

Five Key Elements to Implementing a Population Health Strategy

Part II: Leader Communication that
Drives a Culture of Engagement

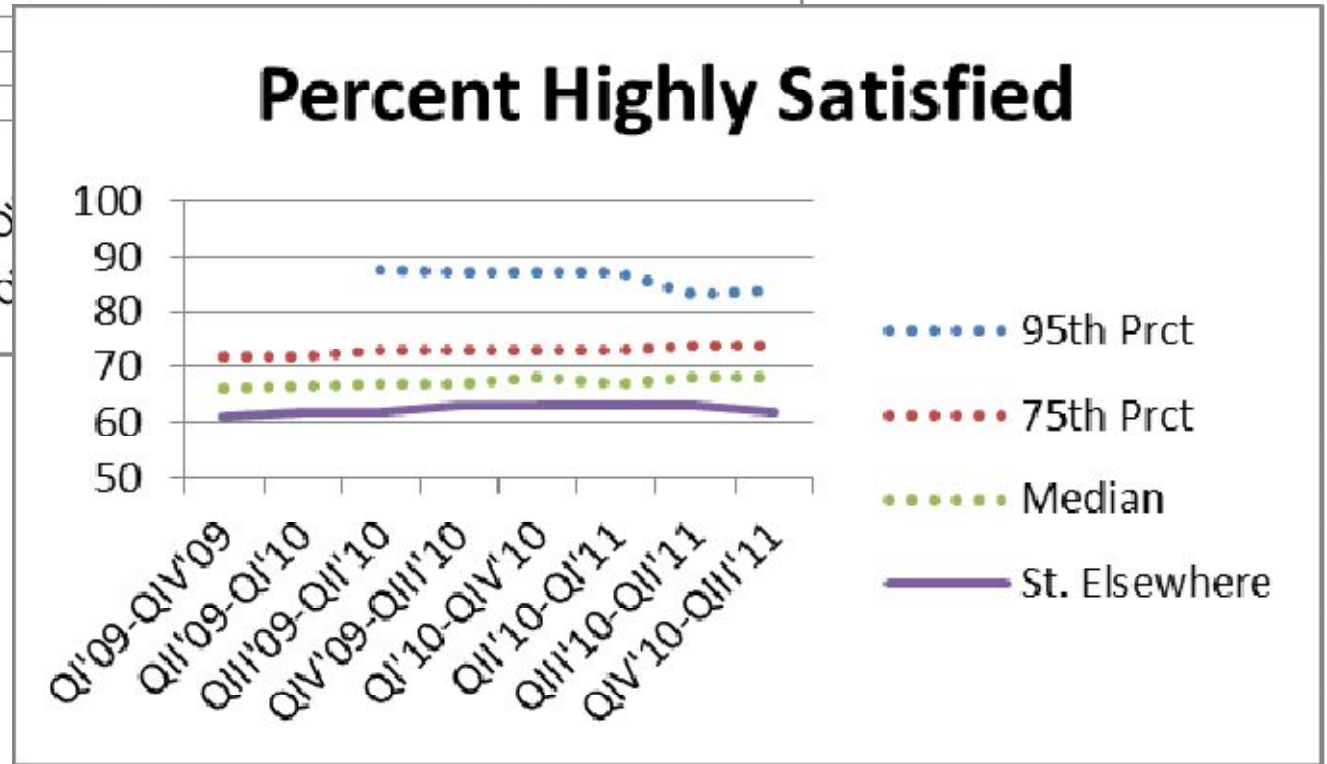
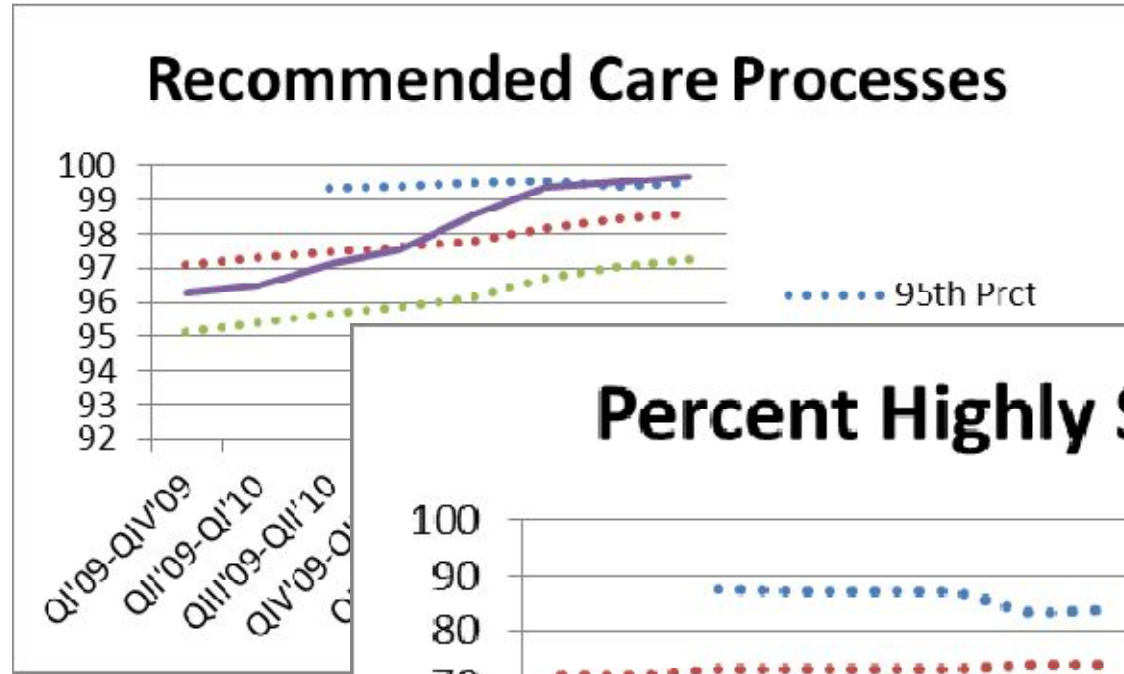
Presented by
Burl Stamp, FACHE

