

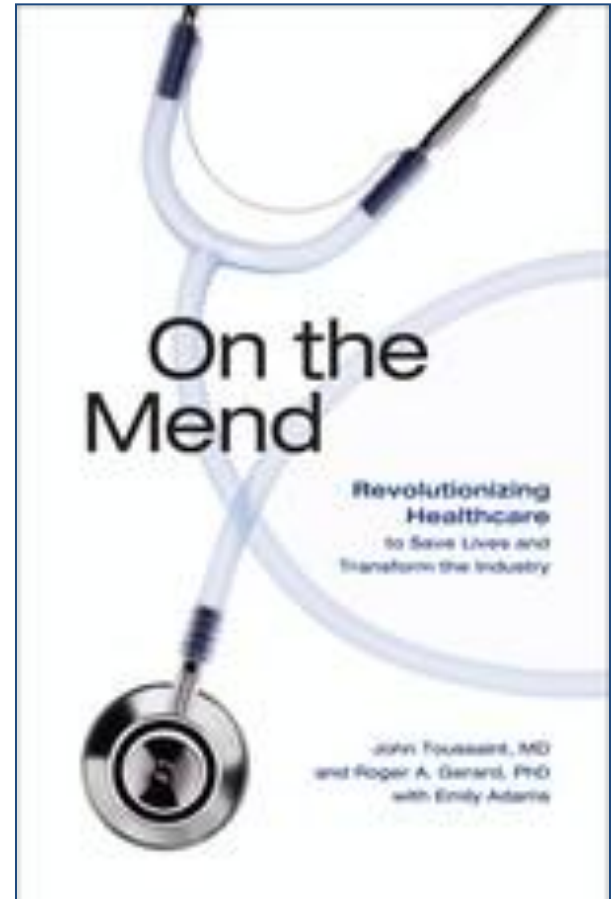
The Human Development Value Stream AME/APQC Webinar November 16, 2011

Roger Gerard PhD, Chief Learning Officer, ThedaCare

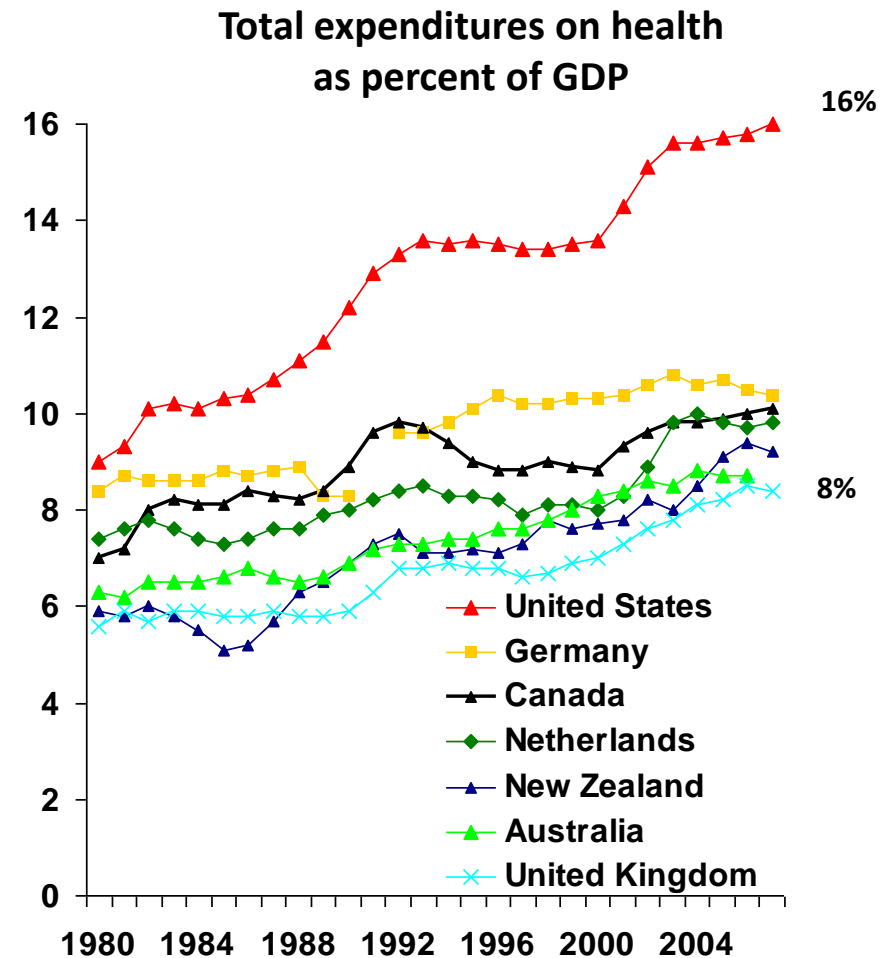
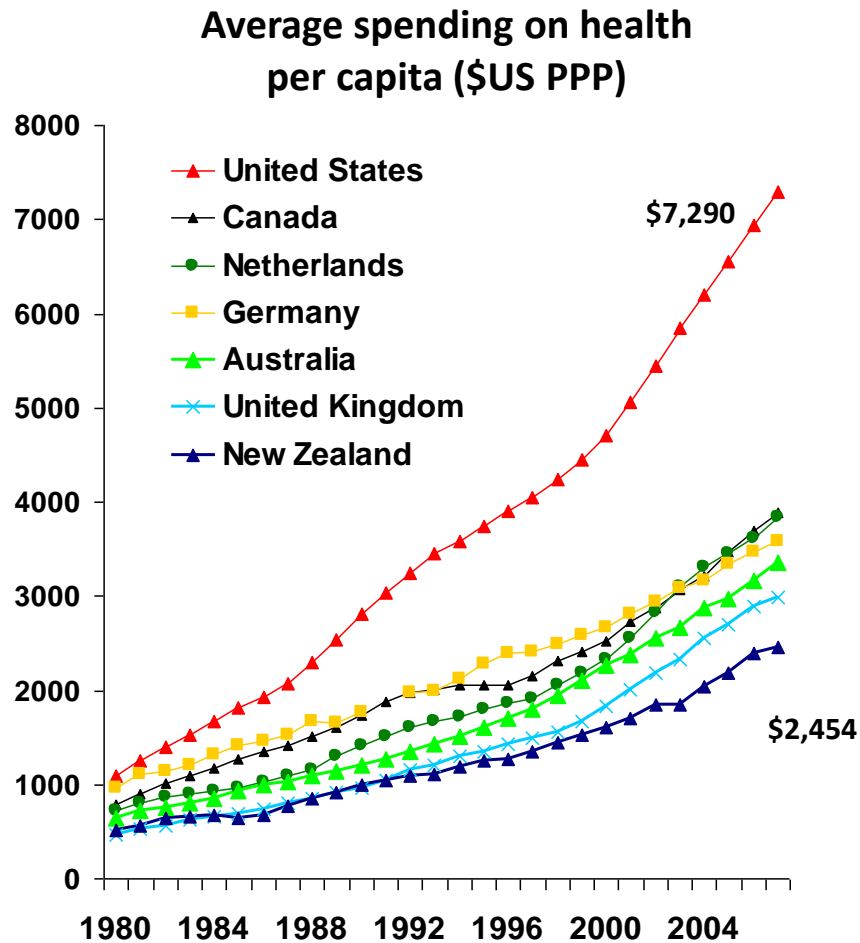


My Intention Today....

- We will deepen our understanding of:
 - Complexity of cultural change
 - Current issues and concerns
- We will examine how one healthcare system is:
 - Changing its approaches to healthcare delivery
 - The approaches and tools used to do this
 - The results (quality, cost, and impact on the customer)
- We will show some of the tools that we developed so that you can take the lessons into your organization.
 - Personal pledge
 - SIPOC
 - A3
 - Change Messaging



International Comparison of Spending on Health, 1980–2007

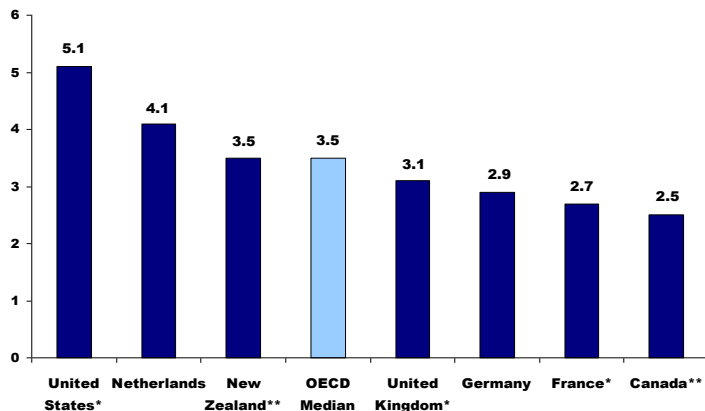


Note: \$US PPP = purchasing power parity.

