+4.4	77.2

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Staff also notice improvements

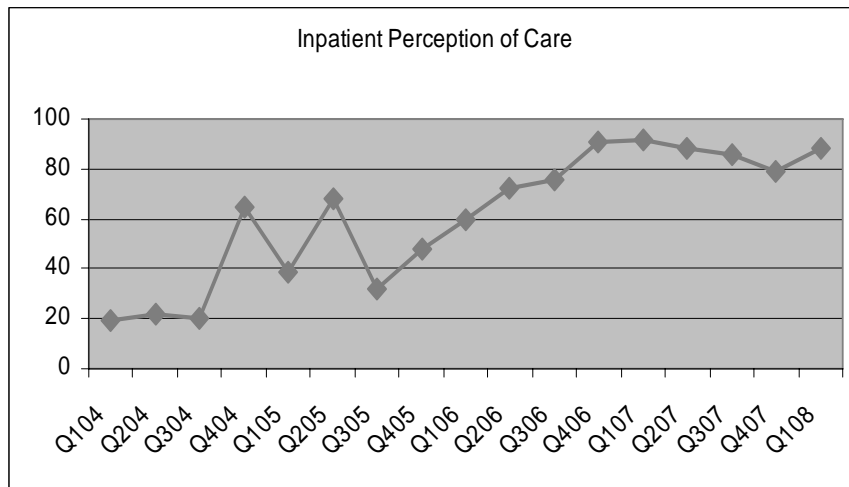


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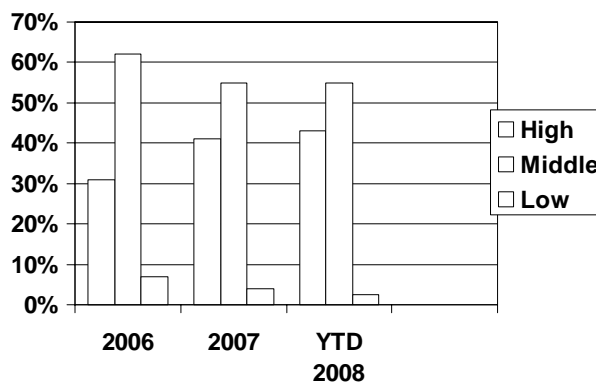
Patient Perception of Care Soars