Stamp&Chase
Improving care by improving communication[®]

The Rules Have Changed

*Following the rules that made us
successful **yesterday** will not get us
where we need to be **tomorrow**.*

The Rules Have Changed



The Rules Have Changed

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READMISSION PENALTY BY OVERALL VBP SCORE

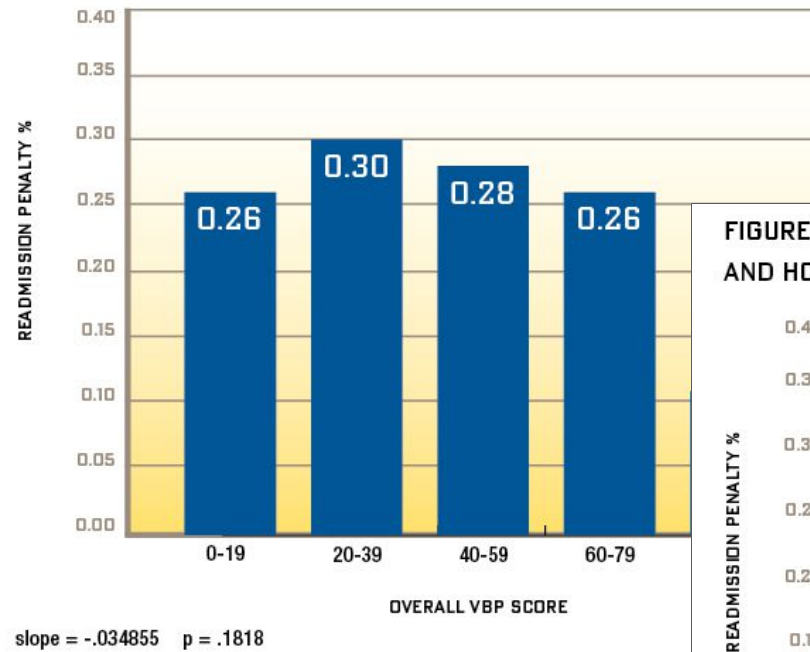
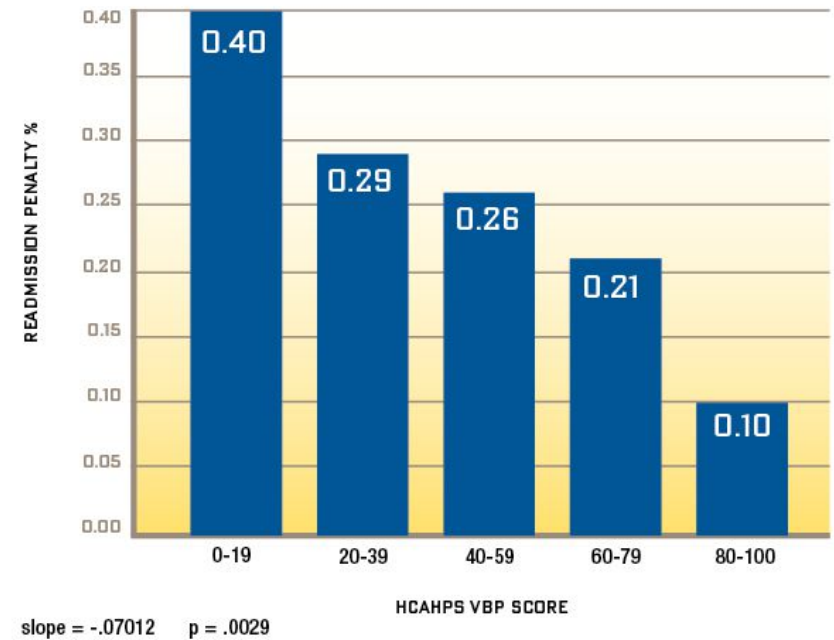


