

How to strengthen the people-performance link in the healthcare quality chain

Plenary presentation by Graham Lowe, Ph.D.

Shaping the Future of Quality: Building on the Momentum.

The QWQHC 3rd Annual Summit.

Ottawa, 4 March 2009

Presentation outline

1. Quality chains
2. Cultural foundations
3. Building momentum
4. Your role

1. Healthcare quality chain

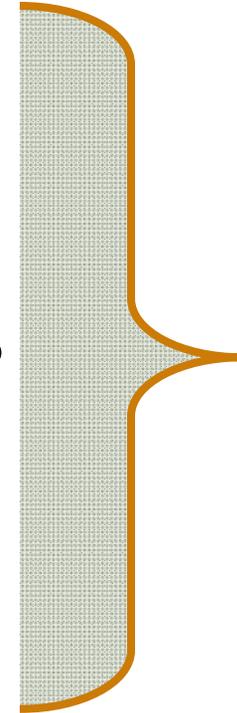
The case for integrated thinking on quality

**COLLABORATIVE, INTERPROFESSIONAL,
PATIENT-CENTRED CARE**



Quality as a strategic theme

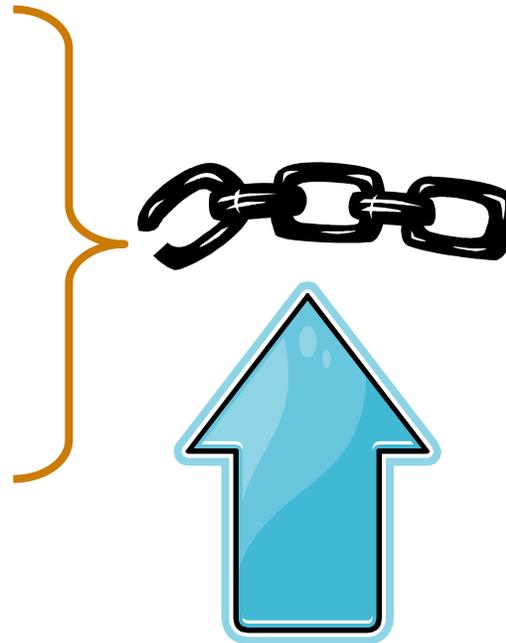
- ✓ Clinical outcomes
- ✓ Patient experiences
- ✓ Internal systems and services
- ✓ Employee experiences
- ✓ Work environments



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The weak link in health human resources

1. Measure current supply
2. Predict future needs
3. Develop, implement and evaluate plans



“The right people with the right skills in the right settings providing high-quality, accessible health care services.”
CIHI, 2007

Your people philosophy, strategy & practices

The healthcare quality chain



The service profit chain

“Organizations with strong, adaptive cultures enjoy labor cost advantages, great employee and customer loyalty, and a smoother on-ramp in leadership succession.”

- Organizations with **clearly codified cultures...**
 - become better places to work
 - are more innovative, productive and profitable
 - have stronger customer and employee “ownership”

James L. Heskett, W. Earl Sasser, and Joe Wheeler. *The Ownership Quotient: Putting the Service Profit Chain to Work for Unbeatable Competitive Advantage*, Harvard Business Press, 2008.

