

# HIGH RELIABILITY: ONE PERSON AT A TIME

**MITCH HAGINS, BSC**

May 29, 2017

**Studer** Group Canada   
A HURON SOLUTION



## MITCH HAGINS

### COACH, SPEAKER

Mitch Hagins lives in Atlanta. He is married to Donna (39 years) and has 5 children – Matthew and daughter-in-law Misty, Sarah and son-in-law Wesley and son, Charles. Before he came with Studer Group, he left a successful business career, returned to Toccoa Falls College and completed his degree in biblical studies. He has been a minister, a senior business leader and he has received the Studer Group Pillar Award for excellence in coaching on seven different occasions. For the results his Partner’s achieved, Mitch has been coach of the year, receiving the Fire Starter Award, Studer Group’s highest award of coaching excellence.

Mitch is a very well rounded man, with experiences that have prepared him to be an effective coach. His expertise comes from 30 years of managing all support services, sales and marketing, strategic planning, human resources and upper management. Mitch uses these experiences to lead/coach more than 20 Canadian engagements. As General Manager for Studer Group Canada, Mitch’s role is one of strategic importance in opening, sustaining and expanding business in Canada. Mitch’s partners consistently demonstrate year over year improvement in their unique strategic goals (e.g. patient experience, employee and professional engagement, net margin or cost per case and quality/ QIP measures). These results come through improved employee engagement and increased physician alignment. Because of these results Mitch retains 98% of his partners annually. Mitch was named in 2010-11 “Who’s Who” of Executives, Professionals and Entrepreneurs.

Mitch is also a grandfather to grandsons Tyler, Devin and Caleb and granddaughter, Avalene. Mitch enjoys spending time with each of his three families – his family at home, his Studer Group family and his partner family.

# SESSION OBJECTIVES

1

WHY WHAT HOW

2

Person vs. Grouping

3

Levering Recognition

4

Levering Rounding



1

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**WHY WHAT HOW:**

**TRANSFORMATION COMMUNICATION**

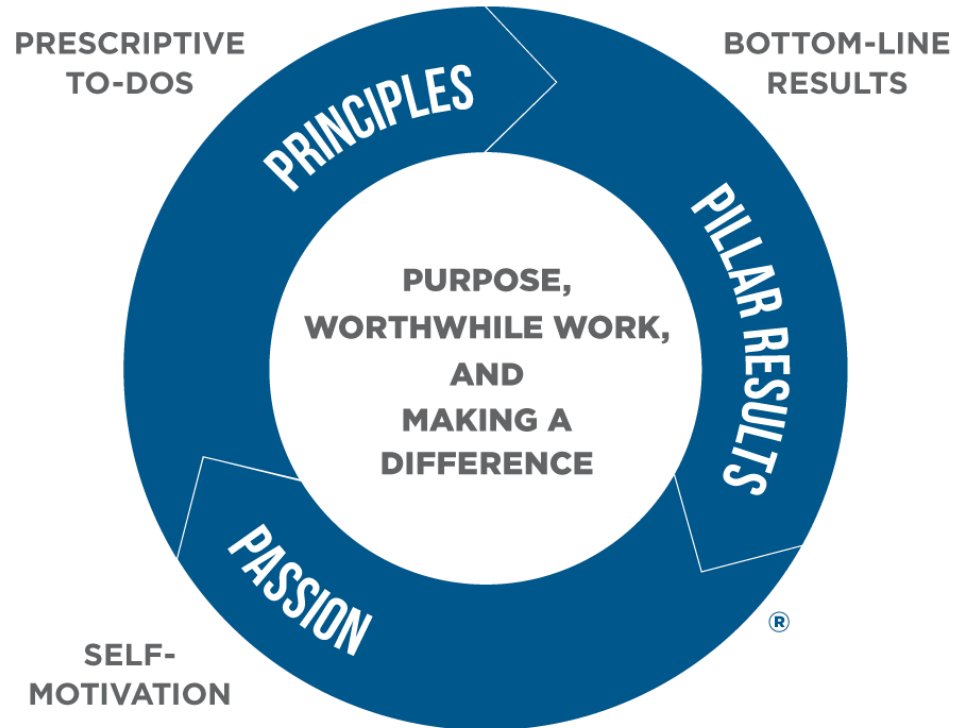
# CRITICAL SEQUENCE

Why

What

How

# THE HEALTHCARE FLYWHEEL®



# LEAD WITH THE WHY

compassion  
respect  
achievement  
integrity  
transparency  
accountability  
responsibility  
commitment  
excellence  
**Caring**  
teamwork  
innovation

