



*It's ALL About Your Leaders*

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## It Is All About Your Leaders....

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## When you first read the title of this program..



...what was  
your  
immediate  
reaction?

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## Have you ever experienced this?

A patient asks Mark,  
one of your receptionists,

*"How long  
will it be?"*

and Mark answers,

*"No idea...it really  
hasn't been that  
long, has it?"*

## Have you ever read this comment on your Press Ganey surveys?

One of your patients writes:

*"Susie Grant is just so overworked. Every time I asked her for something she went on and on about how busy she was, and how the hospital was short staffed, and how hard it is being a nurse. You really need to help your nurses more."*

## Have you ever experienced this?

You overhear one co-worker saying to another:

*“Dave is just bringing us down. Year in and year out all he does is complain. He complains about his shift, his assignment, his mother, his blood pressure cuff, the food – yesterday he even managed to complain about the stapler....I just can’t take it!”*

## Have you ever experienced this?

At a staff meeting one of your employees says:

*“You know, you talk a lot about how important Service Excellence is, but what about Jane? EVERYONE knows she treats people terribly, and her supervisor never does anything about it!”*

## Have you ever experienced this?

A staff member says:

*“You tell us how important it is to demonstrate Service Excellence to our patients and each other, yet when we asked for a simple policy change so we could donate earned time to a sick co-worker, we were told it would take months. We are still waiting for this to happen. Don’t our employees deserve as much consideration as our patients?”*

## Who has the “power” to change these situations?

- Who can make sure Mark doesn’t answer a patient in that manner?
- Who can do something about the fact that Susie burdens patients with how overworked she is?
- Who can stop Dave from constantly complaining?
- Who can either make sure Jane changes her behavior or separates from the organization?
- Who can make sure that policy gets changed so employees can take care of another employee?

## A little information about Winchester Hospital...

- Located just north of Boston, we face competition for both patients and employees from places you may have heard of, such as Massachusetts General Hospital, Brigham and Women's Hospital...the list goes on...
- 229 beds
- Over 16 different sites
- 2,500 employees
- 600 volunteers
- 700 physicians



## A little information about Winchester Hospital...

- 3% operating margin
- 0-4% merit increase program:  
average annual increase 3.5%
- 8% turnover rate
- 2% nurse vacancy rate
- 87% occupancy rate
- 35% increase in  
adjusted admissions  
over last 7 years



## What measures are we proud of?

### ▪ **Nursing Satisfaction:**

- Magnet Hospital – first earned in 2004 and just re-designated
- Our Physicians ranking for satisfaction with nurses is in the 99<sup>th</sup> percentile

### ▪ **Employee Satisfaction:**

- Employee Opinion Survey 2008 results: 92<sup>nd</sup> percentile nationwide; 98<sup>th</sup> percentile for health care organizations our size; and 99<sup>th</sup> percentile in our AHA region
- Based on employee survey results ONLY ranked #1 employer in Massachusetts by Boston Business Journal

### ▪ **Physician Satisfaction:** 94<sup>th</sup> percentile

## What measures are we proud of?

### **Patient Satisfaction:**

- Inpatient: Mean Score: 87  
National percentile ranking: 89<sup>th</sup> ile
- Outpatient: Mean Score: 93.5  
National Percentile ranking: 87<sup>th</sup> ile
- ER: Mean Score 85.6  
No. of visits Percentile Ranking: 80<sup>th</sup> ile
- Home Care: Mean Score: 95.1  
National percentile ranking: 97<sup>th</sup> ile

## What are we MOST proud of?



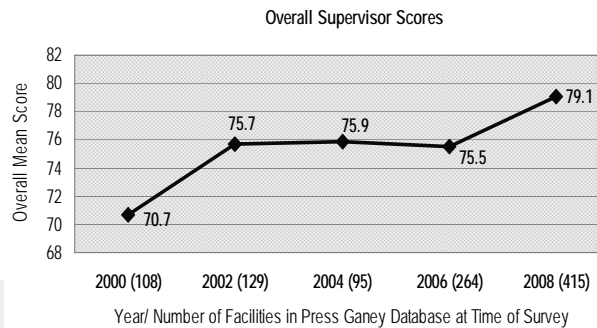
And what they deserve are the best possible leaders...

## How to...

**12 steps to designing a successful  
Leadership Development Process...**

## Step 1: Conduct an Employee Opinion Survey

- **Why? You need a baseline.**



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## Step 2: Assemble Two Leadership Committees

- **Leadership Advisory Committee.** This is the group that sets the leadership development strategy.
- **Leadership Steering Committee.** This is the group that executes the leadership development strategy.

**Quick Tip:** Look at Employee Satisfaction scores and Patient Satisfaction Scores for help in choosing your best leaders. Be sure to include at least one leader from each Vice President division.