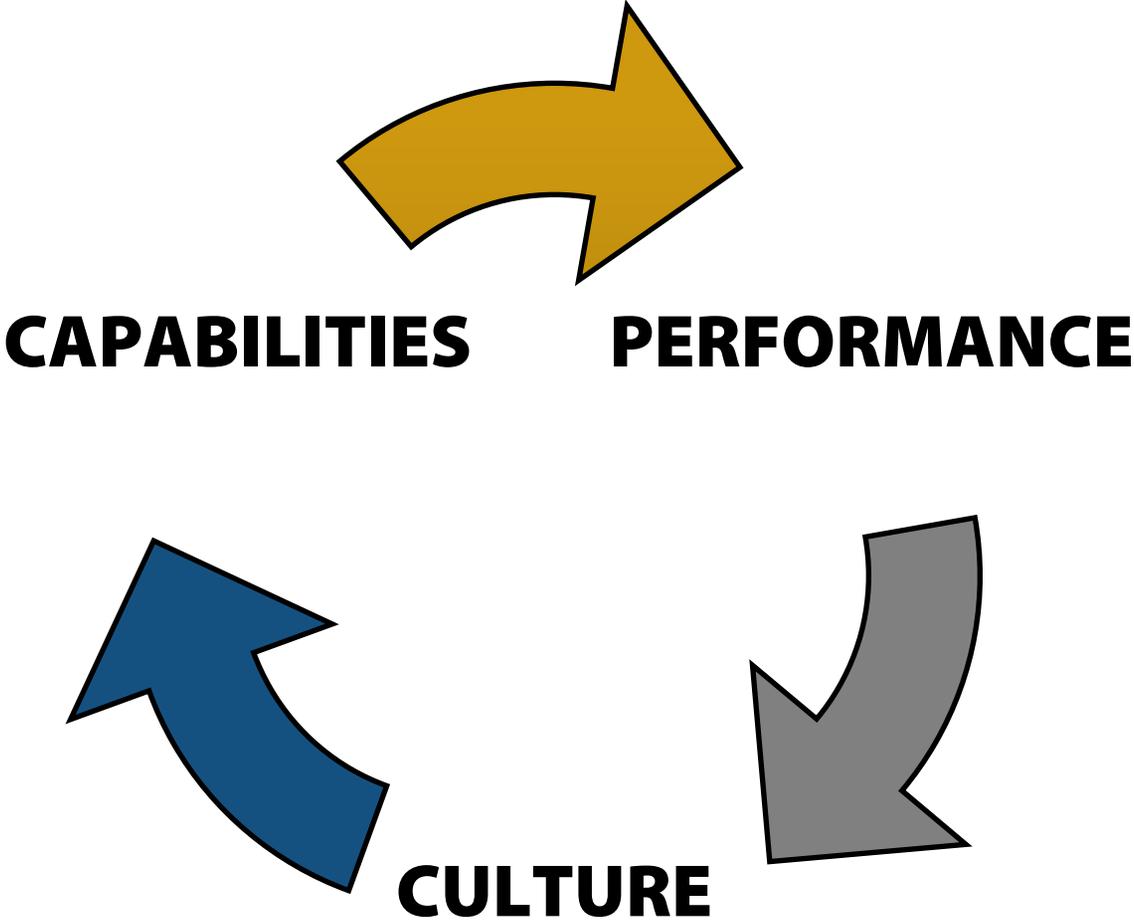
2. Culture as the foundation for quality

Defining culture

- Shared meanings about how organizational life ought to be conducted
- Reflected in shared values, beliefs, rituals, language and myths



21st-century business strategy



2 graphics go here: 2009 Fortune '100 best workplaces' & Dilbert cartoon
- images too big to email

13 of the “100 Best” are in healthcare!

FORTUNE
100 BEST
COMPANIES
TO WORK FOR
2009

THE
GRAHAM | LOWE
GROUP

Methodist Hospital System

OhioHealth

King’s Daughters Medical Center

Scripps Health

Griffin Hospital

Mayo Clinic

Children’s Healthcare of Atlanta

Southern Ohio Medical Center

Atlantic Health

Lehigh Valley Hospital & Health Network

Northwest Community Hospital

Baptist Health South Florida

Arkansas Children’s Hospital



What is quality?

For The Methodist Hospital System, quality means ensuring a safe patient care environment, in which we provide clinical excellence with integrity and compassion.

www.methodisthealth.com

The Methodist Hospital

Clinical Quality

Patient Safety

Satisfaction Ratings

- ✓ **Patient Satisfaction**
- ✓ **Nurse Satisfaction**
- ✓ **Physician Satisfaction**
- ✓ **Employee Satisfaction**
- ✓ **Meet Our Employees**

The collaborative organization



- Focus on mission and values
 - Patients' needs come first
 - It takes a team to care for patients
 - Every job counts
 - Quality involves the totality of a patient's experience
- ✓ **Mayo's Mission:** Mayo Clinic will provide the best care to every patient every day through integrated clinical practice, education and research.
 - ✓ **Primary Value:** The needs of the patient come first.