# WHAT: MEASURES OF ACHIEVEMENT

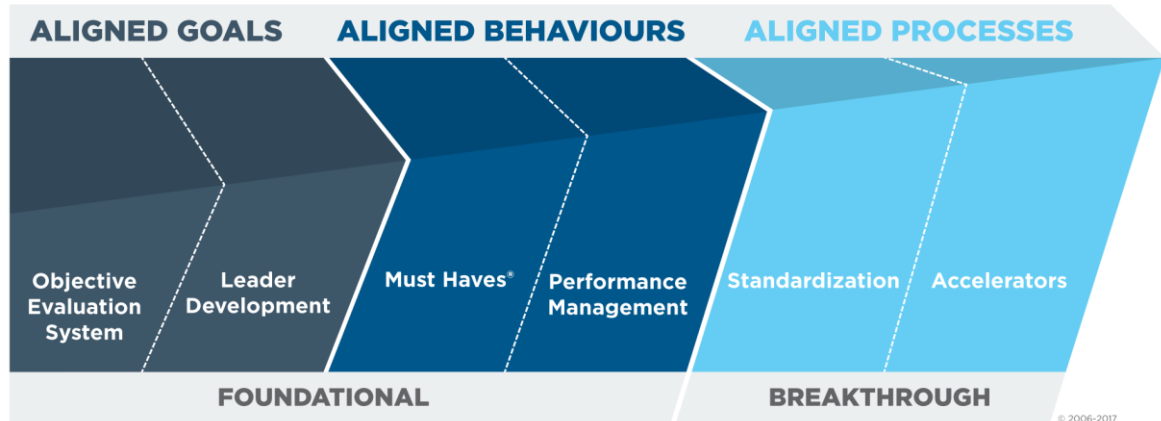
QUALITY	PEOPLE	FINANCE	SERVICE	GROWTH	COMMUNITY
Improved medication reconciliation	Increased employee engagement	Maximized reimbursement	Improved patient perception of care	Increased volume	Increased philanthropy
Improved overall core measures	Reduced turnover	Improved operating income	Reduced claims	Increased revenue	Population health strategies
Decreased preventable readmissions	Reduced vacancies	Decreased cost per adjusted discharge	Reduced malpractice expense	Decreased left without treatment	Increased care for Underserved Groups
Increased surgical care improvement	Reduced agency costs	Improved collections	Reduced wait times (ER)	Reduced no-shows	
Decreased healthcare-associated infections	Reduced overtime	Reduced accounts receivable days	Reduced Wait Times (First Appointment)	Increased physician referrals	
Reduced LOS	Reduced orientation and onboarding costs	Reduced advertising costs			
Improved mortality index	Increased physician engagement	Cost per weighted case			
Decreased med errors	Reduced injuries at work				



# HOW:

# EVIDENCE-BASED LEADERSHIP<sup>SM</sup> EXECUTION FRAMEWORK

CHASSIS FOR ALIGNMENT, EXECUTION, RELIABILITY AND HIGH PERFORMANCE



## LEADER EVALUATION

Implement an organization-wide leadership evaluation and planning system to hardwire objective accountability

## LEADER DEVELOPMENT

Create process to provide leaders with skills, knowledge, competencies and information necessary to attain desired results

## MUST HAVES<sup>®</sup>

- Rounding for Outcomes
- Thank You Notes
- Employee Selection and Retention
- Pre- and Post-Care Phone Calls
- Key Words at Key Times and AIDET<sup>®</sup>

## PERFORMANCE GAP

Retain top talent, actively coach middle Performers and move low performers up or out

## STANDARDIZATION

- Monthly Supervisory Agenda
- Agendas by Pillar
- Peer interviewing
- Safety Huddles
- Lean Practices
- Clinical Transformation
- EMR Optimization
- LEADS Alignment