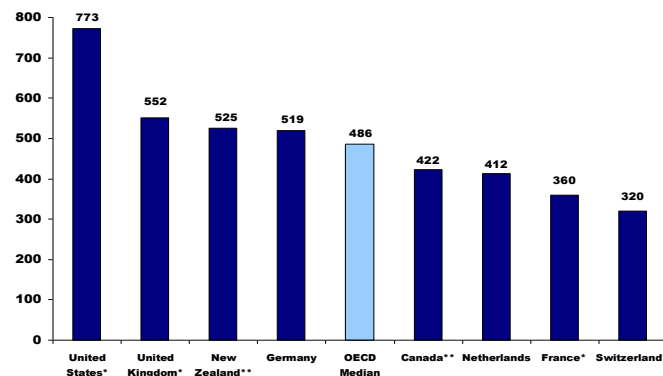
Source: Organization for Economic Cooperation and Development, *OECD Health Data, 2009* (Paris: OECD, Nov. 2009).

Sooo, what are we all getting for our money?

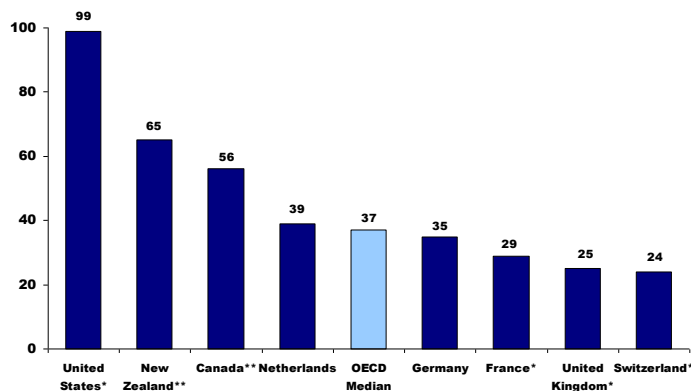
Bronchitis, Asthma, and Emphysema Deaths
per 100,000 Population, 2006



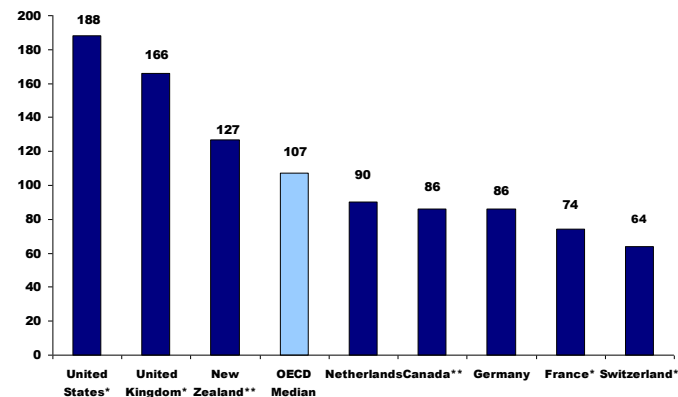
Potential Years of Life Lost Due to Diseases
of the Circulatory System per 100,000 Population, 2006



Potential Years of Life Lost Due to Diabetes
per 100,000 Population, 2006



Potential Years of Life Lost Due to Diseases of the
Respiratory System per 100,000 Population, 2006



* 2005

**2004

Source: OECD Health Data 2008, "June 2008."



Is a comprehensive, community-owned healthcare system focused on achieving measurable, better value for our customers. Our mission is to improve the health of our communities.

Appleton
Medical Center
160-Bed Acute Care
Medical Center

Theda Clark
Medical Center
182-Bed Acute Care
Medical Center

New London Family
Medical Center
25-Bed Acute Care
Medical Center

Riverside
Medical Center
25-Bed Acute Care
Medical Center

ThedaCare
Physicians
Employing
98 Physicians
At 21 Locations

Orthopedics Plus
The New Standard for
Quick, High Quality
Orthopedic Services
In The Fox Cities

ThedaCare at Home
Home Health, Hospice,
DME, Respiratory
Therapy, Infusion,
Pharmacy Services

ThedaCare at Work
Occupational and
Employee Health
Services, Employee
Assistance Program

Encircle Health
Comprehensive
Ambulatory Care
Center

Ingenuity First
Offers Innovative
Solutions to Employers
For Health Care Costs

The Heritage/
Peabody Manor
Continuing Care
Campus for Older
Adults

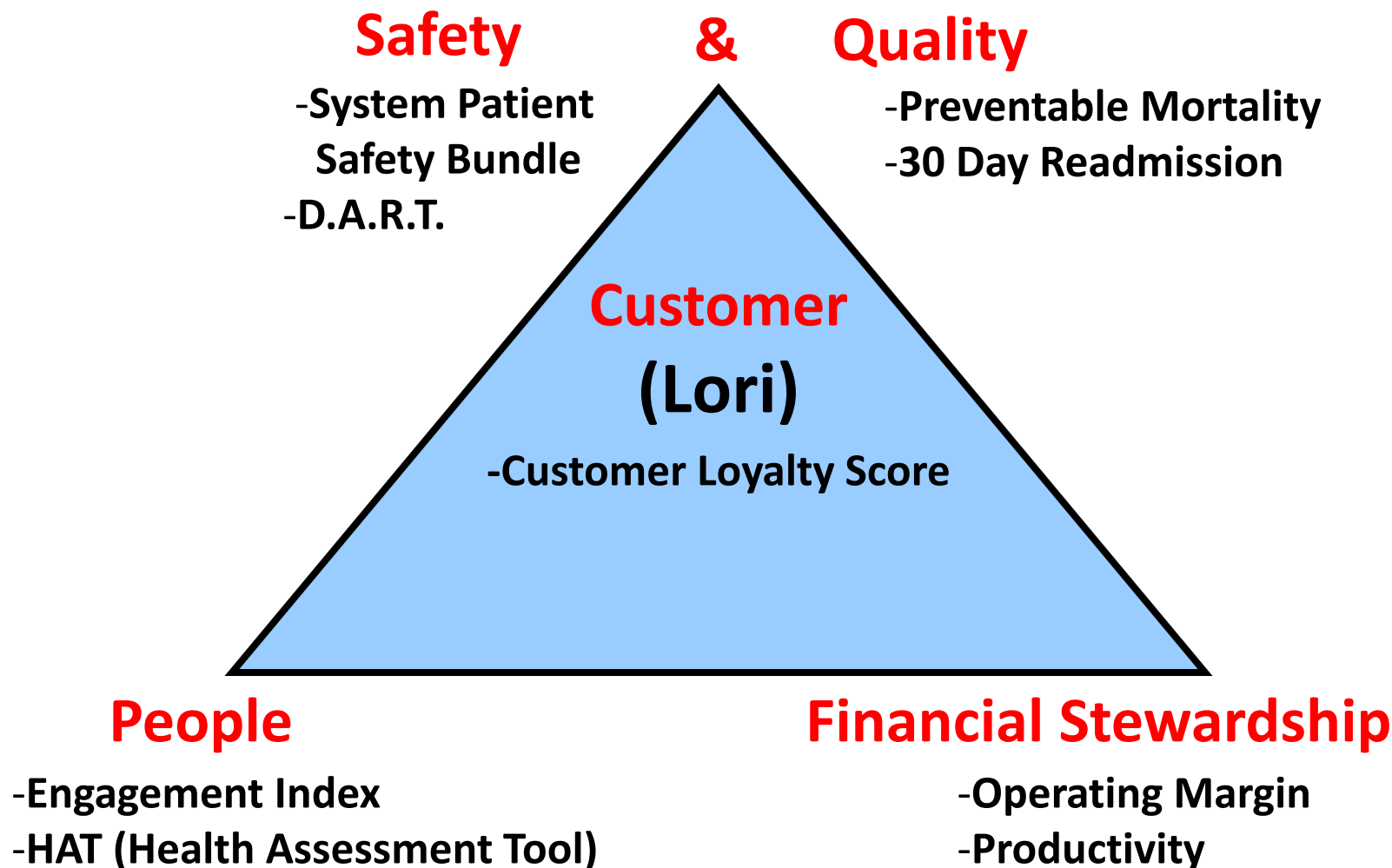
ThedaCare
Behavioral Health
Inpt and Outpt Mental
Health, Substance
Abuse Services

Recent Acquisitions:
Appleton Cardiology
Shawano Medical Center

Joint Ventures
FOR PROFIT:
Premium Healthcare-50%
Groth Clinical Services LLC-50%
Aylward Clinical Services LLC-50%

