

Effecting Change through Front-Line Leadership

Chris Van Gorder, FACHE, President & CEO, Scripps Health
Past Chairman, American College of Healthcare Executives



About Scripps Health

HISTORICAL LEGACY

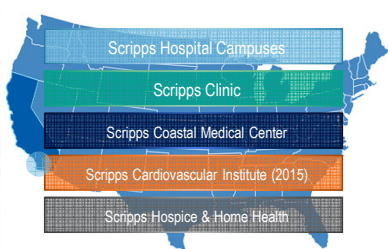
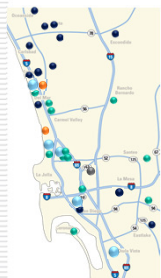
Miss Ellen Browning Scripps
Scripps Memorial Hospital & Metabolic Clinic
Founded in 1924



Mother Mary Michael Cummings & Sisters Of Mercy
Founded St. Joseph's Hospital, 1890
Named Mercy Hospital in 1924



About Scripps Health

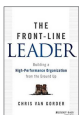


About Scripps Health



Not-for-Profit, Integrated Health Care System in San Diego, California
Operating Two of San Diego's Six Trauma Centers





Tell your stories.
Openly share your experiences.
Forge those emotional connections.

Caring for Miranda Klassen



Scripps: At the Beginning

1999

- Long-term CEO retires after 25 years
- New CEO named — physician/consultant October 1999: Van Gorder hired as COO

MAJOR CHANGE INITIATIVES LAUNCHED

- Budgets cut — End to employee "Scripps Shares" — Move to align all physicians

RESULTS IN UNREST

- Employees/physicians question leadership
- Employee morale/culture at all time low
- Quality scores fall; income drops; regular news coverage; philanthropy suffers
- Physicians & Board vote no confidence
- May 2000: CEO resigns under pressure
- May/June 2000: Van Gorder named CEO



Scripps: Transformation

From there...



To here...



Fill the information gap.

When people have the same information, they reach similar conclusions.

Physician Relationships

PHYSICIAN LEADERSHIP CABINET (PLC)

Established 2000

Precursor of co-management approach

Elected physician leaders

100 percent adoption of recommendations



Scripps Leadership Academy

BUILD CULTURE FROM THE MIDDLE

- Not Management 101
- Small class sizes; mostly middle management
- 12 monthly full-day sessions
- Full participation from CEO
- Team project/presentation
- Behind the scenes – into the inner circle
- Executive involvement
- No question off-base; complete transparency



Connect with your people.

**Share a piece of yourself.
You can't be effective as a distant boss.**

Go to the Front-Line

- Keep it casual; no entourage
- On-site coffee chats
- Department visits
- Volunteering at events
- Participate in staff training
- Walk in employees' shoes



"One of the greatest benefits of all in connecting with the front line is the significance it brings to the work of leadership. Every day we're inspired to work even harder to earn their trust. Every day we feel that what we do has meaning."

Be "situationally" aware.
Actively seek to know and understand.
Empathize with others.

Great Place to Work Survey

- Measures primary satisfaction and trust factors: Fairness, Teamwork, Pride, Credibility
- Management accountability
- Greater than 90 percent staff participation
- Complemented by other surveys and focus groups
- Provides base for continued investment in employees/workplace


From 2001 to 2014, general GPTW score increased 30 points



Stay in Touch

- Ear to the ground
- Get a feel for the mood of your organization
- Body language
- Emails / Open door policy
- Influences timing of announcements, policies, strategic changes

"Situational awareness directs your attention away from yourself and all that you are. Your executive ego seems to evaporate as you put yourself right there with others, empathizing with their concerns."




Take care of the "me" first.

Provide for your employees.
Give them the freedom to put others first.

Accept Responsibility for Your People

- Changes driven by open feedback channels/survey and focus groups – investments even in tough times
- **No layoff philosophy**
- Lifecycle approach to benefits
- Wellness program
- Innovative recruitment programs to attract the "best"
- Twice-annual salary reviews
- Staged retirement options

Overall employee turnover down to **3.9 percent** from more than **30 percent** 11 years ago



Future Leaders



EMERGING LEADERS/MENTORSHIPS

- One year, self paced opportunity for non-management employees to explore leadership
- Paired with mentors for support/guidance
- Final capstone project
- Includes leadership development courses
- First step on leadership ladder



EMPLOYEE 100

- Engages non-management staff
- Follows Leadership Academy model
- Exposure to CEO and leadership
- Behind-the-scenes explanations and Q&A
- Expected to feed Emerging Leaders

It's an all or nothing deal.
 Responsibility and authority must come
 with accountability.