FIGURE 1: ASSOCIATION BETWEEN READMISSION PENALTY AND HCAHPS VBP SCORE



The Rules Have Changed

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- “No outcome, no income.”
 - Dr. David Nash, Dean & Founder, Jefferson School of Population Health
- “Patient engagement is the blockbuster drug of the century.”
 - Leonard Kish, Writer/Blogger/Contributor, Corepoint Health, via David Chase’s Forbes blog

The Rules Have Changed

*Following the rules that made us
successful **yesterday** will not get us
where we need to be **tomorrow**.*

From FFS to Population Health

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Fee for Service



Population
Health

Patient as consumer

Patient as partner

Tell patients what to do

Encourage patients' questions

Do more to patients

Do the right things with patients

Standardized care

Individualized care

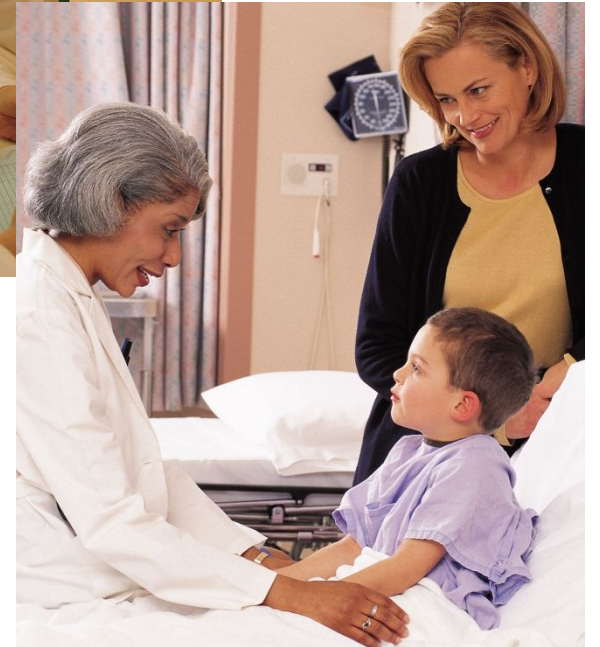
The best at any cost

The best value

Provider-centric

Patient-centric

What defines culture?



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Culture

“Culture eats strategy for lunch.” When thinking through drivers of major system-level quality and safety aims, cultural drivers should be near the top of any leader’s list. Patterns of behavior that are driven by underlying values, habits and beliefs; **the organization’s culture will dominate every other possible driver and may jeopardize changes to processes and structures unless it is explicitly addressed.**

Why Culture Matters

- In weak cultures
 - Control is exercised through policies, procedures and hierarchy
- In strong cultures
 - Staff respond effectively to situations and issues because of alignment to organizational values

What makes hourly rounding effective?

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ROOM #: 0102 Bed #: Unit: ITT
 Date: 5/20/08

Time Period	Initial of Person	Time of Rounding	4 "P"s			
6-7 am			Pain <input type="checkbox"/>	Position <input type="checkbox"/>	BR <input type="checkbox"/>	Possessions <input type="checkbox"/>
7-8 am	<i>JM</i>	<i>0600</i>	Pain <input type="checkbox"/>	Position <input type="checkbox"/>	BR <input type="checkbox"/>	Possessions <input type="checkbox"/>
8-9 am	<i>JM</i>	<i>0700</i>	Pain <input type="checkbox"/>	Position <input checked="" type="checkbox"/>	BR <input type="checkbox"/>	Possessions <input type="checkbox"/>
9-10 am	<i>JM</i>	<i>0800</i>	Pain <input type="checkbox"/>	Position <input type="checkbox"/>	BR <input type="checkbox"/>	Possessions <input type="checkbox"/>
10-11 am	<i>JM</i>	<i>0900</i>	Pain <input type="checkbox"/>	Position <input type="checkbox"/>	BR <input type="checkbox"/>	Possessions <input type="checkbox"/>
11-12 am	<i>JM</i>	<i>1000</i>	Pain <input type="checkbox"/>	Position <input type="checkbox"/>	BR <input type="checkbox"/>	Possessions <input type="checkbox"/>
12-1 pm			Pain <input type="checkbox"/>	Position <input type="checkbox"/>	BR <input type="checkbox"/>	Possessions <input type="checkbox"/>
1-2 pm			Pain <input type="checkbox"/>	Position <input type="checkbox"/>	BR <input type="checkbox"/>	Possessions <input type="checkbox"/>
2-3 pm			Pain <input type="checkbox"/>	Position <input type="checkbox"/>	BR <input type="checkbox"/>	Possessions <input type="checkbox"/>
3-4 pm			Pain <input type="checkbox"/>	Position <input type="checkbox"/>	BR <input type="checkbox"/>	Possessions <input type="checkbox"/>
4-5 pm			Pain <input type="checkbox"/>	Position <input type="checkbox"/>	BR <input type="checkbox"/>	Possessions <input type="checkbox"/>
5-6 pm			Pain <input type="checkbox"/>	Position <input type="checkbox"/>	BR <input type="checkbox"/>	Possessions <input type="checkbox"/>
6-7 pm			Pain <input type="checkbox"/>	Position <input type="checkbox"/>	BR <input type="checkbox"/>	Possessions <input type="checkbox"/>
7-8 pm			Pain <input type="checkbox"/>	Position <input type="checkbox"/>	BR <input type="checkbox"/>	Possessions <input type="checkbox"/>
8-9 pm			Pain <input type="checkbox"/>	Position <input type="checkbox"/>	BR <input type="checkbox"/>	Possessions <input type="checkbox"/>
9-10 pm			Pain <input type="checkbox"/>	Position <input type="checkbox"/>	BR <input type="checkbox"/>	Possessions <input type="checkbox"/>
Every 2- hour checks						
10-12 pm			Pain <input type="checkbox"/>	Position <input type="checkbox"/>	BR <input type="checkbox"/>	Possessions <input type="checkbox"/>
12-2 am			Pain <input type="checkbox"/>	Position <input type="checkbox"/>	BR <input type="checkbox"/>	Possessions <input type="checkbox"/>
2-4 am			Pain <input type="checkbox"/>	Position <input type="checkbox"/>	BR <input type="checkbox"/>	Possessions <input type="checkbox"/>
4-6 am			Pain <input type="checkbox"/>	Position <input type="checkbox"/>	BR <input type="checkbox"/>	Possessions <input type="checkbox"/>

