Leaders Create the Environment

Moving Concepts of Care Experience Into Daily Practice

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We will share...

• Our journey
• Our change management practices
• What we are learning
• Where we still need to go on our journey
Who, Why & How We Are

**Mission**
As the Sisters of Mercy before us, we bring to life the healing ministry of Jesus through our compassionate care and exceptional service.

**Vision**
We are the people of Mercy Health Ministry. Together, we are pioneering a new model of care. We will relentlessly pursue our goals to get healthcare right. Everywhere and every way that Mercy serves, we will deliver a transformative health experience.

**Values**  Dignity • Justice • Service • Excellence • Stewardship

**Charism**  Bias for Action • Entrepreneurialism • Hospitality
Right Relationship • Fullness of Life
Where We Serve

About Mercy

1827 founded
40 hospitals
900 physician practices & outpatient facilities
5,000 integrated providers
45,500 co-workers
$6B revenue
Top 5 consistent best performing large health system

Headquartered in St. Louis with a multi-state footprint, Mercy is the 6th largest Catholic health system in the US.

Outreach ministries in Arkansas, Louisiana, Mississippi and Texas.

Mercy Technology Services, ROI and Mercy Virtual commercially serve providers & patients in over 20 states coast to coast.

Serving millions each year.

1 Physicians & advanced practice clinicians
2 IBM Watson Health 15 Top Health System for consecutive years: 2016, 2017 & 2018

as of February 2019
Sustaining Mercy into Tomorrow

Our opportunity to serve relies on being chosen by patients and families.

The sustainability of our ministry relies on growth...being chosen by consumers.

Fidelity to our heritage, listening and responding to the communities we serve, is the key to being chosen.
2017: Our Challenge

- Flat/Falling Performance on Patient Experience Surveys
- Variation & Lack of Intra-Organizational Consistency
- Patient & Care Team Frustration
1st Restart Approach – Px Workout
Back to Basics: FY19 Px Strategy

Behavioral Expectations
• What Matters Most to Patients/Families
• Role Specific to Team/Coworker
• ALL Functions in the Ministry

Change Management
• Sponsorship & Readiness
• Leader Standard Work
• Hardwiring Impact
  • Express: 10 to 15%
  • Model: 20-30%
  • Reinforce: 50+%  

Shared Goals & Accountability
• Understand & Address Variation
• Systemic Process Improvement
• Aligned Incentives
• SIG Teams
Behaviors That Matter Most

- Patient Experience Guide
  - Critical moments as defined by our patients
- Enhanced Behaviors
  - Individual
  - Team
  - Patient Empowerment
- Approach to Use
  - Guide vs Script
  - Training (Micro Learning)
  - Where People Serve
  - Integrate w/ Huddles, Lean & MDI Procedures
Change Management

Implementation Success Defined:

- On Time
- On Budget
- Technical Objectives met

- Business Objectives met
- Human Objectives met

Installation does not equal Implementation
Change Management

Accelerating Implementation Cycle
The Road Map

DEFINE THE CHANGE
BUILD AGENT CAPACITY
DETERMINE CHANGE APPROACH
DEVELOP TARGET READINESS
BUILD COMMUNICATION PLAN
DEVELOP REINFORCEMENT STRATEGY
CREATE CULTURAL FIT
PRIORITIZE ACTION
PLAN
IMPLEMENT
MONITOR
ASSESS THE CLIMATE
GENERATE SPONSORSHIP
Leaders Create the Environment

Express
10% to 15% of Impact

Model
20% to 30% of Impact

Reinforce
50+% of Impact
Behavioral Expectations

Leader Facilitated Learning Cycle

Pre-assessment

May

2 Learning Cycles: Continually Inform & Relax and Gently Escort, Survey

June

3 Learning Cycles: Overview, Warmly Welcome, and Clearly Set Expectations, Survey

3 Learning Cycles: Personally Connect, Attentively Listen & Learn, and Collaboratively Treat, Advice & Assure, Survey

July

2 Learning cycles: Respectfully Clarify Commitments and Thoughtfully Transition, Survey

August

2 Learning cycles: Reliably Follow Up & Thank, and Proactively Reach Out, Survey

Sep

Post Assessment

Oct
Behavioral Expectations

Micro-Learning Cycles

• Short learning modules allow learning to take place quickly
• Immediate follow-up at Team Huddles
• Leader Led Approach
• Put into action immediately
Let’s Experience It ...
What we learned

• Leaders and co-workers assessed their behaviors differently

• The huddle discussion was critical to the experience of the EMR behaviors

• We have seen improvement

• This is a lifelong journey
Leaders’ self-assessment of their model behavior remained high, while co-workers’ perception of the same behavior remained lower.