Core Principles:

Practice Practice medicine as an integrated team of compassionate, multi-disciplinary physicians, scientists and allied health professionals who are focused on the needs of patients from our communities, regions, the nation and the world.

Education Educate physicians, scientists and allied health professionals and be a dependable source of health information for our patients and the public.

Research Conduct basic and clinical research programs to improve patient care and to benefit society.

Mutual Respect Treat everyone in our diverse community with respect and dignity.

Commitment to Quality Continuously improve all processes that support patient care, education and research.

Work Atmosphere Foster teamwork, personal responsibility, integrity, innovation, trust and communication within the context of a physician-led institution.

Societal Commitment Benefit humanity through patient care, education and research. Support the communities in which we live and work. Serve appropriately patients in difficult financial circumstances.

Finances Allocate resources within the context of a system rather than its individual entities. Operate in a manner intended not to create wealth but to provide a financial return sufficient for present and future needs.

<http://www.mayoclinic.org/about/missionvalues.html>

Our Vision

We will be recognized as a leader in creating the 21st century hospital through the innovative use of:

Our caring culture,

Clinical expertise, and

Technologies.

This will make it possible for patients, physicians, employees and community to experience excellence.



www.nch.org

3. Building momentum

“Hospitals Offering Better Working Conditions Instead Of Financial Incentives To Address Nursing Shortages”

16 September 2008

Medical News
TODAY



www.medicalnewstoday.com

Integrating people and performance



Reframing strategic goals

Quality of Patient Care:

1. Lead in innovative care experiences that improve outcomes for our patient populations.
2. Lead in safety best practices.
3. Lead provincially and nationally in managing the care of critically ill patients.

Research and Education:

4. Lead in the creation, translation and application of knowledge into clinical best practice.
5. Focus our strategic programs to ensure the development of transformation priorities that are recognized globally.
6. Lead nationally in the education of healthcare professionals.

Sustainability and Accountability:

7. Lead in performance measurement and management, including financial management and wait times.
8. Become the healthcare workplace of choice.

Safety cultures in healthcare

High quality work environments support safety, QWL and HR goals



Source: G. Lowe, The role of healthcare work environments in shaping a safety culture. *Healthcare Quarterly* 11, (2) 2008

Unhealthy working conditions

2005 National Survey of the Work and Health of Nurses:

- Factors affecting the health, job satisfaction, and retention of nurses :
 - ✓ Job strain, supervisory support, respect, job autonomy

2004 National Physician Survey:

- Physician supply and health care access are affected by working conditions:
 - ✓ Hours, workload, work-life imbalance, stress, burnout, job dissatisfaction

Getting at the drivers of quality

Common “drivers” of engagement and performance:

- ✓ Relationships with coworkers and managers
- ✓ Communication and input
- ✓ Learning and development opportunities
- ✓ Recognition
- ✓ Job resources
- ✓ Fair and effective processes



These factors
also
define a
healthy
workplace

Based on employee research by Gallup Organization, Great Place to Work Institute, Hewitt Associates, Towers Perrin, Watson Wyatt, Sirota Consulting.

4. Your role

Revitalizing your culture

- “You don’t change cultures – you revitalize existing cultures. You can’t take a company that has existed for years and just throw out its culture and drop a new one in place. What you do is bring back the energy that is still there.”