NOT FOR PROFIT:
Gold Cross Ambulance – 50%

TRUE NORTH METRICS



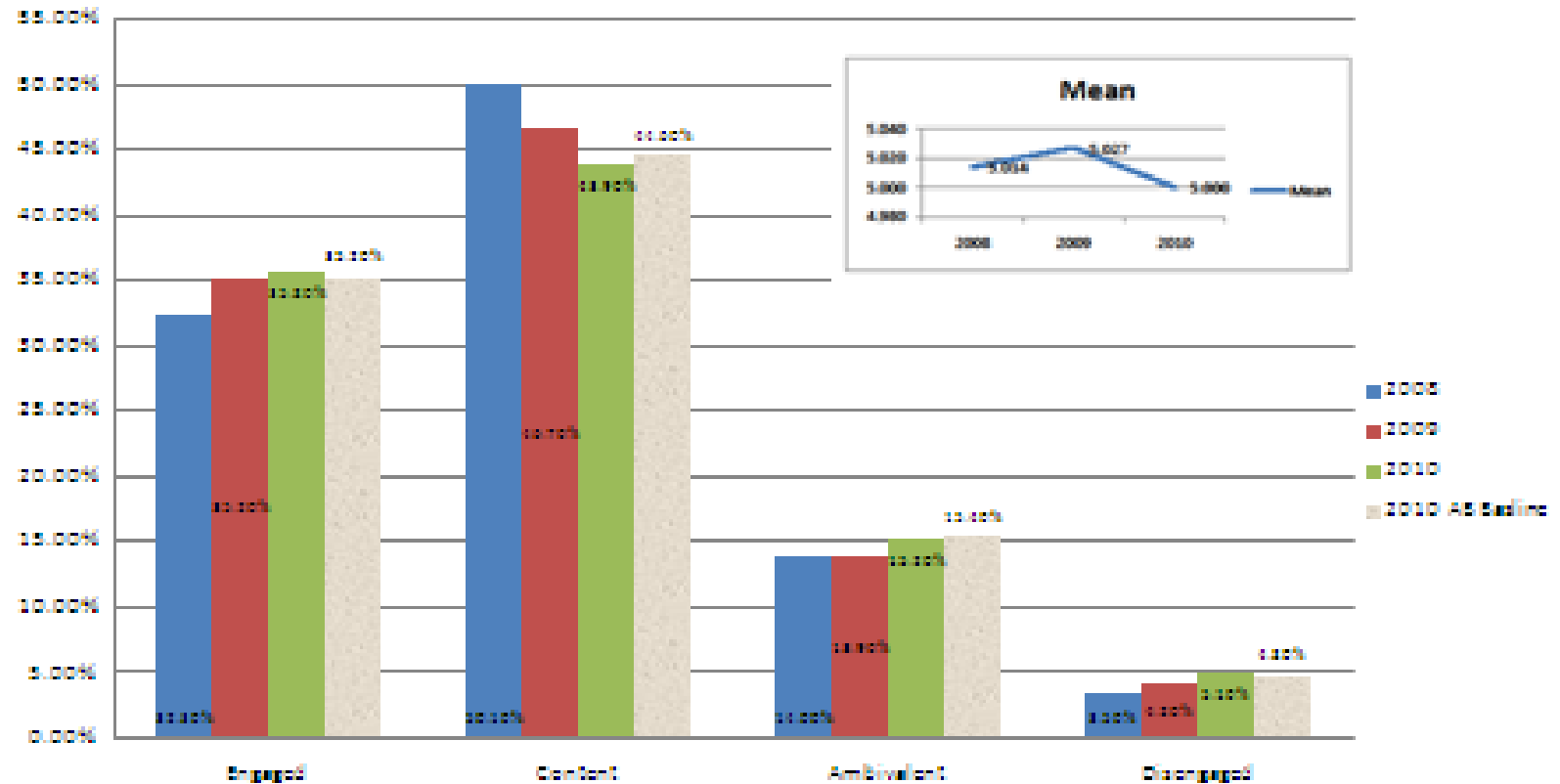
We had some start up people issues...

- We began top-down, SLT was not united
- We did not do a Cultural Assessment for readiness. Ouch!!
- We had an ambiguous, unwritten No Layoff philosophy.
- We had a fairly highly engaged workforce, and did not understand the potential impact of lean on this.
- We had Marginal Performers, and did not manage them in advance.
- We initially did not seek HR help with redeployment processes
- We failed miserably to ensure early provider involvement and compensation.



**“We can’t afford to have you do the wrong things right!”
- Jim Alampi**

ThedaCare Employee Engagement Survey



Group Mean & Count

2008 - 5.014 N = 3583

2009 - 5.027 N = 3482

2010 - 5.000 N = 3683

SIPOC

Inputs:

Process:

Outputs:

Trigger:

Complete:

Suppliers:

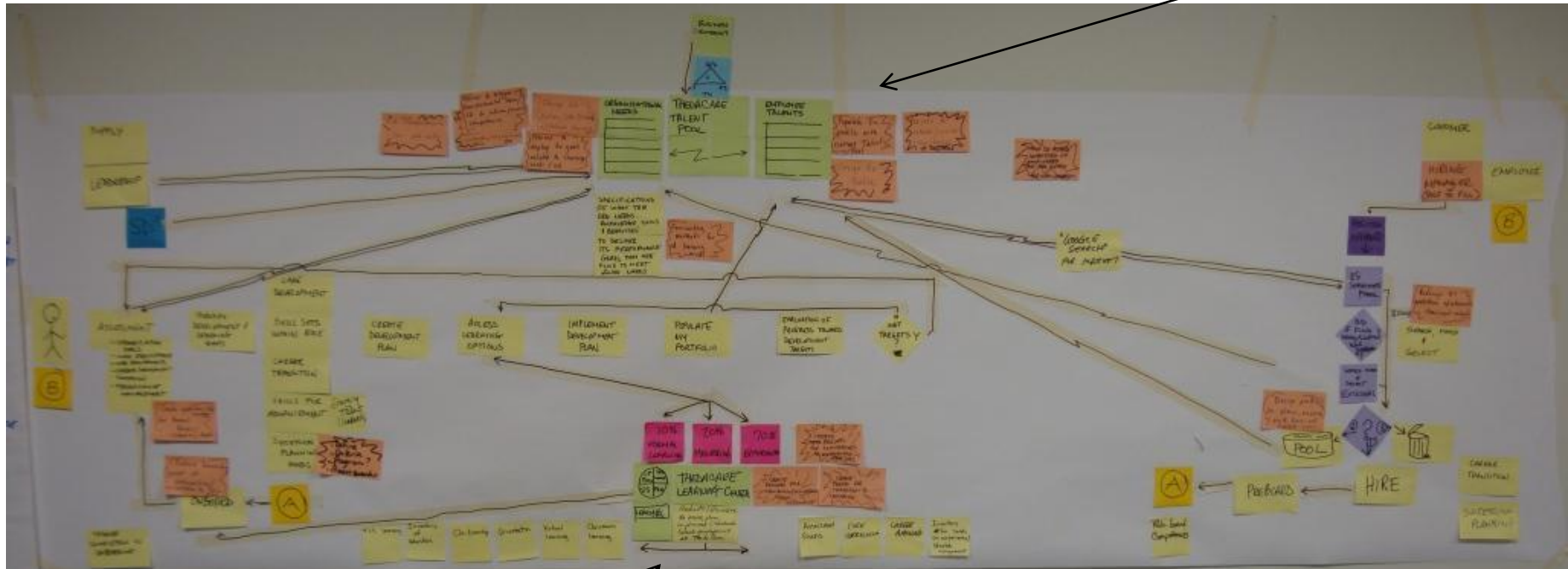
Customers:

Paradigm Shifts for Future State

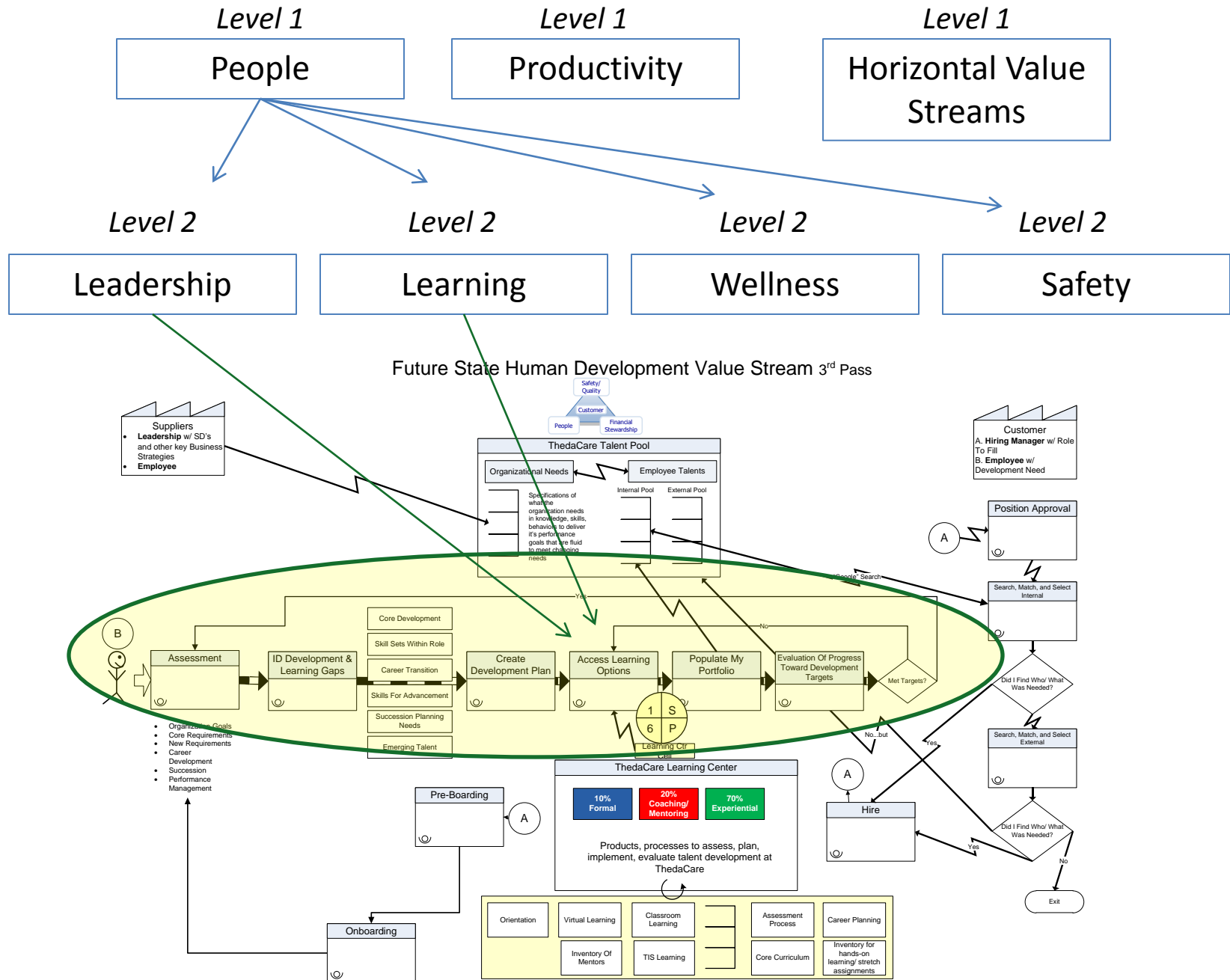
- Employee development is the central flow of HDVS
- ThedaCare Talent Pool is 6200+ assisted by a system for Talent Management
- ThedaCare Learning Center - virtual center for Formal, Coaching, and Experiential learning resources

Future State Flow

Talent Management System



ThedaCare Learning Center



Problem Statement

Our 164 mgrs/execs and 6200+ employees & providers experience 124 NVA steps/182 total steps (68% NVA) in our Talent Management processes and services. This leads to insufficient work force competency, agility (internal fill rate 20% in 2010), an 'average' engagement score (35.8% in 2010) and unrealized potential business performance (3.34% Net Op Margin 2010). Since our 1st and 2nd HDVS transformations, we have learned that existing flows do not consistently deliver a competent, ready, and flexible employee to meet the needs of the organization.

Scope: From Position Approval to Succession Planning

Trigger: Position Approved

Done: Exit ThedaCare

Value Statement

The Human Development Value Stream enables us to more quickly and easily align the vast talent of 6200+ employees of ThedaCare to get:

- the right people with
- the right skills into
- the right roles at
- the right time to get
- the right business results



Goals/Targets

- Deliver flexible/relevant learning options that target development gaps and result in measureable & visible impact on business performance/productivity.
- Reduce time to achieve core competencies and desired level of performance.
- Establish a leadership pipeline to create a 'ready' bench
- Consistently align internal talent development with organization needs.

Leadership Competency Acquisition Model

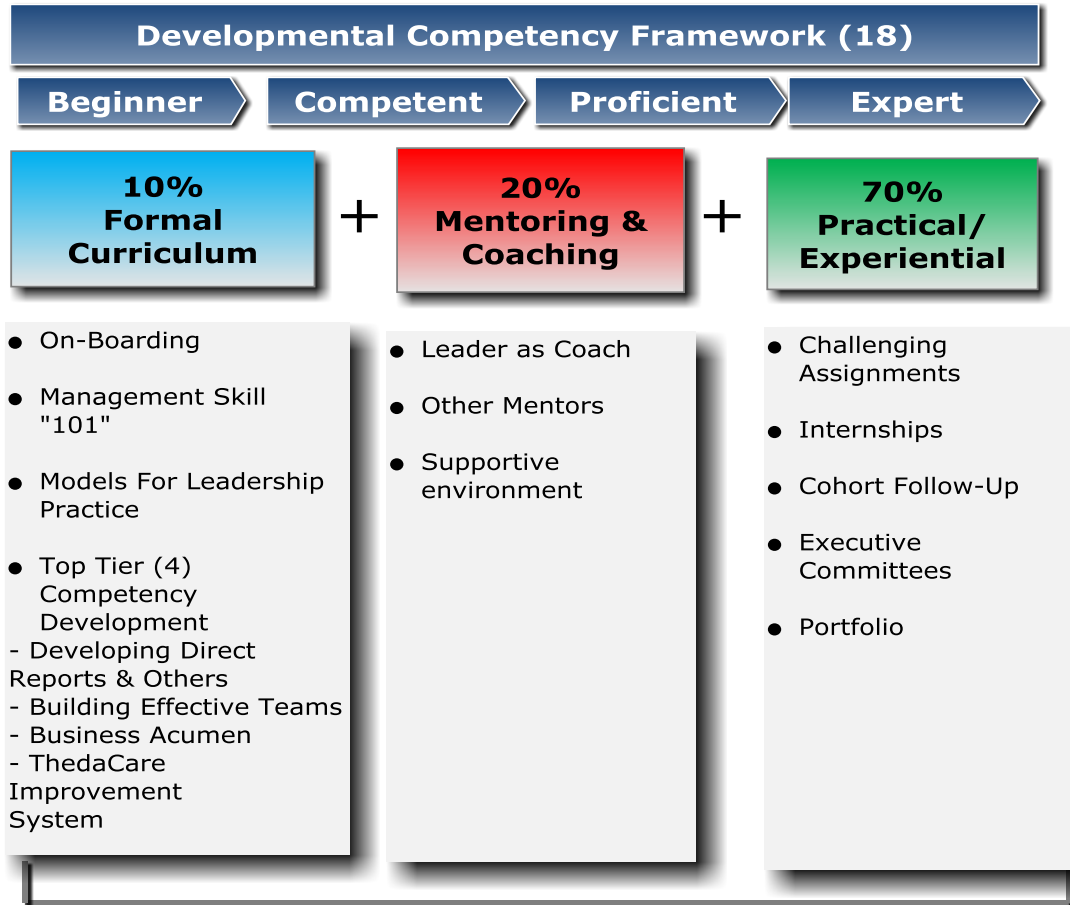
Drivers of "Churn" in Leadership Development

External

- Political
- Technology
- Economics

Internal

- Cultural Dynamics
- SD/ CDI
- Hospital Of The Future
- New Delivery Model
- BPS
- TIS
- Value Streams



DP Process



Warning!