Logs will be given to Nurse Manager daily and reviewed daily for accountability.

What makes hourly rounding effective?

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ROOM #: 2102

Bed #: _____

Unit: STT

Date: 5/20/08

Time Period	Initial of Person	Time of Rounding	4 "P"s
6-7 am	Jm	0600	Pain <input type="checkbox"/> Position <input type="checkbox"/> BR <input type="checkbox"/> Possessions <input type="checkbox"/> <i>asleep</i>
7-8 am	Jm	0700	Pain <input type="checkbox"/> Position <input checked="" type="checkbox"/> BR <input type="checkbox"/> Possessions <input type="checkbox"/>
8-9 am	Jm	0800	Pain <input type="checkbox"/> Position <input checked="" type="checkbox"/> BR <input type="checkbox"/> Possessions <input type="checkbox"/>
9-10 am	Jm	0900	Pain <input checked="" type="checkbox"/> Position <input checked="" type="checkbox"/> BR <input checked="" type="checkbox"/> Possessions <input type="checkbox"/>
10-11 am	Jm	1000	Pain <input checked="" type="checkbox"/> Position <input checked="" type="checkbox"/> BR <input checked="" type="checkbox"/> Possessions <input checked="" type="checkbox"/>
11-12am			Pain <input type="checkbox"/> Position <input type="checkbox"/> BR <input type="checkbox"/> Possessions <input type="checkbox"/>
12-1 pm			Pain <input type="checkbox"/> Position <input type="checkbox"/> BR <input type="checkbox"/> Possessions <input type="checkbox"/>
1-2 pm			Pain <input type="checkbox"/> Position <input type="checkbox"/> BR <input type="checkbox"/> Possessions <input type="checkbox"/>
2-3 pm			Pain <input type="checkbox"/> Position <input type="checkbox"/> BR <input type="checkbox"/> Possessions <input type="checkbox"/>
3-4 pm			Pain <input type="checkbox"/> Position <input type="checkbox"/> BR <input type="checkbox"/> Possessions <input type="checkbox"/>
4-5 pm			Pain <input type="checkbox"/> Position <input type="checkbox"/> BR <input type="checkbox"/> Possessions <input type="checkbox"/>

Benefits of a Strong Culture

- Better alignment and fulfillment of mission, vision and values
- Higher employee motivation and morale
- Increased teamwork
- Improved employee and patient engagement

Leadership Communication

Communication competencies and practices of managers and executives play a critical role in driving a high-performance culture

- Modeling good communication practices
- Establishing standards
- Providing visible support to frontline staff
- Coaching for improvement

H-CAHPS Composite Scores

- Communication with doctors
- Communication with nurses
- Pain management
- Cleanliness and quietness of hospital environment
- Responsiveness of hospital staff
- Communication about medicine
- Discharge information
- Overall rating of hospital

How well do we model the competencies we expect of our team?