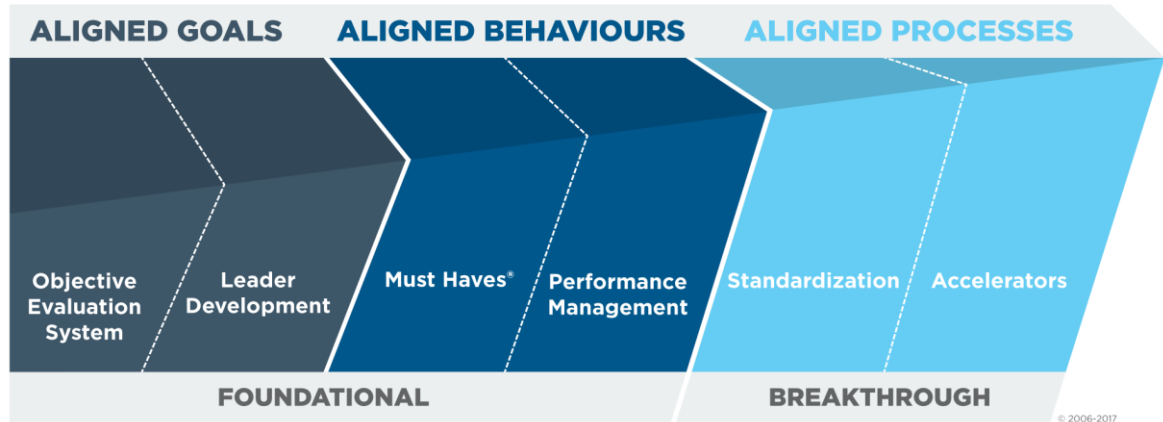
## ACCELERATORS

- Leader Evaluation Manager<sup>®</sup>
- Validation Matrix<sup>™</sup>
- MyRounding<sup>®</sup>

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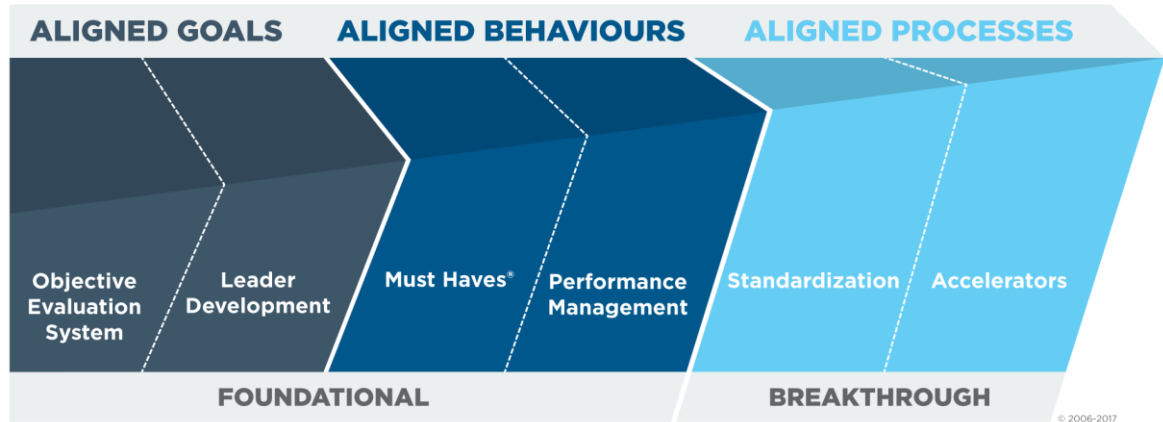
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## LEADER EVALUATION

Implement an organization-wide leadership evaluation system to hardwire objective accountability

## LEADER DEVELOPMENT

Create process to assist Leaders in developing skills and leadership competencies necessary to attain desired results

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**Pause and Reflect**



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# PERSON VS. GROUPING

## LIVING OUR VALUES

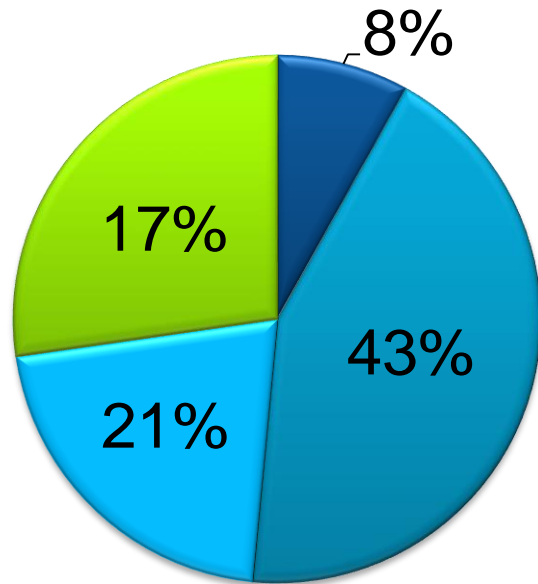
# FIRST TIME EVER...