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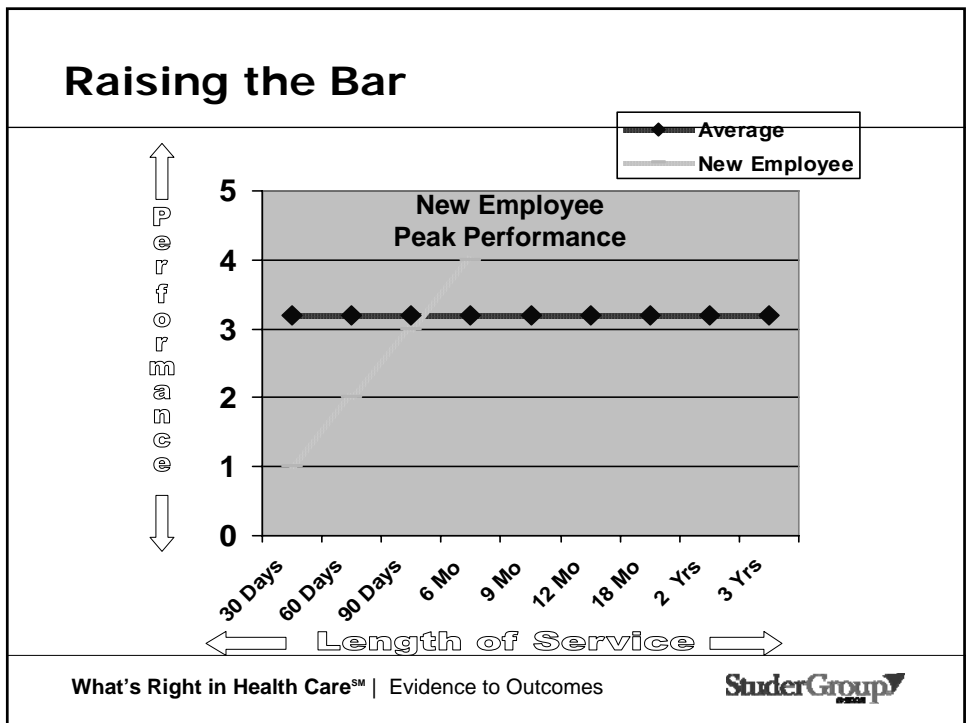
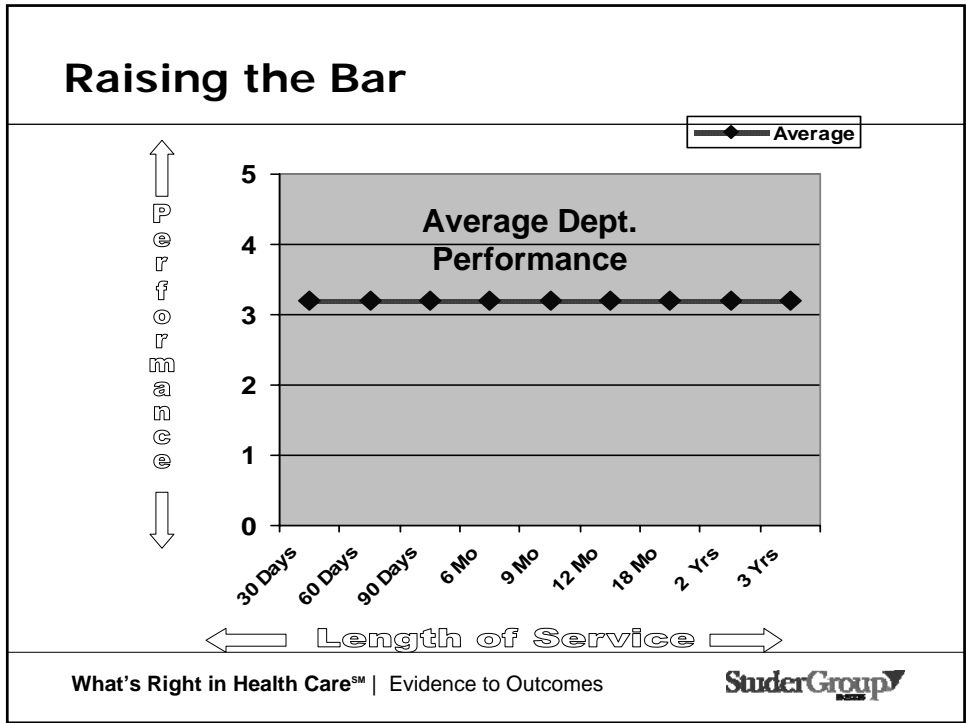
Raising the Bar on Performance