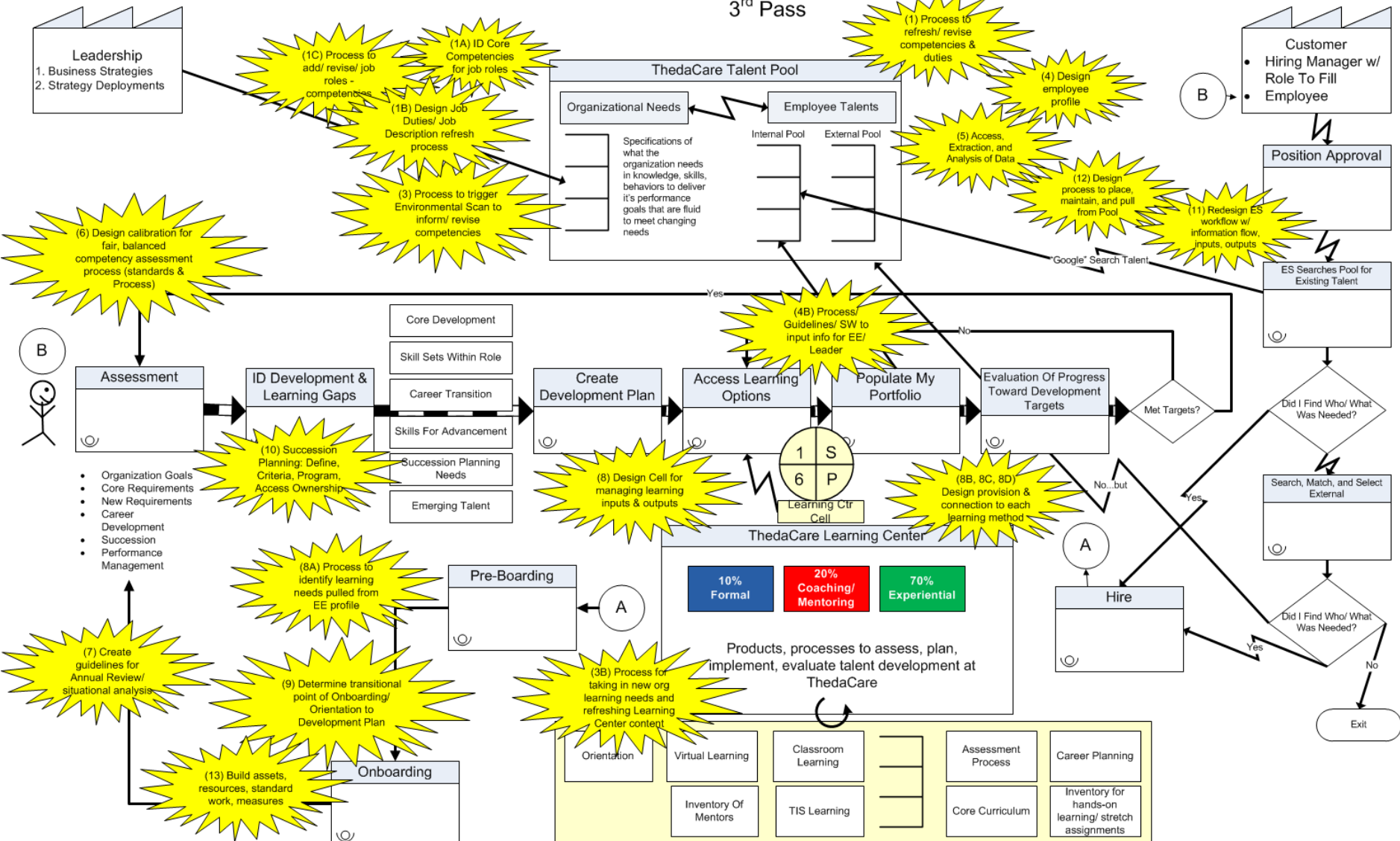
- Remember always that, no matter what the logic of the tools and methodologies, this is first and foremost about people.
- Why do people do what they do?

Logic/Rational = Complex/more expensive decisions

Emotional/Relational = Simple/low cost decisions

Future State Human Development Value Stream

3rd Pass



Metrics	Measure	Group	Initial	Target (2012)
Safety/Quality	Achievement of Core Competency	Mgrs/ Execs (Competent 4 Top Tier)	13% (21/164)	95% (155/164)
		RN Core	TBD%	95%
Customer Satisfaction	Leader/Employee Satisfaction HDVS Products & Processes	Reassigned Ee's & Hiring Mgrs	100% (N/12 2010)	100% For 2011
People	Engagement Index	All Employees	35.8%	37.8% (+2 pts)
	Top Box Satisfaction Professional Growth	All Employees	58.6 %	60.6% (+2 pts)
Financial Stewardship	Days To Fill (Clinical Vacancy Cost @\$100/ Day, Leader @\$700/ Day)	RNs (AMC/TC)	36 Days Avg (X N 117 = \$421,000 YTD)	
		Leaders	85 Days Avg (X N 11= \$654,500 YTD)	
	% positions filled by Internal "Ready" EE	Mgmt Roles (Sup to Exec)	±70% Current Yrly Avg	±75%
		All Other Positions	20%	70%
	Labor Salary Dollars Decreased	All Positions	Not Measured	\$6M (2014)

Title:	
Owner:	
Coach:	

Fr. Eves:	
Team:	

SMEs	
------	--

Start	
Date :	
Rev. #:	

PLAN	Background / Current Conditions
	Problem Statement (with metrics)
	Goals / Targets (with metrics)

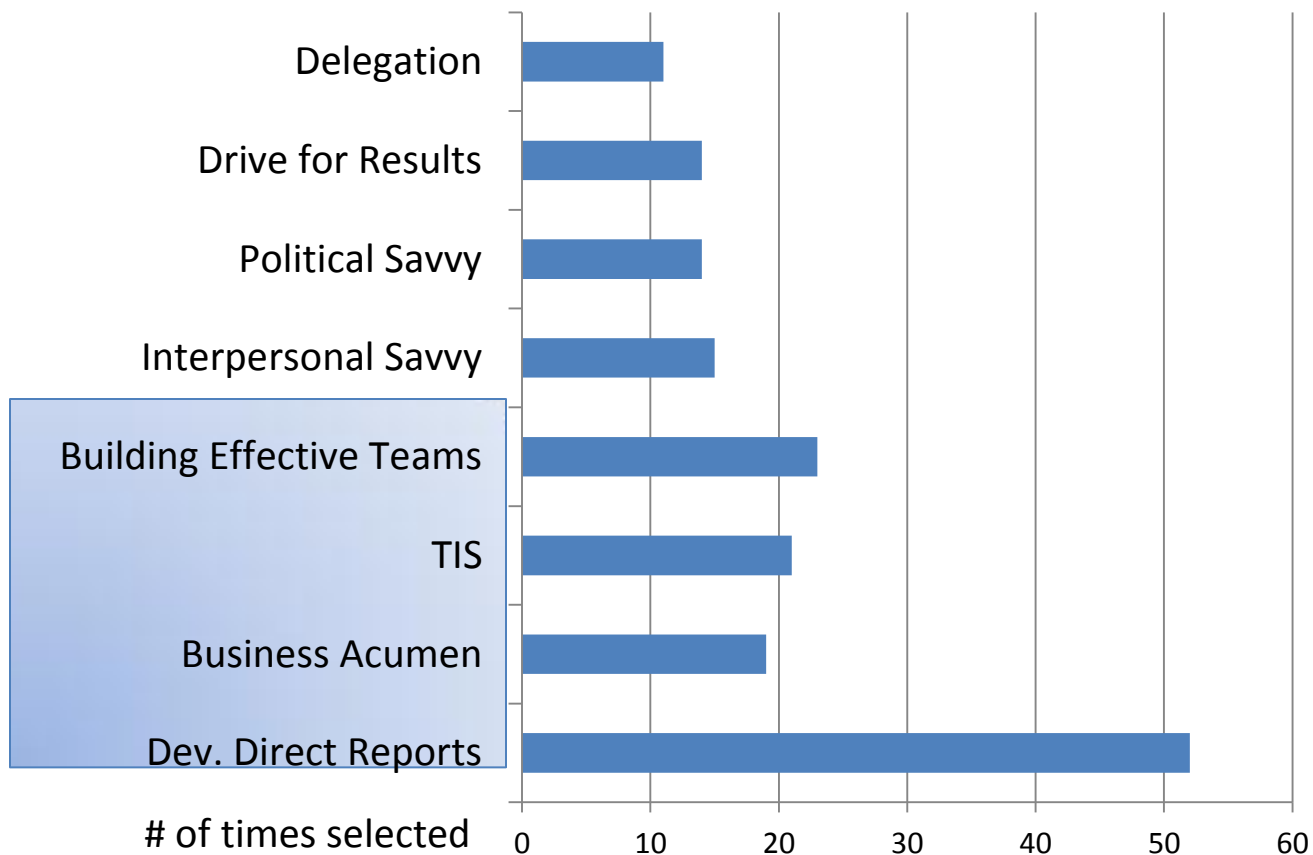
PLAN	Analysis / Root Cause/ Countermeasures (potential solutions)
DO	Experiments to Root Causes
STUDY	Study (Planned vs. Actual Results)
ACT	Act/Adjust

--

--

--

Stakeholder Signatures:



Manager Competencies Selected for Development (12/2010)

Leader: _____ 1 Up: _____ Manager Competency Assessment
 Assessment Date: _____ Review Dates: _____

Competency: Developing Direct Reports and Others – Co-creates development objectives with employees that supports their individual performance goals and progress toward future skill development. Develops employee careers through establishing career goals, offering growth opportunities with challenging assignments, and providing the necessary training and coaching.