## MULTIPLE GENERATIONS IN THE WORKPLACE

- Traditionalists: born before 1946
- Boomers: born 1946-1964
- Generation X: born 1965-1980
- Generation Y: born 1981-1999
- Generation Z: born 2000-present

# WHO IS IN OUR WORKFORCE

## BREAKDOWN BY GROUPING



- Traditionalists
- Baby Boomers
- Generation X
- Generation Y

# TRADITIONALISTS

## DEFINING EVENTS

- Memories of Depression
- World War II, the Korean War
- Growth of suburbs: homogenous neighbors
- Widespread availability of consumer goods
- Availability of white collar jobs
- News by radio and newsprint
- TV: Ozzie and Harriet, Lawrence Welk, Ed Sullivan



# TRADITIONALISTS

## VALUES

- Waste not; want not
- Put aside the needs and wants of the individual for the good of the whole
- Pride in the country and military
- Belief in chain of command and institutions
- Play by the rules
- Value a lifetime career with one company
- Conservative and cautious

# TRADITIONALISTS

## WORKPLACE

- Joiners
- Respectful of authority
- Comfortable in hierarchy
- Loyal to institutions
- Rule makers and conformists
- Motivated by financial rewards and security

# BOOMERS

## DEFINING EVENTS

- Cold War and Vietnam
- Assassinations
- Protests: Kent State
- Woodstock
- Human and women's rights
- Sexual revolution and invention of the pill
- Space travel
- College is a right
- Affluence and opportunities

# BOOMERS

## VALUES

- Competitive: want to distinguish themselves from the pack, want recognition, corner office
- Strong work ethic (50-60 hour work weeks)
- Encouraged to follow dreams
- Individualist; anti-authoritarian
- Idealistic and motivated by changing the world
- Value personal growth

# BOOMERS

## WORKPLACE

- Resist authority
- Still believe they can change the world
- Competitive: status is important
- Driven: often have poor life/work balance
- Divorce is acceptable
- College is important

# GEN X

## DEFINING EVENTS

- Challenger disaster
- Troubled economy
- Significant increase in parents' divorce rate
- Launch of CNN and a global perspective/ global violence
- Fall of Berlin Wall
- Watergate
- Greater diversity
- Growth of electronic games and the Internet

# GEN X

## VALUES

- Dedicated parents
- Information-rich
- Often latch-key kids who learned self-reliance
- Don't trust institutions: watched their parents being "downsized"
- Have cell phones and personal computers
- Often lived with blended families

# GEN X

## WORKPLACE

- See the world as “not safe”
- Able to handle many diverse tasks at the same time
- Love their job but have no bones about demanding to be compensated for it
- Job-hop to achieve flexibility and learn new skills
- Move on if not challenged and stimulated
- Cherish their free time; a schedule that respects it
- Loyal to peers/co-workers—not institutions



# GEN Y

## DEFINING EVENTS

- Terrorism: 911, World Trade Center, Oklahoma City
- School violence: Columbine
- Ubiquitous technology
- Working mothers
- Unprecedented bull market followed by recession
- Pro-child culture: baby on board
- Redefinition of family; divorce is common

# GEN Y

## VALUES

- Optimistic about the future
- Diversity and work balance
- Want to do meaningful work—but may not know how
- Need change and fast pace to stay interested
- Think old folks need to have more fun
- Expect to learn continuously
- Want to work in teams, participate in work decisions

# GEN Y

## WORKPLACE

- It's not all that: Work is one of multiple priorities
- Value things other than income and status; work to live, not live to work
- Willing to make trade-offs to live values
- Tackle big jobs with confidence
- Not deterred by what older workers might perceive as a lack of experience or even limited qualifications for the task at hand
- Willing to work long hours on their own schedules, not yours

# DISCLAIMER:

## GROUPINGS DON'T DEFINE YOU, MAY REFLECT YOU

- Generational differences may influence behavior, however this does not mean that generational differences determine adult interactions. Many other variables impact behavior and outcomes.
- Generational differences represent only one of these factors.