- Courtesy and respect
- Listening
- Explaining things
- Responsiveness
- Managing expectations
- Connecting-the-dots
- Information to do a great job

Communication Priorities

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Courtesy & respect

Listening

Explaining things

Responsiveness

Managing expectations

Connect-the-dots

Information you need

**Risks when
we don't ...**

Cold

Dependent

Shallow

Apathetic

Entitled

Discouraged

Ineffective

**Benefits when
we do ...**

Valued

Engaged

Critical thinkers

Motivated

Realistic

Productive

Effective

Best Leader
Communication
Practices

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Teach

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Daily Unit Huddle

- Led at the beginning of each shift by the director/manager/charge
- Brief “stand up” meeting lasting **just 5 minutes**
- Highlight key issues for that shift
- Solicit brief feedback from staff
 - Current challenges/issues
 - But clarify that huddle is not for bigger problem solving
- Send staff from the huddle inspired, not discouraged

Integrated Rounding

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Goals and Purpose

- Leadership Rounding is designed to support staff and help leaders better understand what's happening in the trenches
- Different names ... same idea and purpose
 - Management Rounds
 - Going to the Gemba
 - Rounding to Influence
 - MBWA

Integrated Rounding

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- **Leadership** rounding is different from **management** rounding
- Two key questions/discussion topics:
 - For Staff: How are things going? What should we do about it together?
 - For Patients: I care.
- What staff need/want to hear most ...
 - Why
 - “Thank you”
 - “I’m sorry”

Unit Staff Meetings

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Unit Staff Meetings

Staff meetings are the most effective forum for meaningful dialogue with your team

- Receiving information and feedback from staff is as important as giving information
- Strive for a **50/50 ratio** of giving and receiving information and ideas
- Well-planned and facilitated staff meetings improve employee satisfaction and engagement

Empower

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Overall Framework

- Simple, straight-forward approach to getting staff more engaged in problem solving and decision making
- “LEAN Light”
- Key Principles
 - Process is more important than specific techniques
 - Encourage open dialogue and brainstorming
 - Leaders set overall direction; staff embrace the problem and design a solution that meets or exceed expectations

I.D.E.A. Model

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Investigate

- What's the problem and the cause?
- What additional information do we need to solve the problem?

Design

- What does perfection look like?
- What is the best solution?

Execute

- How will we pilot our solution?
- Who needs to be involved?

Aadjust

- What worked and what didn't?
- Why?

Align

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Goal Setting

- The foundational step in driving accountability is establishment of clear, specific goals for the team and individuals
- Effective team goals flow from the overall strategic objectives established by the organization

S.M.A.R.T. Goals

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Specific
Meaningful
Agreed-upon
Realistic
Tracked



Principles for Cascading Goals

- Linked to a strategic, organizational goal when possible
- Goal becomes more specific and tactical as it cascades into the organization
- Communication of very specific, tactical goals at the frontline helps employees contribute to the achievement of organizational goals

Cascading Goals

- **Organizational**
 - Achieve H-CAHPS “overall rating” at 75th percentile by year-end.
- **Department/Unit**
 - Increase unit “overall rating” by:
 - QI = ____
 - QII = ____
 - QIII = ____
 - QIV = ____
 - Increase score on “keeping patients informed” to ____.
- **Manager/Supervisor**
 - Round at least once on each patient during stay and provide relevant feedback to staff regarding performance.
- **Employee**
 - Upon admission, orient and set expectations for each new patient and family regarding communication.

Performance Dashboard

- Summary of performance against key organizational and departmental goals helps employees see the “big picture”
- Communication of performance results guides ongoing course correction and highlights opportunities for involving staff in problem solving
- Great results should be celebrated as a team

Mentor

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Delivering Effective Feedback

- Daily Coaching
- Development Dialogues
- Observation

Daily Coaching

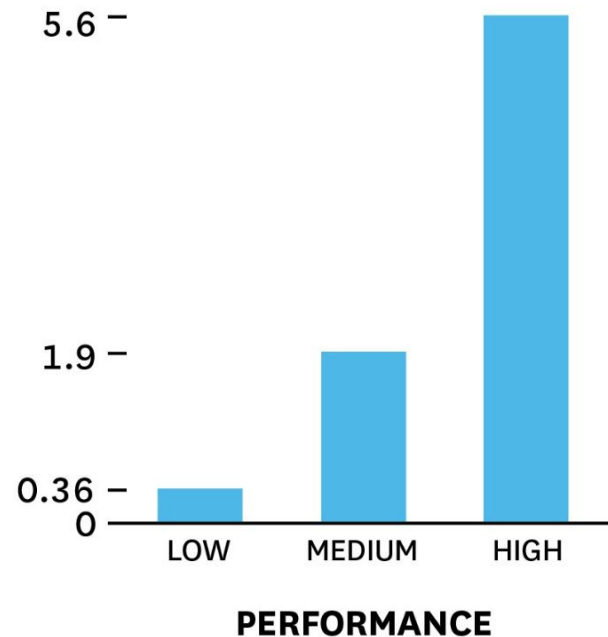
- In-the-moment comments on a job well done or areas for improvement
- Strive for **5-to-1 ratio of positive to constructive feedback**
 - Reinforces culture of appreciation and recognition
 - Makes constructive criticism more powerful and better received

How close are you to 5-to-1?