Legend: N = Not Demonstrated S = Sometimes Demonstrated C = Consistently Demonstrated

Criteria	Beginner		Competent		Proficient		Expert	
Use of DP as Development Vehicle	Role models DP SW with direct reports; assures that development plans used per SW by others	N S C	Engages direct reports/others in conversations regarding DP progress; matches DP assignments to learning needs	N S C	Fosters development of challenging assignments that stretch individuals to grow	N S C	Has an eye for talent; proactively looks for people with development potential	N S C
Setting Goals and Performance Expectations	Assures that performance expectations and development goals are set with all team members	N S C	Connects the individual development goals/needs with department-division-organization needs	N S C	Matches individual development needs with assignments to make improvements in individual and department outcomes	N S C		N S C
Assessment of Performance Relative to Expectations	Assures process for assessing individuals related to the expected performance criteria for their role is used	N S C	Assures action(s) are taken to address individual performance needs	N S C	Uses department competency assessment data to decide on tactics and strategies needed for individual and department development	N S C		N S C
Coaching Skills	Can describe the core elements of effective coaching	N S C	Demonstrates basic elements of effective, focused coaching skills	N S C	Varies coaching style from "in the moment" to longer term development process as needed	N S C	Demonstrates investment & ongoing learning regarding own coaching skills; coaches others in coaching skills	N S C
Shift From Development to Corrective Action	Can describe the differences between developmental coaching and corrective action coaching	N S C	Shows evidence of developmental coaching and corrective action coaching that translates to behavioral change	N S C	Coaches direct reports how to shift from coaching for development to corrective action if the situation warrants	N S C	Acts as a resource to others regarding shifts in coaching focus (development to corrective action)	N S C
Personal Commitment to Developing Others	Has regularly scheduled DP sessions with direct reports	N S C	Demonstrates time spent daily engaged in developing/coaching others (ranging from unit rounding to formal DP sessions)	N S C	Demonstrates commitment to the growth of others; invests time developing reports in their coaching skills to achieve active DPs for team members	N S C	Has a well developed succession plan (bench) for their department; is actively developing that bench through the DP process	N S C

Beginner

Competent

Proficient

Expert

Examples:				
-----------	--	--	--	--

Recommendation

Circle	Beginner Achieved: Yes No	Competent Achieved: Yes No	Proficient Achieved: Yes No	Expert Achieved: Yes No
	Achieved = 5/6 at consistently met, with 0 Not Demonstrated	Achieved = 5/6 at consistently met, with 0 Not Demonstrated	Achieved = 5/6 at consistently met, with 0 Not Demonstrated	Achieved = 4/4 at consistently met, with 0 Not Demonstrated

Engaged People Metrics

Metric	Baseline	Target	By When
Connectedness: % employees in top box on Engagement Index	35.8%	36.6% in 2011	12/31/2011
Physical Wellness: HAT Results	Employee - 78.7 (Oct) Spouse – 71.2 (Oct)	79.6 72.0	12/31/2011
Employee Safety: LWTCR (Lost Work Time Case Rate) OSHA Recordable Case Rate	0.75 (Nov 2010) 4.9 (Nov 2010)	X in 2011	12/31/2011
Learning and Development: Competence and delivery of learning (Ideal!) Creation of the learning system so that we can measure outcomes and effectiveness of learning system-wide Sustainment Of Active DP of 100% of all Managers in 2010	TBD Learning system established 135active leader DP's	TBD 100% Implemented 100% Sustainment	2012 12/31/2011 12/31/2011

Change Messaging Tool

QUESTION	CORE MESSAGES
What's changing?	
Why is it changing?	
How does it relate to the "big picture?"	
What do you need me/us to do differently?	
What's in it for me/us?	
What are the skills I need to use?	

Personal Vision Worksheet

My Purpose:

My Vision for my organization:

What are my top 3 priorities?

-
-
-

My Pledge (and qualifications):

No Lay-Off Compact

Employee “Gives”

- We demonstrate ThedaCare’s Core Value Beliefs in our daily work.
- We value candor and respect in all that we do.
- We expose safety and health problems and perform/improve standard work safely.
- We commit to waste reduction and improving personal performance daily.
- We provide high quality care and personalized customer service in all that we do, in accordance with demonstrated best practice and ThedaCare standard work.
- We are dependable, responsible and flexible in how, when and where we do our work.
- We are committed to our own growth and development, and willing to learn
- We participate in our work with head, heart, hands and health, and engage in daily problem solving with our colleagues.
- We attend and engage in department meetings and improvement events, read communications and participate in opportunities.

ThedaCare “Gives”

- We treat all employees in accordance with our Core Values/Beliefs, and ensure that all adhere to those values.
- We create an environment that supports candor and respect in all that we do.
- We provide a safe and healthy work environment (physically, professionally and emotionally).
- We conduct annual market salary increases to ensure competitive compensation and benefits
- We provide the resources and training for staff to deliver high quality care and personalized customer service, including best practice research and the development of standard work processes.
- We provide stable employment and job security.
- We are committed to employee growth and development, and provide training and support.
- We create an environment of Continuous Improvement, celebrate success, and acknowledge exceptional performance.
- We provide ongoing communications and problem solving opportunities to all.

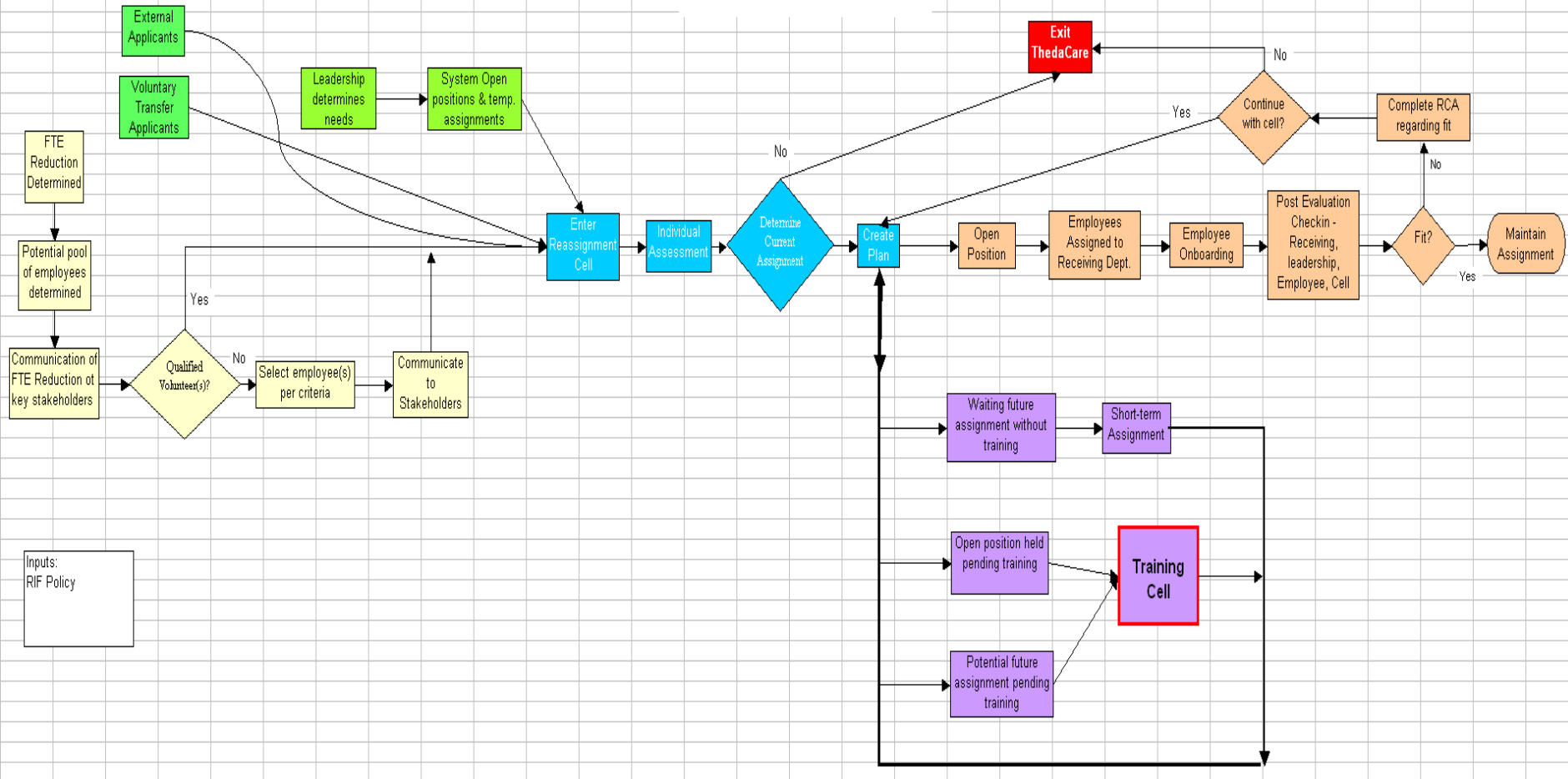
Let's Be Honest!

- We have clear vision and goals to guide us, and must do whatever is necessary to be here tomorrow as a vibrant, successful organization.
- Change will be experienced by everyone. People will experience a range of emotions including grief, ambiguity, doubt, and fear, as well as excitement, challenge, and fulfillment.
- Jobs will be restructured and redesigned at all levels. Some people may leave the organization by choice. It is possible that some may leave involuntarily because there is no appropriate opportunity. We pledge to support those who leave according to our shared values.
- The willingness to change, grow, and be flexible will be key characteristics for employees to thrive in this new environment.
- For most people, this transition will be an exciting, dynamic time full of opportunities to participate in creating the new vision. For those who do not feel that way, we pledge to help you in whatever way we can, but we do expect your engagement.