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## Step 3: Define Your Leaders

- **Who are your leaders?** There are usually four layers:
  - President and Vice Presidents
  - Assistant Vice Presidents/Directors
  - Managers
  - Supervisors
  - Don't forget your physicians
- Start a new e-mail list called "*Leadership Development.*" Put controls on who adds to this list.

**Quick Tip:** Leaders can be defined as anyone who does a performance evaluation or anyone who leads a key function/process within the organization.

## Step 4: Define Your Mission/ Values/Guiding Principles

- Involve your Senior Management Team. Ask them to define your **Leadership Development Process's:**
  - **Vision**  
*(e.g., "To develop leaders who hold themselves and others accountable for ensuring that...")*
  - **Mission**  
*(e.g., "To develop leaders who create and promote a culture of ... excellence.")*
  - **Guiding Principles**

## Guiding Principles

1. We believe that the success of an organization is directly related to the effectiveness of its leaders.
2. We believe that in order for leaders to be effective, they have to put the organization's needs first, then their department's needs, then their own.
3. We believe that effective leaders consistently ask, and empower their employees to ask, "How can I/we do better?"
4. We believe that effective leaders are the key factor to ensuring high employee satisfaction.
5. We believe that leadership skills must be defined in the context of the organization's mission, vision, values, and strategic challenges.

## Guiding Principles

6. We believe that leadership skills are as important as business outcomes.
7. We believe that leadership skills can be taught, but that it is up to the participants to apply what they have learned, seek feedback, and be accountable to change their behaviors.
8. We believe that learning is a process, not an event, and takes many forms.
9. We believe that leaders must be role models and lead by example, holding themselves and others accountable.
10. We believe that modeling our leadership competencies will lead to both organizational and leadership excellence.

**Quick Tip:** Schedule two hours for your Senior Management team to complete this assignment.

## Step 5: Decide on Your Leadership Competencies

### ▪ What are these?

These are the competencies or behaviors that you are going to expect from your leaders and to which you will hold your leaders accountable.

If you are going to perform 360 degree evaluations on your leaders, be sure these competencies and behaviors are aligned.

## Step 5: Decide on Your Leadership Competencies

- Organizational Orientation
- Commitment to Service Excellence
- Goal Achiever
- Commitment to Continuous Improvement and Innovation
- Communicator
- Problem Solver and Decision Maker
- Relationship and Team Builder
- People Developer
- Accountability and Personal Mastery

## Step 5: Decide on Your Leadership Competencies

- Now that you have your competencies, you want to decide on the behaviors to which you would hold your leaders accountable.

**Quick Tip:** The LEADERSHIP ARCHITECT has Competency Sort Cards to speed up this step. Linkage also has Leadership Roles Card Deck that you can use.

## Step 5: Decide on Your Leadership Behaviors

- **Organizational Orientation**
  - Makes decisions that best serve the interests of the organization rather than the department or self.
  - Does what is right for the organization even if not personally rewarding.
  - Exemplifies a vision for organizational success that sparks excitement in others.
  - Demonstrates “will do” behavior.
  - Takes initiative. Does what needs to be done without being asked to do so.
  - Takes initiative to help others with problems.
  - Displays a positive and optimistic attitude towards challenges and problems facing the organization.

## Step 5: Decide on Your Leadership Behaviors

### ▪ **Commitment to Service Excellence**

- Is a role model for Service Excellence
- Places a high priority in improving service excellence
- Ensures staff delivers on commitment to provide outstanding service excellence
- Shows sensitivity and empathy for people.
- Takes time to establish relationships with staff at all levels.
- Recognizes and rewards staff who deliver outstanding service excellence

## Step 5: Decide on Your Leadership Behaviors

### ▪ **People Developer**

- Hires outstanding contributors.
- Empowers staff to succeed.
- Motivates, inspires, and encourages staff to optimal performance.
- Effectively coaches employees.
- Effectively deals with employees who are not meeting expectations or performance standards.
- Encourages and facilitates professional development of staff.
- Encourages staff to attend education programs.
- Recognizes and rewards employees.
- Conducts timely and effective performance evaluations.

## Step 6: Decide on Hours

- Decide whether you are going to require or strongly encourage your leaders to participate in leadership courses.
- How many hours are you going to mandate or encourage?
- What courses count?
- Will you apply for CEU's ?

**Quick Tip:** Do not agonize over this step. Give your Senior Management Team and Leadership Advisory Team no more than 30 minutes to make these decisions.