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A LITTLE CRITICISM GOES A LONG WAY

Top performing teams give each other more than five positive comments for every criticism.



SOURCE LOSADA & HEAPHY: *THE ROLE OF POSITIVITY AND CONNECTIVITY IN THE PERFORMANCE OF BUSINESS TEAMS, 2004*

HBR.ORG

- Think about your interactions with your team over the past week, especially your lower performers.
- Jot down examples of comments or feedback you've given your team.
- Informally track your comments for a day or two to get a sense of how close you are to 5:1.

Development Dialogue

- More structured than daily coaching
- Provides more specific advice on skills/behaviors and the implications of not changing
- More appropriate for recurring behaviors that limit employee's success
- Can be verbal or written
- "You are an important member of our team. Working on these things will make you even more successful."

Observation

- Consistent observation of employees in their environment doing their jobs
- Provides the most powerful opportunities for Daily Coaching and/or Development Dialogue because it is first-hand
- Can be announced or in-the-moment
- Observe the **how**, not just the **what**

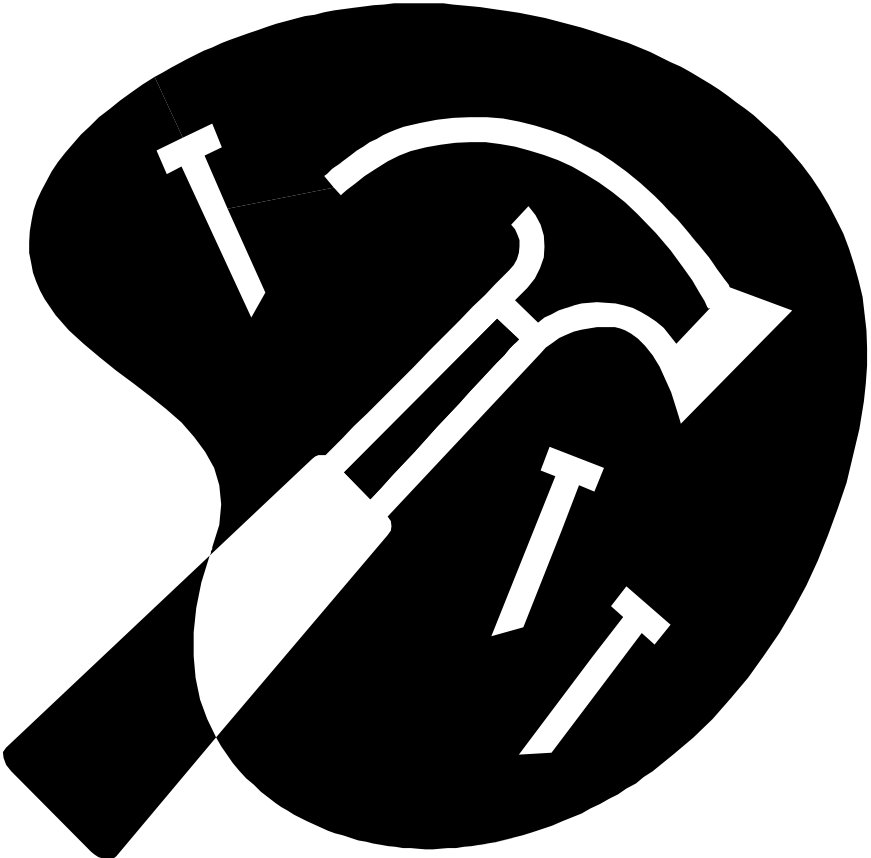
Best Leader Communication Practices

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Our
Communication
Toolbox

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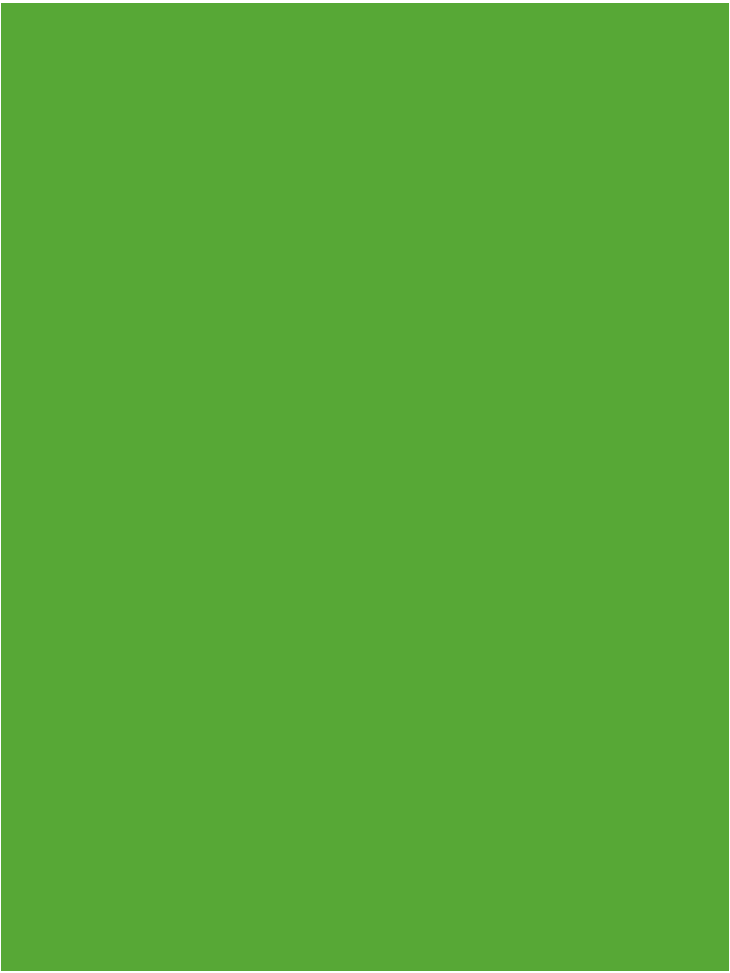
What is
communication?

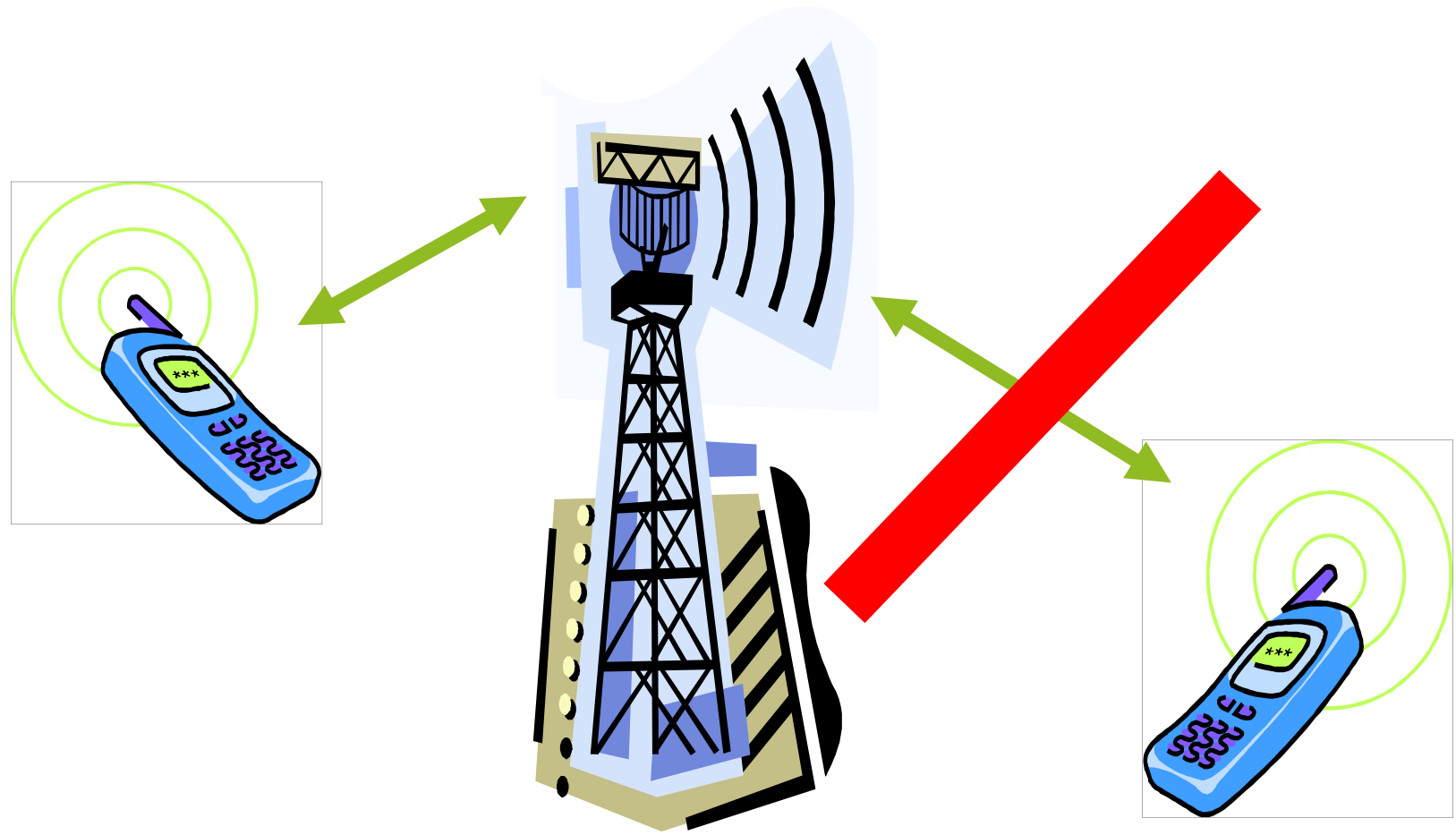
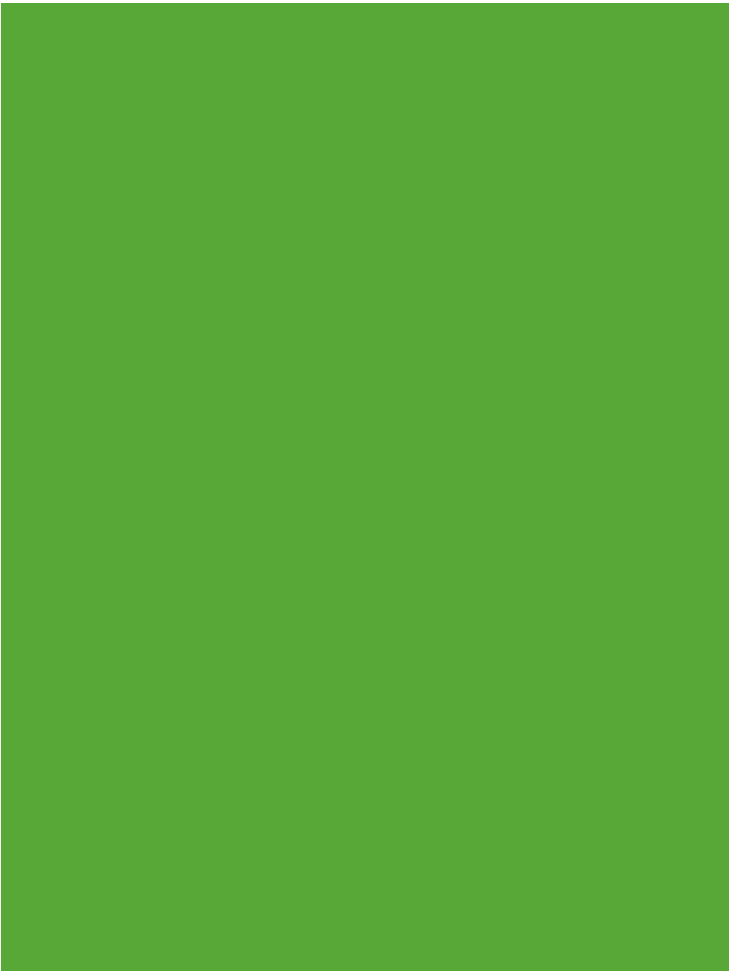
“... a process by which information is exchanged between individuals through a common system of symbols, signs or information.”