Accountability is Worker Friendly

- Everyone has the same seat in your organization
- Three legs – all necessary
- No one asks for accountability
- Be clear about expectations and consequences



"A front-line executive who cares about the average worker can't afford to give a pass on poor managerial performance. If he or she does, the organization suffers and people lose their jobs."

Leave no one behind.
Protect and serve your people by being their greatest advocate.

Work/Life Balance

- Passport Community Discounts
- Corporate Movie and Theatre Nights
- Scripps Night at the Ballpark
- Parenting, Financial and End of Life Conferences



"My kids now think I'm the coolest mom because they get to see advance screenings at Scripps movie nights before their friends do. Thank you Scripps!"

Employee Assistance & Crisis Team

- EAP professionals
- One-on-one family care in emergencies
- Logistical, planning and financial assistance in crisis
- Employee-to-employee help (HOPE)



"A job becomes more than a job when people subscribe to an organization's mission or values and when they feel protected and cared for. It's not transcendent, soaring rhetoric that matters, but transcendent acts of kindness, big and small."

Success Shares

INCENTIVES INSPIRE EMPLOYEES TO REACH GOALS

- Management Incentive Compensation Program
- Non-management
 - Up to 8 days additional pay
 - Funded by achieving corporate financial goals
 - Distributed based on site patient satisfaction and productivity goals



In 2013, Scripps distributed \$10.1 million in non-management success shares
– \$60 million in the past seven years

Bring your mission to life.
Genuine, heartfelt actions speak louder
than words.

Community Partnerships

- American Heart Association
- Susan G. Komen
- YMCA
- Business organizations
- First Responders
 - Fire, Paramedics, Law Enforcement



*"A complex organization can shine when people
at all levels demonstrate genuine caring."*

Corporate Citizenship

SCRIPPS MEDICAL RESPONSE TEAM

Hurricane Katrina | San Diego Wildfires | State Mobile Field Hospitals | Haiti Earthquake | Nepal Earthquake

Provides Bonding Opportunities and Sense of Cultural Unity & Pride

SPECIAL REPORT:
Mission Haiti
HURRICANE KATRINA 2005



Your emails move me to tears, especially the story about the two girls who were orphaned. The brief comment they told your team was probably the first time they felt comforted after the earthquake. Thank you so much for our Scripps presence in Haiti. It's really humbling to see how much the people here feel and how much we have, and they are still so appreciative and joyful.

—AMY ZAMORA, RN, OPERATIONS SUPERVISOR
SCRIPPS GREEN

Always ask, “What if?”
Think long-term and big picture.
Be ready to fall up.

Contingency Planning

- Just like the Pentagon – always have a plan
- Be ready – plan for the good as well as the bad
- What problems might you face?
- What opportunities may come your way?



“If you don’t take time to imagine the future, you have no hope of proactively addressing possible threats.”

Lead courageously and decisively.
Challenge your organization to move past
what's comfortable.

Change Your Perspective

What do we see if we look at our hospitals
and health systems differently?



One Scripps: Adding a Horizontal Management Framework

Shift from Silo to
System Thinking



Operational Goals

- Identify and reduce variation in quality and cost
- Break even on Medicare by 2016
- Greater alignment between inpatient and outpatient care
- Greater health care value for community
- Greater alignment with physicians

Workforce Goals

- Aligned employee and workplace culture
- Preserve Scripps jobs and services

An Evolution: Value by Design

Create consistent and predictable **outcomes** and **processes** across all settings, times and providers to provide value for our patients and other customers



Develop our people to solve problems and improve performance
Engage staff expertise

VALUE = Quality at the lowest cost and highest satisfaction

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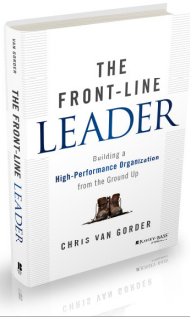
After a Decade, Accolades



The rest of the story...

Caring for Miranda Klassen





Thank you.

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