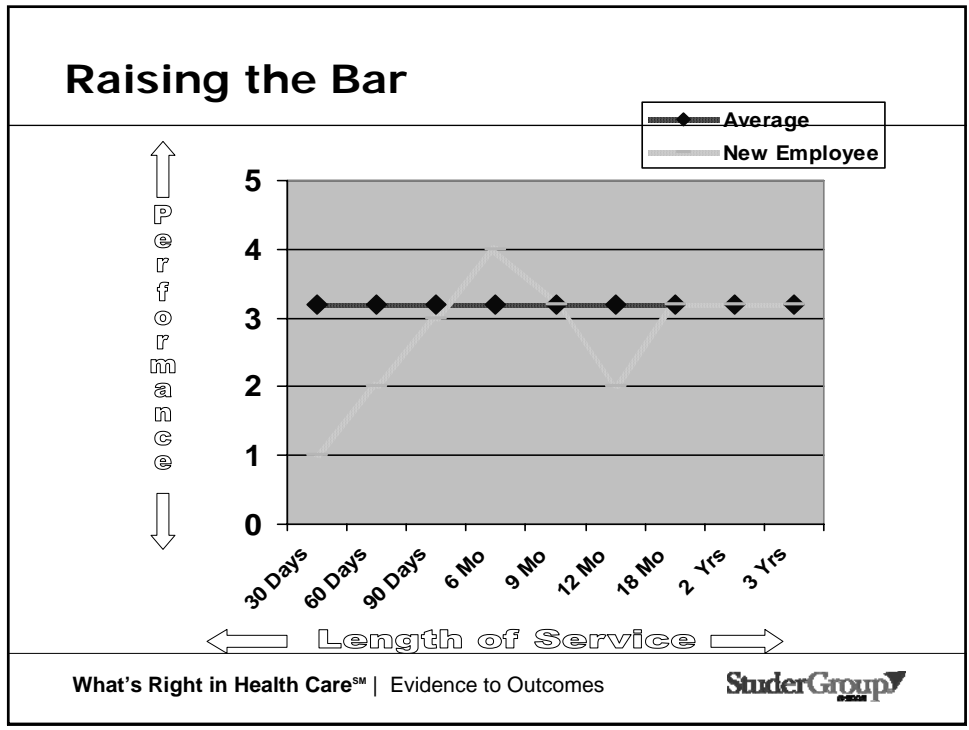
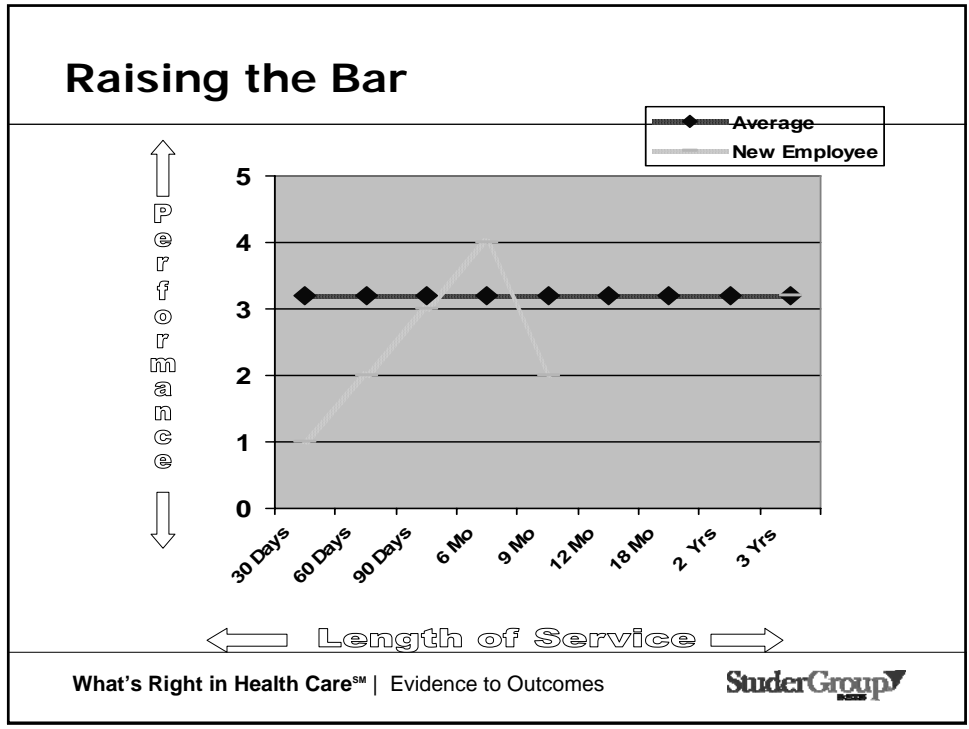
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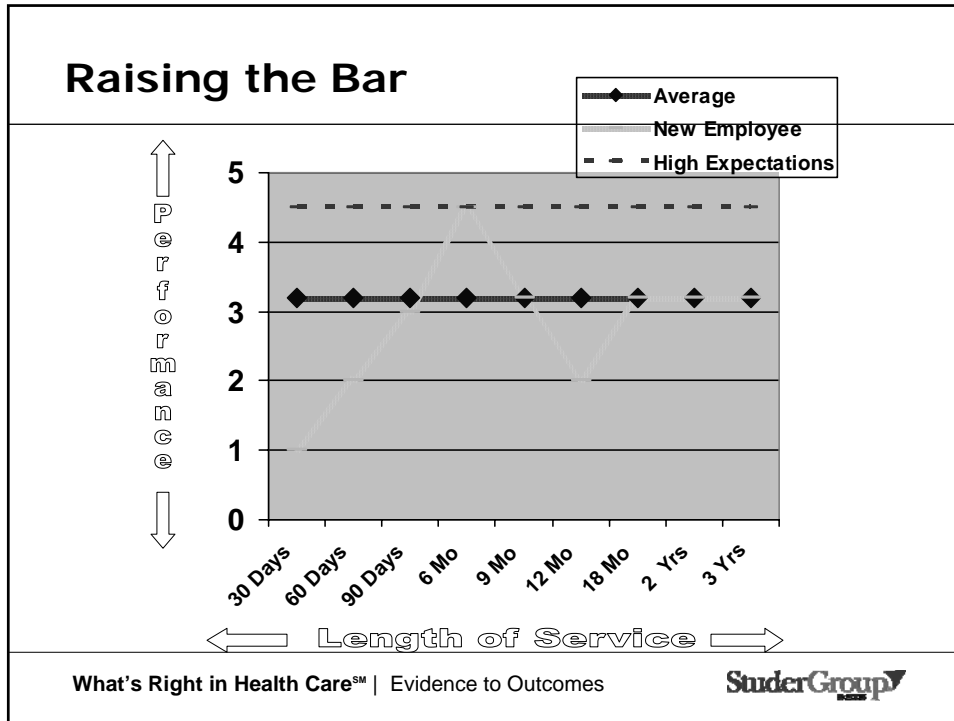
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What made HML Successful at United Regional?