Henry Mintzberg

Three basic questions

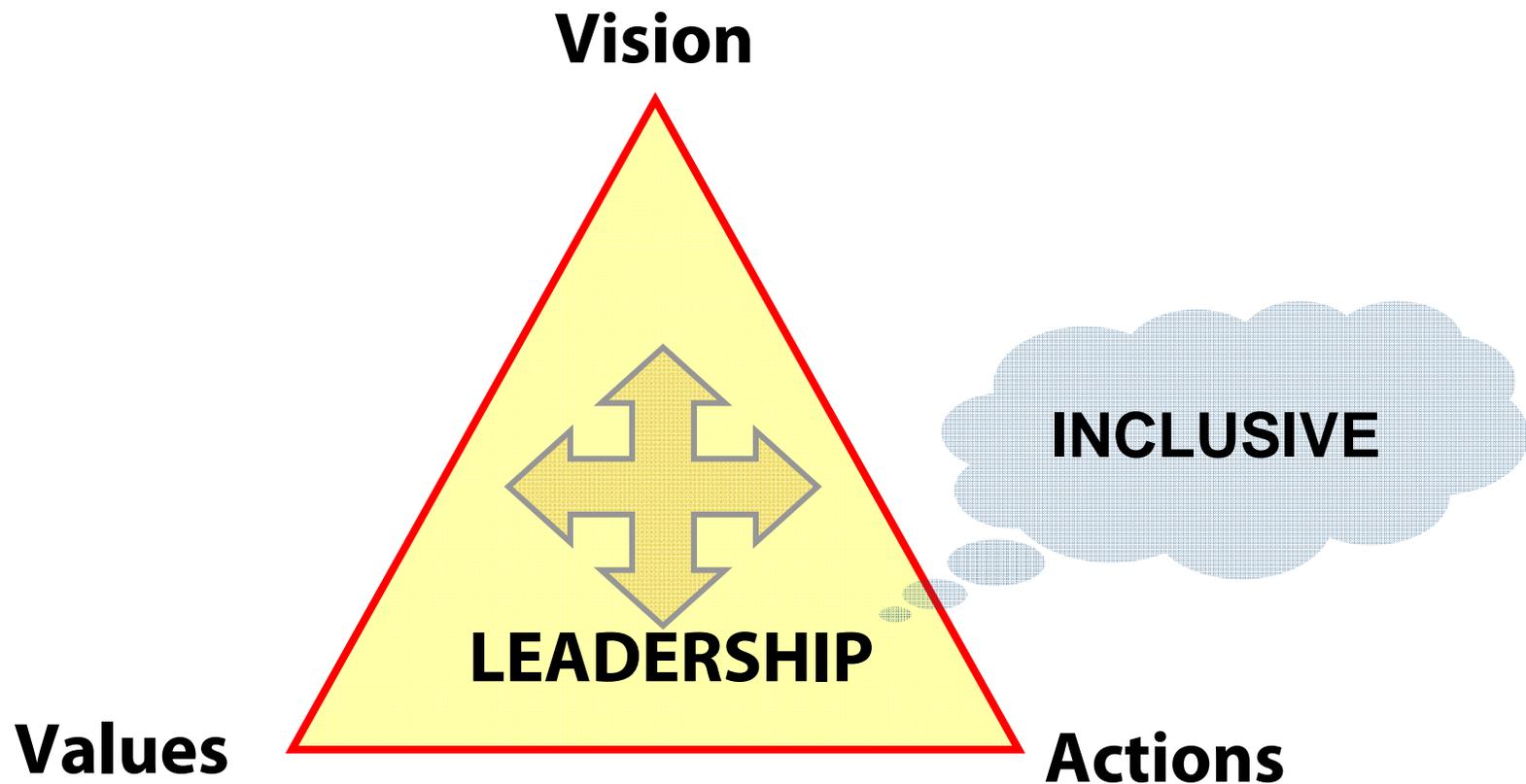
Baptist Health Care revitalized its culture by widely discussing 3 questions:

1. Why do we exist? (mission)
2. What are we striving for? (vision)
3. What guides our everyday behaviour?
(values)

Values checklist

1. Do employees see themselves in the values, vision and mission?
2. Does your strategic plan include people goals that reflect the values?
3. What incentives and accountability do all managers have for living the values every day?
4. How do employees take responsibility for acting the values?
5. Do core values guide the decision-making and implementation process for any change program?

Progress is a shared responsibility



Final points

1. Build on successes.
2. Strengthen performance links.
3. Communicate and educate.
4. Create shared responsibility.

For more information and resources:

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