Changing Culture through Front-Line Leadership

Chris Van Gorder, FACHE, President & CEO, Scripps Health
Past Chairman, American College of Healthcare Executives
About Scripps Health

HISTORICAL LEGACY

Miss Ellen Browning Scripps
Scripps Memorial Hospital & Metabolic Clinic
Founded in 1924

Mother Mary Michael Cummings & Sisters Of Mercy
Founded St. Joseph’s Hospital, 1890
Named Mercy Hospital in 1924
About Scripps Health

Not-for-Profit, Integrated Health Care System in San Diego, California
Operating Two of San Diego’s Six Trauma Centers

$2.6 BILLION IN REVENUE
13,500 EMPLOYEES
2,600 PHYSICIANS
2,200 VOLUNTEERS
236,471 total hours = 115.5 FTEs
Tell your stories.
Openly share your experiences.
Forge those emotional connections.
Caring for Miranda Klassen
MAJOR CHANGE INITIATIVES LAUNCHED
• Budgets cut — End to employee “Scripps Shares” — Move to align all physicians

RESULTS IN UNREST
• Employees/physicians question leadership
• Employee morale/culture at all time low
• Quality scores fall; income drops; regular news coverage; philanthropy suffers
• Physicians & Board vote no confidence
• May 2000: CEO resigns under pressure
• May/June 2000: Van Gorder named CEO

1999
• Long-term CEO retires after 25 years
• New CEO named — physician/consultant

October 1999: Van Gorder hired as COO

2000

May 2000: CEO resigns under pressure

May/June 2000: Van Gorder named CEO

Long-term CEO retires after 25 years

New CEO named — physician/consultant

October 1999: Van Gorder hired as COO

MAJOR CHANGE INITIATIVES LAUNCHED

RESULTS IN UNREST

Employee morale/culture at all time low

Quality scores fall; income drops; regular news coverage; philanthropy suffers

Physicians & Board vote no confidence

May 2000: CEO resigns under pressure

May/June 2000: Van Gorder named CEO

Long-term CEO retires after 25 years

New CEO named — physician/consultant

October 1999: Van Gorder hired as COO

May 2000: CEO resigns under pressure

May/June 2000: Van Gorder named CEO
Fill the information gap.
When people have the same information, they reach similar conclusions.
## Sharing Information

**PHYSICIAN LEADERSHIP CABINET (PLC)**

<table>
<thead>
<tr>
<th>Established 2000</th>
<th>Precursor of co-management approach</th>
<th>Elected physician leaders</th>
<th>100 percent adoption of recommendations</th>
</tr>
</thead>
</table>

![Image of PLC members]
Connect with your people.

Share a piece of yourself. You can’t be effective as a distant boss.
Leadership Academy
• Not Management 101
• Small class sizes; mostly middle management
• 12 monthly full-day sessions
• Full participation from CEO
• Team project/presentation
• Behind the scenes – into the inner circle
• No question off-base; complete transparency

Emerging Leaders / Employee 100
• Taking same principles to up-and-coming leaders
Go to the Front-Line

• Keep it casual; no entourage
• On-site coffee chats
• Department visits
• Volunteering at events
• Participate in staff training
• Walk in employees’ shoes

“One of the greatest benefits of all in connecting with the front line is the significance it brings to the work of leadership. Every day we’re inspired to work even harder to earn their trust. Every day we feel that what we do has meaning.”
Be “situationally” aware.
Actively seek to know and understand. Empathize with others.
Stay in Touch

• Great Place to Work Survey
• Ear to the ground
• Get a feel for the mood of your organization
• Body language
• Emails / Open door policy
• Influences timing of announcements, policies, strategic changes

“Situational awareness directs your attention away from yourself and all that you are. Your executive ego seems to evaporate as you put yourself right there with others, empathizing with their concerns.”
Take care of the “me” first.

Provide for your employees. Give them the freedom to put others first.
Accept Responsibility for Your People

- Changes driven by open feedback channels/survey and focus groups – investments even in tough times
- **No layoff philosophy**
- Lifecycle approach to benefits
- Wellness program / Continuous Learning
- Innovative recruitment programs to attract the “best”
- Twice-annual salary reviews
- Staged retirement options

Overall employee turnover down to 8.9 percent from more than 30 percent 11 years ago
It’s an all or nothing deal. Responsibility and authority must come with accountability.
Accountability is Worker Friendly

- Everyone has the same seat in your organization
- Three legs – all necessary
- No one asks for accountability
- Be clear about expectations and consequences

“A front-line executive who cares about the average worker can’t afford to give a pass on poor managerial performance. If he or she does, the organization suffers and people lose their jobs.”

@ChrisDVanGorder
Leave no one behind.
Protect and serve your people by being their greatest advocate.
Employee Assistance & Crisis Team

- EAP professionals
- One-on-one family care in emergencies
- Logistical, planning and financial assistance in crisis
- Employee-to-employee help (HOPE)

“A job becomes more than a job when people subscribe to an organization’s mission or values and when they feel protected and cared for. It’s not transcendent, soaring rhetoric that matters, but transcendent acts of kindness, big and small.”
Bring your mission to life.
Genuine, heartfelt actions speak louder than words.
Community Partnerships

- American Heart Association
- Susan G. Komen
- YMCA
- San Diego Padres
- Business organizations
- First Responders – Fire, Paramedics, Law Enforcement

“A complex organization can shine when people at all levels demonstrate genuine caring.”
Your emails move me to tears, especially the story about the two girls who were orphaned. The brief moment they held your hand was probably the first time they felt comforted after the earthquake. Thank you so much for our Scripps presence in Haiti. It’s really humbling to see how much the people have lost and how much we have, yet they are still so appreciative and joyful.

—AMY ZAMORA, RN, OPERATIONS SUPERVISOR
SCRIPPS GREEN
Always ask, “What if?”
Think long-term and big picture.
Be ready to fall up.
Contingency Planning

• Just like the Pentagon – always have a plan
• Be ready – plan for the good as well as the bad
• What problems might you face?
• What opportunities may come your way?

“If you don’t take time to imagine the future, you have no hope of proactively addressing possible threats.”
Lead courageously and decisively.

Challenge your organization to move past what’s comfortable.
Change Your Perspective

What do we see if we look at our hospitals and health systems differently?
An Evolution: Value by Design

Create consistent and predictable **outcomes** and **processes** across all settings, times and providers to provide value for our patients and other customers

**Develop our people** to solve problems and improve performance

Engage staff expertise

**VALUE** = Quality at the lowest cost and highest satisfaction
The rest of the story...
Caring for Miranda Klassen
Thank you.

Chris Van Gorder, FACHE, President & CEO, Scripps Health
Past Chairman,
American College of Healthcare Executives