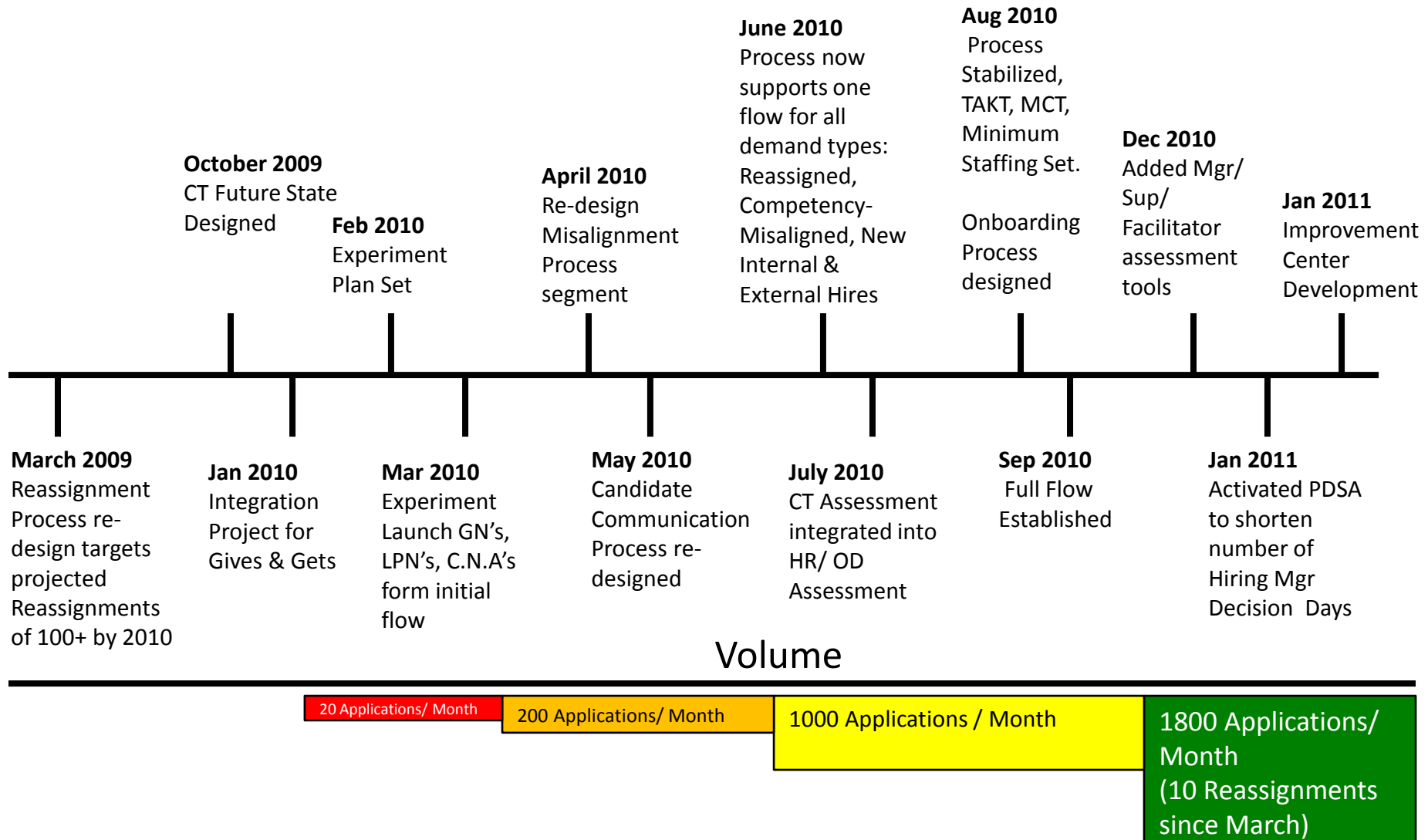
Note: You can't ask for loyalty of your staff, unless you are willing to demonstrate loyalty to them.

