PULLMAN REGIONAL HOSPITAL

The Road Less Traveled
SOME OF WHAT WE HAVE DONE

- Employed board certified emergency physicians
- Trained in six sigma methodologies
- Explored merging Pullman and Moscow hospitals – twice
- Started a hospitalist service
- We staff at higher levels
- Regional partnership for specialty physicians
- Full-time CFO lives in Tucson, AZ.
- Established physician clinic network
- Center for Women’s and Children’s Health

- Da’Vinci robotic surgery
- Built a new hospital
- Pediatric Center of Excellence
- Settled last two WSNA contracts in one day
- Started $115,000,000 fund raising campaign
- Hired full-time CMO
- Over 50% of nursing staff has BSN
- Switched to DNV accreditation
- Some good financial years, some not so good
- Center for Learning and Innovation
- Orthopaedic Center of Excellence
SOME OF WHAT WE DON’T DO

• Mandatory low census
• Layoffs
• Disparate premium pay
• Use the term “mandatory”
• “Hold” others accountable
• Micromanage
• Allow visible tattoos at work
• Substitute good judgement with policies

• Use a timeclock
• Function through a traditional hierarchy
• Require flu vaccines as a condition of employment
• Allow visible piercings anywhere but in the ears (and “plugs” can only be the size of a dime)
• Have monitored parking
THE WHY AND THE HOW

The Road Less Traveled
Two roads diverged in a yellow wood,
And sorry I could not travel both
And be one traveler, long I stood
And looked down one as far as I could
To where it bent in the undergrowth;

Then took the other, as just as fair,
And having perhaps the better claim,
Because it was grassy and wanted wear;
Though as for that the passing there
Had worn them really about the same,

And both that morning equally lay
In leaves no step had trodden black.
Oh, I kept the first for another day!
Yet knowing how way leads on to way,
I doubted if I should ever come back.

I shall be telling this with a sigh
Somewhere ages and ages hence:
Two roads diverged in a wood, and I—
I took the one less traveled by,
And that has made all the difference.
Culture Eats Strategy For Lunch

“Culture, like brand, is misunderstood and often discounted as a touchy-feely component of business that belongs to HR. It’s not intangible or fluffy, it’s not a vibe or the office décor. It’s one of the most important drivers that has to be set or adjusted to push long-term, sustainable success.”

- FastCompany
“The money is the easy stuff”

- Scott Adams
“You always have choices – you just may not like some of the consequences of some of the choices.”

- Scott Adams
“We owe people a new covenant of what caring, purposeful people can be in the workplace. What we can do is merely a consequence of what we can be.”

- Max DePree
“Love is something you do: the sacrifices you make, the giving of self, like a mother bringing a newborn into the world. If you want to study love, study those who sacrifice for others, even for those who offend or who do not love in return.”

- Stephen R. Covey
WHAT IS CULTURE?
VALUES

• As we pursue our shared vision for the future, we value:
  • Personal integrity and commitment to provide compassionate, responsible, quality services to our community;
  • An environment that allows individuality, teamwork, and communication to flourish;
  • The enriching nature of diversity, creativity, and innovation;
  • Honesty and leadership in an atmosphere of mutual respect and trust.

VISION

• We are a community leader of integrated health and healing activities where our values guide and inspire, and science and technology quietly enable people to comfort, encourage, and heal.

MISSION

• Pullman Regional Hospital exists to nurture and facilitate a healthier quality of life for our community.
NINE CRITERIA FOR A SUCCESSFUL COMMUNITY HOSPITAL

• High Level of Employee Engagement
• Sound Financial Standing
• Good Place to Work
• Strong Culture of Patient Safety

• High Patient Satisfaction
• Committed Community Support
• Physician Excellence
• Modern Facilities and Technology
• High Quality Patient Care
LEADERSHIP GUIDANCE

• Leadership expectations
• Leadership Norms
• Leadership development
  • Outside consultant
  • Peer coaching
  • Learning curriculum
ORGANIZATIONAL COMMITMENTS

- Customer Service
- Accountability
- Generosity
- Employment
- Sound Financial Standing
- Leadership
- Patient Safety
- Employee Engagement
ORGANIZATIONAL EXPECTATIONS

• Customer Service
• Values
• Accountability
• Leadership
• Job Duties
## CULTURAL TRAITS