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Aligning HR with Leadership

- Agreed on a common goal – Retention of High Performers included on LEM
- Followed a fair, consistent and legal process
- Developed Reports/Tracking Mechanisms
- Dealing with the gray areas

Address all Levels of Leadership – Beginning at the Top

- Leaders at all levels were rated H.M.L and the appropriate discussions took place.
- A 90 Day Action Plan was used
- X managers were removed from leadership positions during the first year

Management Accountability

- Cross referencing low performer list with last year's
- Cross referencing low performer list with counseling/term list
- Discussions with managers – what are you doing with your low performers?

Lessons Learned

- Ongoing and "catch up" training for managers is critical
- New Leader Orientation
 - Reminder e-mails with talking points

Establish a Schedule / Tracking Spreadsheet Early

- 2X Per Year
- At the end of a quarter
- Spreadsheet in Shared Folder
- What to do with 1st year Employees
- Monitor compliance with deadlines to hardwire process

Clear Conversations Critical

- It is about the discussion, not the label
- Start with high performers
- Refresher training and role play

HML Roll Out Steps

- Criteria established by Senior Leadership Team (SLT)
- All directors ranked independently by each member of SLT and then discussed and agreed as a group
- Conversations with Directors
- Initial training with all management team (LDI)
 - Ensure tracking and deadlines in place prior to rollout

Accountability

- Establish expectations
 - Include deadlines
 - Tie to evaluation
- Up or Out
 - Timely counseling
 - Identify individuals that remain on low performer list multiple cycles
 - Why are they still here?
- Report to SLT/Board of Directors

Was it worth it?

YES!

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Positive Outcomes

- Decreased turnover by 6% in 2007
 - Equates to \$2.2 million in one year
- On track to decrease further in 2008
- Staff morale all time high
- Patient Satisfaction stabilized
- Physician support/positive comments

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Questions?

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Thank You!

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