**Pause and Reflect**



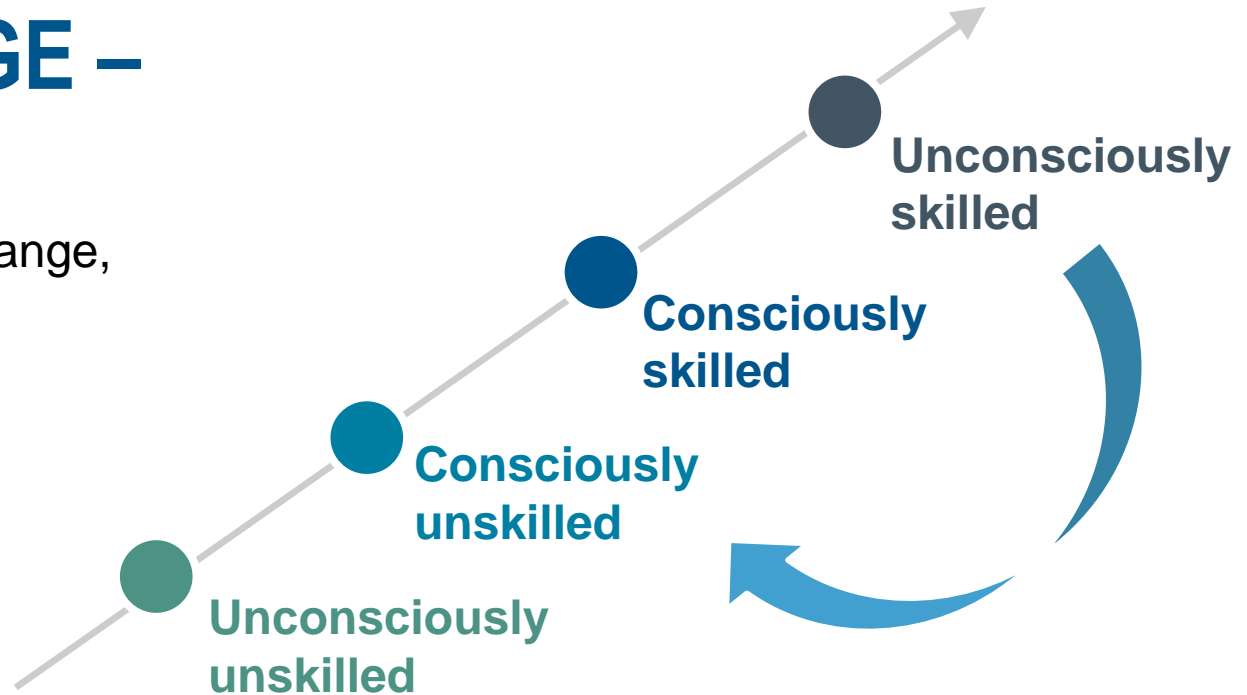
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# LEVERING RECOGNITION TO IMPROVE RELIABILITY

# PHASES OF SKILL AND CHANGE – INDIVIDUAL

Even with positive change, there is resistance



# LEVERING RECOGNITION

## SECURING ENVIRONMENTS OF CARE, WORK AND PRACTICE

- Timely
- Personal
- Values-centred
- Specific
- Genuine



**Pause and Reflect**



4

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# LEVERING ROUNDING TO DRIVE ENGAGEMENT

# EMPLOYEE ENGAGEMENT

## KEY DRIVERS

- Care and Concern
- Organization Values Work
- Can Trust the Organization
- Leader Values Ideas
- Teamwork in the Organization

# EMPLOYEE ENGAGEMENT

## ROUNDING FOR OUTCOMES

<b>Align Questions to fit Desired Outcomes of the Organization</b>	<b>Concern and Care</b>
	<b>What is Working Well</b>
	<b>People to Recognize</b>
	<b>Tools and Equipment</b>
	<b>Systems to Improve</b>
	<b>Quality Inquiry/Reinforcement</b>
	<b>Follow-up</b>

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# APPENDIX