## Step 7: Segment Your Leaders; Develop Program Components

- **We segmented as follows:**
  - Emerging Leaders
  - New to Winchester Hospital Leaders
  - Inexperienced Leaders
  - Experienced Leaders

## Step 7: Segment Your Leaders; Develop Program Components

### ▪ **Emerging Leaders:**

- Offered once a year. Nominated by supervisor. 25 in class.
- Four full days; same day each week over four weeks.
- Called it “Launching Leaders.”



## Step 7: Segment Your Leaders; Develop Program Components

### ▪ **Here are Launching Leaders Topics:**

- Packing for the Journey  
(Moving from Staff to Leadership role)
- Selecting Your Crew (Interviewing)
- All Hands on Deck (How to Engage Your Staff)
- Maximizing the Wind in the Sails (Team Building)
- Avoiding Mutiny (Managing Conflict)
- Avoiding the Reeds (Employment Law)
- Anchors Away: The Shackleton Story

## Step 7: Segment Your Leaders; Develop Program Components

- **New to Winchester Hospital Leaders:**
  - Offer two Leadership Orientation series a year in the Spring and Fall.
  - Eight-week program, three hours per week.
  - If cannot make a session in one series, can come to the session in the next series.
  - Include key people whom new leaders need to meet.

## Step 7: Segment Your Leaders; Develop Program Components

- **Leadership Orientation Topics:**
  - Leadership Development Process
  - Service Excellence
  - Legal Context for Leaders
  - Competency Process/Hiring and Behavioral Interviewing
  - Budget Process/Discipline Process
  - Work-Related Employee Injury Process/Compensation and Performance Evaluation Process
  - Information Services/Performance Improvement Highlights
  - Materials Management/Sexual Harassment and Fraternalization Policies

- **Inexperienced Leaders:**
  - Offer basic courses evolving from your Leadership Competencies

- **Experienced Leaders:**
  - Influence your experienced leaders to teach some courses

## Step 8: Conduct a Leadership Needs Assessment

### Decide how you want to do this:

- You can send your leaders a list of courses and ask them to prioritize.
- You can conduct focus groups.
- You can use an online survey tool.

**Quick Tip:** "Grapevine" ([www.grapevinesurvey.com](http://www.grapevinesurvey.com)) is an inexpensive online survey tool that can be customized and used for needs assessments or other leadership polls.

## Step 8: Conduct a Leadership Needs Assessment

- Look at your leadership competencies and behaviors. These provide the best guidance as to courses:
  - Hires outstanding contributors. (*Behaviorial Interviewing Course*)
  - Empowers staff to succeed. (*Coaching Course*)
  - Effectively deals with employees who are not meeting expectations or performance standards. (*Performance Improvement Course*)
  - Recognizes and rewards employees. (*Recognition Course*)
  - Conducts timely and effective performance evaluations. (*Performance Evaluation Course*)

## Step 9: Logistics and Faculty

- Complete your annual strategic plan; then
- Complete your annual leadership development strategy
- Develop a template to keep track of your course planning:
  - Course
  - Leadership Competency
  - Objectives
  - Description
  - Faculty
  - Length of course
  - Minimum and Maximum Audience Size
  - Audience limited to Leaders or open to ALL employees
  - Date scheduled
  - Room
  - Equipment Needed
  - Number of leaders who attended
  - Evaluation scores received

## Step 9: Selecting Faculty

- Have a mix of internal and external faculty

**Quick Tip:** *Never hire anyone to teach that you haven't already seen and heard yourself!*

## Step 10: Pull It All Together

- Decide how you want to organize your Leadership Catalog:
  - By Knowledge; Skills; Self-Awareness; Best Practices
  - Pillars
  - Competency “Tracks”
- Ensure that you have a course registration process in place and an attendance policy.

## Step 11: Leadership Forums

- Need to help ALL of your leaders feel like leaders.
- Schedule all-day leadership forums.

## Step 11: Leadership Forums

- Here are topics we covered:
  - *Leadership Excellence*: Jim Harris
  - *Service Excellence*: Lynn Pierce, Baptist Hospital
  - *Culture of Safety*: Jim Conway, Institute of Healthcare Improvement
  - *Planetree Culture*: Bill Powanda, Griffin Hospital
  - *Difficult Conversations*: Sheila Heen

## Step 12: Outcomes

- Measuring Success:
  - Build competencies into your Leaders' Performance Evaluation
  - Employee Opinion Survey Results
  - Attendance and Evaluation forms

## Lessons Learned

Topics we found to be of prime importance to our leaders:

- **Self-Awareness**

- The DiSC Personal Profile System (Dominance/Influence/Steadiness/Conscientiousness) identifies and describes different work styles and behaviors in order to heighten understanding in the workplace.

- **Difficult Conversations**

- Provides the skills needed to achieve effective communication across real differences in experience, beliefs, and feelings.

## It will not be perfect...

**...but just do it!!  
and let me finish with a story...**