<table>
<thead>
<tr>
<th>Desirable</th>
<th>Undesirable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inclusive</td>
<td>Exclusive</td>
</tr>
<tr>
<td>Serving others</td>
<td>Self-serving</td>
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<tr>
<td>Personal accountability</td>
<td>Victim</td>
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<td>Choice</td>
<td>Mandatory</td>
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<tr>
<td>Personal growth</td>
<td>Stagnation</td>
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<tr>
<td>Consistency</td>
<td>Variation</td>
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<tr>
<td>Progressive</td>
<td>Status quo</td>
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<tr>
<td>Truth-seeking</td>
<td>Gossip</td>
</tr>
<tr>
<td>Transparent</td>
<td>Closed</td>
</tr>
<tr>
<td>Tolerant</td>
<td>Judgmental</td>
</tr>
<tr>
<td>Flexibility</td>
<td>Rigidity</td>
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</table>
One columnist observed that “gentlemanly behavior [for example, once] protected women from coarse behavior. Today, we expect sexual harassment laws to restrain coarse behavior. . . . Policemen and laws can never replace customs, traditions and moral values as a means for regulating human behavior. At best, the police and criminal justice system are the last desperate line of defense for a civilized society. Our increased reliance on laws to regulate behavior is a measure of how uncivilized we’ve become.”
DOES IT MAKE A DIFFERENCE?
Overall Inpatient Satisfaction
(Based upon a 1 - 100 Scale)
Overall Outpatient Satisfaction
(Based upon a 1 - 100 Scale)
Thank you for your contribution to making the patient experience so meaningful here at Pullman Regional Hospital! Each of us plays a role in this tremendous accomplishment and your dedication and commitment are the things that make Pullman Regional Hospital stand above the rest.

PULLMAN REGIONAL HOSPITAL RECEIVES 5 STAR RATING!
EMPLOYEE TURNOVER - 2016
## Employee Engagement Survey Results -- Overall

<table>
<thead>
<tr>
<th>Survey Dimension</th>
<th>Mean Score (Scale of 1/5)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2014</td>
</tr>
<tr>
<td>Accountability</td>
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<td>Career Development</td>
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<td>Compensation and Benefits</td>
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<td>Customer Focus</td>
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<td>Engagement</td>
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<td>Quality</td>
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<td>Senior Management</td>
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<tr>
<td>Teamwork</td>
<td>4.01</td>
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</table>
CULTURE OF PATIENT SAFETY - 2016

Hospital Survey on Patient Safety Culture Composite Positive Responses
Comparison Over Time

- Pullman Regional Hospital 2nd Quarter 2016 (n=214)
- Pullman Regional Hospital 2014 (n=257)
- Pullman Regional Hospital 2011 (n=314)
- 90th %ile 2016 National Database (680 hospitals)
LEADERSHIP PRINCIPLES
PERSONAL MASTERY

• “Mah” = Greater
• “Maitre” = exceptionally proficient or skilled, a master craftsman
• “Continually clarifying what we truly want to create for our lives.”
• “Continually clarifying what our current reality is and how we contribute to it.”
• “A place where people are continually discovering how they create their reality.”
CREATIVE TENSION

Personal Mastery

Creative Tension

Current Reality  Vision of the Future

Not enough tension = little to no improvement

Too much tension = stress and possible burnout
“Personal change must precede organizational change.”
The employment security of the staff at Pullman Regional Hospital is an essential part in the ultimate care and well-being of the patients we serve. In light of this, we establish an expectation that each of us commit to plan, lead, and manage the affairs of Pullman Regional Hospital to assure that no employee loses employment due to layoffs.
SHARED VISION

- Personal Vision
- Pullman Regional Vision

Shared Vision
SHARED VISION
“As counterintuitive as it might seem, then, the best way to lead people into the future is to connect with them deeply in the present. **The only visions that take hold are shared visions**—and you will create them only when you listen very, very closely to others, appreciate their hopes, and attend to their needs. The best leaders are able to bring their people into the future because they engage in the oldest form of research: They observe the human condition.”

- Posner and Kouzes
TEAM LEARNING

• Miracle on Ice
• Advocacy
• Inquiry
• Consistency over time
• To rely upon or place confidence in someone or something.
13 TRUST BEHAVIORS

- Talk straight
- Demonstrate respect
- Create transparency
- Right wrongs
- Show loyalty
- Deliver results
- Get better
- Confront reality
- Clarify expectations
- Practice accountability
- Listen first
- Keep commitments
- Extend trust
Cultural Traits

- Inclusive
- Serving others
- Personal accountability
- Choice
- Personal growth
- Consistency
- Progressive
- Truth-seeking
- Transparent
- Tolerant
- Flexibility

Trust Behaviors

- Talk straight
- Demonstrate respect
- Create transparency
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Systems thinking has been defined as an approach to problem solving that attempts to balance holistic thinking and reductionistic thinking. By taking the overall system as well as its parts into account, systems thinking is designed to avoid potentially contributing to further development of unintended consequences.
OUR VISION FOR THE FUTURE

Integrated Health and Healing

Values Guide and Inspire

Training, coaching, mentoring
Organizational Expectations

Creating Effective Forums for Dialogue with Potential Partners

People Comfort, Encourage, and Heal

Science and Technology Quietly Enable

Emplyee Satisfaction, Personal Development, Service Standards, Service Capacity

Product and Service Development

NURTURE

COMMUNITY

HEALTHIER QUALITY OF LIFE

FACILITATE
PULLMAN REGIONAL HOSPITAL

THANK YOU!