Career Transitions Flow

Career Transitions Flow



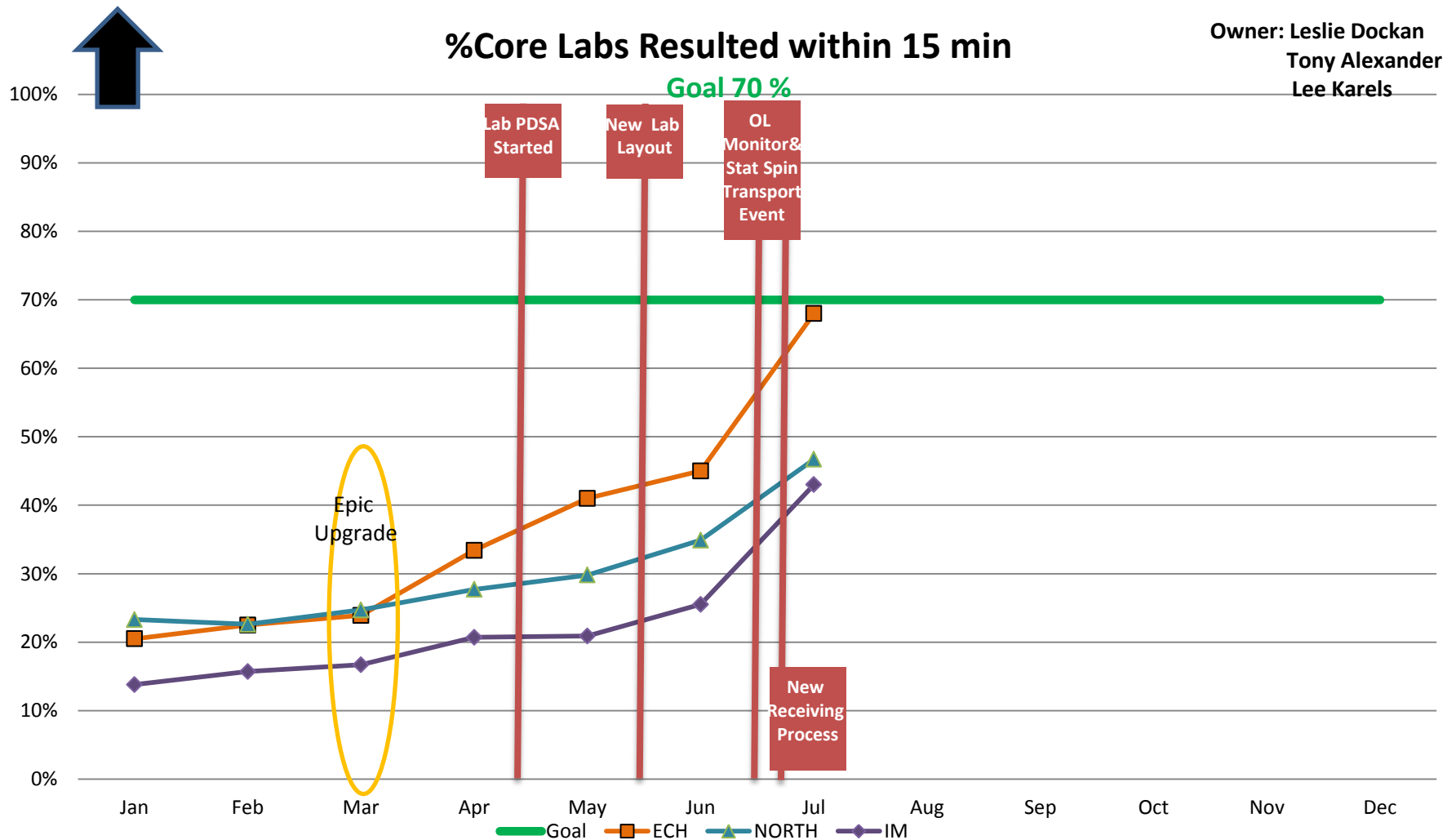
Transformation Time Line



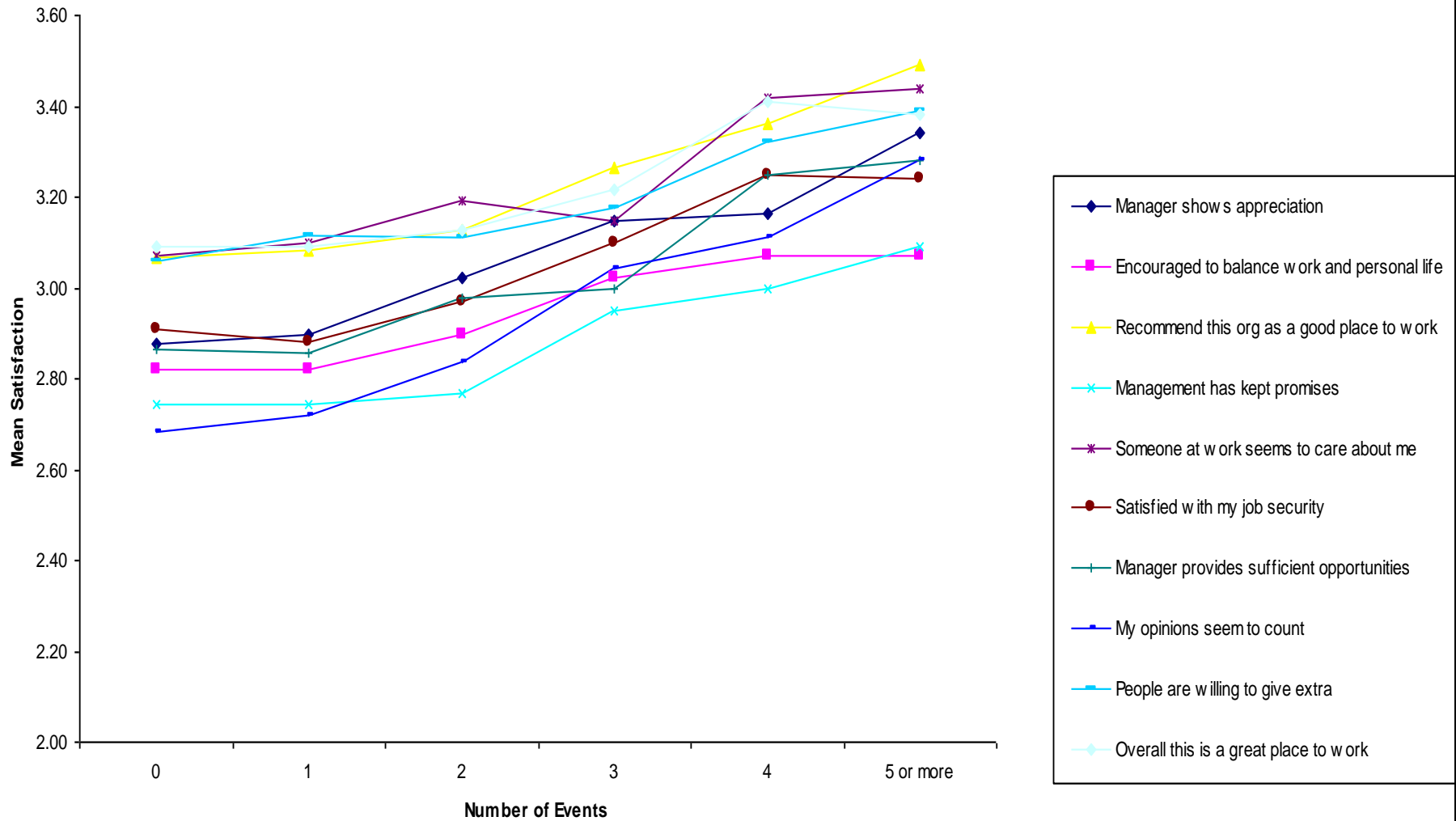
Marginal Performers: What do we do?

- Identify who they are, and what is marginal about their performance.
- Be clear about expectations with them.
- Be clear about consequences with them.
- Invoke the consequences in an even-handed, non-empathic way.
- Terminate if changes do not occur.
- Do all of this within your organizations core values.

TAT increased by 89-180%



5-Day Event Participation



Safety A3 Subcommittee

9/14 Initiatives: Significant Improvement

Initiative	Baseline	Percent thru November	2009 Overall % Improvement
Peabody/Heritage OSHA	10.2%	4.8%	53%
Peabody/Heritage med error reporting	168	252	50%
Peabody falls/month	11/month	9/month	18%
Physician Services INR (% out of safe range)	7.6%	5.8%	23.5%
Physician Services OSHA	1.29	0.86	33%
Riverside INR (% of inpt out of safe range)	61%	56%	8%
New London INR (% of inpt out of safe range)	59%	43%	27%
Theda Clark OSHA	2.92	2.7	7.5%
AMC/TCMC INR (doses adm without INR)	13.8	2.5	82%
Safe Patient Care Elements	0	24/24	100% achievement

**But....things don't always go as
planned!!!**



Photo copyright R Gerard 2011

Safety/
Quality


Customer


People

Financial
Stewardship

Confirmed State

Planned vs. Actual Results

 Meeting target

 Not meeting target

	Measure	Initial April 2011	Target	Projected May 11 th
Safety/Quality	Return patient call within 4 hours	56%	67%	44%
Customer Satisfaction	Patient Satisfaction	60%	72%	59% Apr 58% May
People	Provider Satisfaction	84%	92.4%	72% Apr 78% May
Financial Stewardship	Over FTE/Overtime of RN	Avg 13.8 hrs/wk \$20,200 annually	↓ 20% (\$4,040)	15 hrs PPE 4/9 32 hrs PPE 4/23
Financial Stewardship	Patient willingness to recommend clinic "top box"	75%	82.5%	77% Apr 66% May

Pilot Satisfaction Survey data: Provider 86%, Pilot Nurse Staff 77%, Phone Cell Staff 40%

**But....things don't always go as
planned!!!**

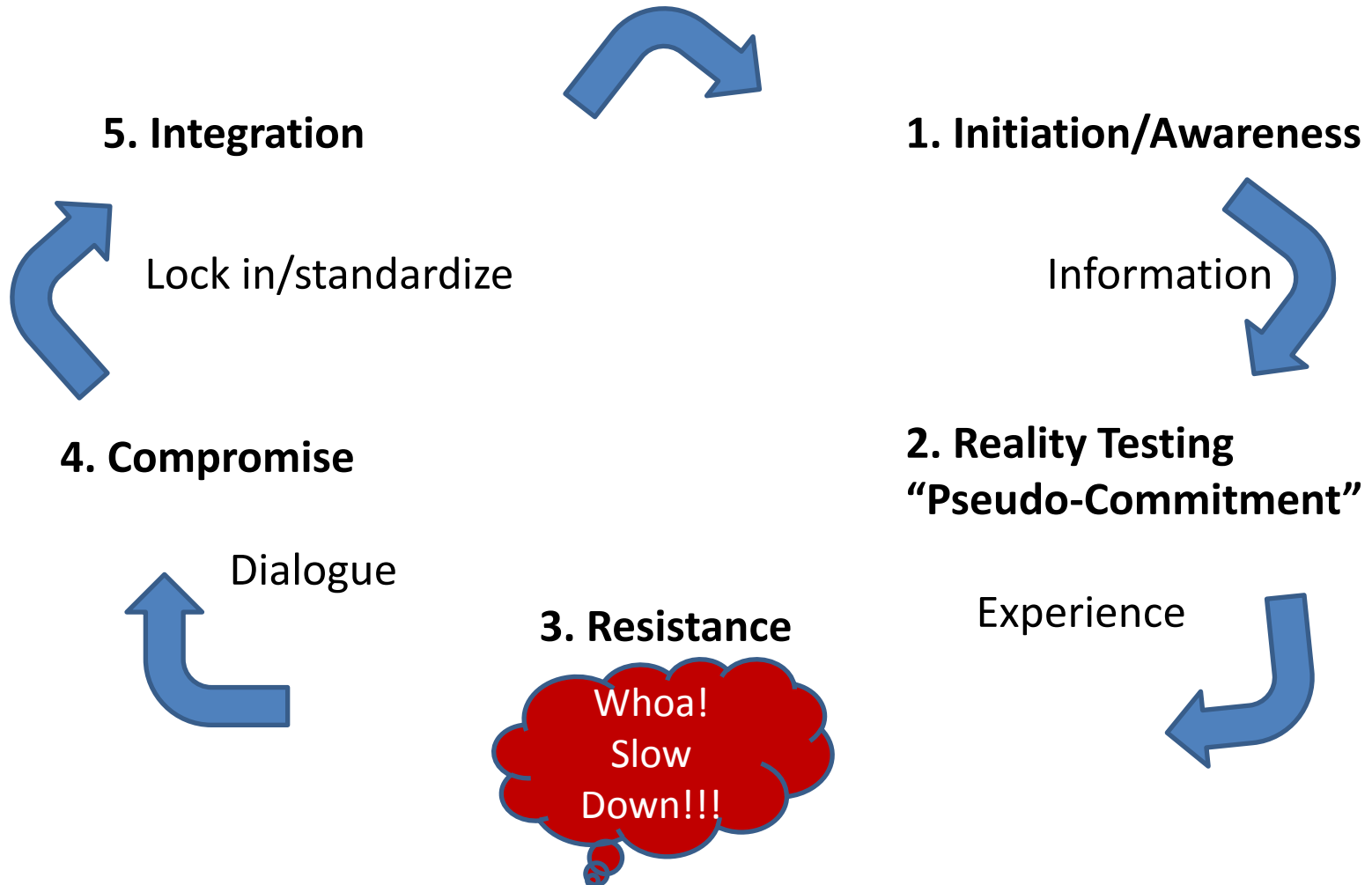
Lesson:

**We learn not only from our success,
but also from our failure to meet
target. Celebrate the failures!**

***"It's not that I'm so smart, it's just
that I stay with problems longer."***

- Albert Einstein

5 Stages of Change



Optimism

- Not Cheerleading!!!
- Sharing Stories – let them reflect
- Gemba
- Report Out

Adjourn