- *Webster's Dictionary*

Key Ideas

- Process suggests a series of steps, not an isolated event or incident
- Exchange indicates the process is two-way
- Common system of symbols means we must be using a shared “language” for communication to occur most effectively





A Contextual Model

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C: compose

A: acknowledge

R: respond

E: evaluate

C.A.R.E. Overview

Compose

- Effective communication cannot occur in a frenzied state-of-mind
- Focusing on the purpose of your communication improves your message

C.A.R.E. Overview

Acknowledge

- Active listening
- Even if you disagree, make sure you understand other person's message
- Most important step in achieving understanding

C.A.R.E. Overview

Respond

- Having acknowledged another person's message, reply in a way that reflects your appreciation for his point-of-view and addresses specific concerns
- Recognizing that you understand another's opinions can strengthen the way she views your response

C.A.R.E. Overview

Evaluate

- Effective communication is a give-and-take process of ongoing evaluation
- Evaluation helps you strengthen your own message and encourage others to your point-of-view

The Goals of C.A.R.E.

- Assure understanding
- Focus our communication and our attention
- Respond thoughtfully
- Consistently evaluate our communication and its impact

C.A.R.E. in Action

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C.A.R.E. in Action

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A Contextual Model

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C: compose

A: acknowledge

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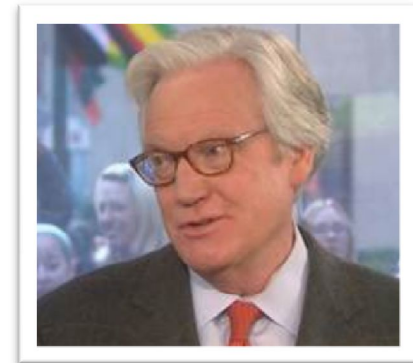
E: evaluate

“Questions are
the answer”

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A parting
thought ...

*"My grandfather told me
... what you have to do is
stop asking questions and
let them fill in the silence
with a better answer than
you've asked for."*



Bob Dodson
NBC News

Thank you!

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