Average Assessment of Leader Model Behaviors

- Co-workers' View of Leader
- Leader Self-Assessment

Pre-Assessment: 4.21
May: 4.41
June: 4.43
July: 4.41
August: 4.39
September: 4.15
October: 3.09
Reinforce Trend

*Like model behavior, leaders’ self-assessment of their reinforce behavior increased, while co-workers’ perception of the same behavior decreased.*

**Average Assessment of Leader Reinforce Behaviors**

<table>
<thead>
<tr>
<th>Month</th>
<th>Co-workers' View of Leader</th>
<th>Leader Self-Assessment</th>
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<tbody>
<tr>
<td>Pre-Assessment</td>
<td>4.13</td>
<td>4.06</td>
</tr>
<tr>
<td>May</td>
<td>4.31</td>
<td>4.38</td>
</tr>
<tr>
<td>June</td>
<td>3.06</td>
<td>3.03</td>
</tr>
<tr>
<td>July</td>
<td>3.03</td>
<td>3.01</td>
</tr>
<tr>
<td>August</td>
<td>3.01</td>
<td>3.03</td>
</tr>
<tr>
<td>September</td>
<td>4.35</td>
<td>2.89</td>
</tr>
<tr>
<td>October</td>
<td>4.35</td>
<td>4.06</td>
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</table>
Model Example

The majority of co-workers indicated that their leaders did not discuss the microlearning videos with them, though most leaders noted they did. This discussion is a critical piece of the learning cycle.

“My leader discusses each microlearning video with me.”

- Yes: 51.0%
- No: 49.0%

“I discuss each microlearning video with my direct reports.”

- Yes: 79.8%
- No: 20.2%
Model & Reinforce Leader Behaviors: September

“My leader discusses each microlearning with me:” A comparison of those who answered Yes vs. No
Shared Goals & Accountability

Service Improvement Groups (SIG)

Purpose

• Support implementation of Px Guide & Leader Practices

• Drive Achievement to Goals

• Focus on Systemic Opportunities
  …across the community’s continuum of services.

Mercy Operations Structure
Shared Goals & Accountability
Collaboration & Performance Management

Ministry

Region

Community

- Unit Level Action Plans
- Multidisciplinary SIG Teams
- Committees & Task Forces

Data, Tools & Training
Best Practices Sharing
Regional Ops Reviews

Executive Sponsorship
Best Practices Sharing
Community Ops Reviews
Shared Ownership & Accountability

Outcomes to Date

Patient Experience - All Facilities

- **July-Sept 17+**
  - Clinic: 35.5
  - Inpatient: 35.5
  - Emergency: 35.5

- **Oct-Dec 17+**
  - Clinic: 35.5
  - Inpatient: 35.5
  - Emergency: 39.7

- **Jan-Mar 18+**
  - Clinic: 44
  - Inpatient: 49.9
  - Emergency: 39.7

- **Apr-Jun 18**
  - Clinic: 50.8
  - Inpatient: 45.8
  - Emergency: 44

- **July-Sep 18**
  - Clinic: 51.9
  - Inpatient: 53.7
  - Emergency: 51.9

- **Oct-Dec 18**
  - Clinic: 59.7
  - Inpatient: 51.9
  - Emergency: 53.7

- **ED/INPT Action Plans & Ops Reviews**
  - Leader Immersion Training
  - Microlearning Launch
  - ED/INPT Unit Level Performance Analysis

**Percentile Ranking**
- 30
- 40
- 50
- 60
- 70
- 80
- 90
## Outcomes to Date

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
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<tbody>
<tr>
<td><strong>PRC Top Performer &amp; 5 Star Awards</strong></td>
<td>563</td>
<td>842</td>
</tr>
<tr>
<td><strong>Leapfrog A Hospitals</strong></td>
<td>7</td>
<td>10</td>
</tr>
<tr>
<td><strong>IBM Watson Top 5 Health System</strong></td>
<td>✓</td>
<td>✓</td>
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<tr>
<td><strong>IBM Watson Top 100 Hospitals</strong></td>
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<td>3</td>
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### Being Chosen - Patients Served (Growth)

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
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</thead>
<tbody>
<tr>
<td><strong>Inpatient</strong></td>
<td>206,000</td>
<td>240,000</td>
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<tr>
<td><strong>Emergency Department</strong></td>
<td>675,225</td>
<td>738,977</td>
</tr>
<tr>
<td><strong>Outpatient Visits &amp; Surgeries</strong></td>
<td>3.4M</td>
<td>3.7M</td>
</tr>
<tr>
<td><strong>Physician Office Visit Patients Served</strong></td>
<td>6.2M</td>
<td>6.6M</td>
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What's Next?
We are what we repeatedly do, excellence therefore is not an act, but a habit.

Aristotle

The simplest lesson I know...is to resolve to be good today, but better tomorrow. Let us take on day in hand at a time, merely making a resolve for tomorrow, thus we may hope to get on taking short careful steps, not great strides.

Catherine McAuley, Mercy Foundress