



**Creating a Patients First Culture: How  
Cleveland Clinic Produced Lasting,  
Sustainable Change  
August 27, 2015  
Association for Talent Development Webcast**

*Michael O'Connell, MHA, FACMPE, FACHE  
Vice President, Clinical & Support Services  
Cleveland Clinic, Marymount Hospital*

## Our Journey Today...

- Cleveland Clinic's Desired Culture
  - Starting Reality
  - Our Cleveland Clinic Leadership Experience & Serving Leadership Implementation Plan
  - Current Results
  - What's Next
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## Learning Objectives

- Implement cultural change in a large healthcare system.
  - Sustain that cultural change even when more than 70 percent of traditional change efforts do not succeed.
  - Create lasting strategies to improve physician, clinical staff, and hospital employee engagement.
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# Cleveland Clinic Experience

4.7 Million  
patient  
visits/year

**Patient Experience**



**Employee Experience**

40,000 +  
employed  
- 2,000 MDs  
- 10,000 RNs

## Clinical Excellence

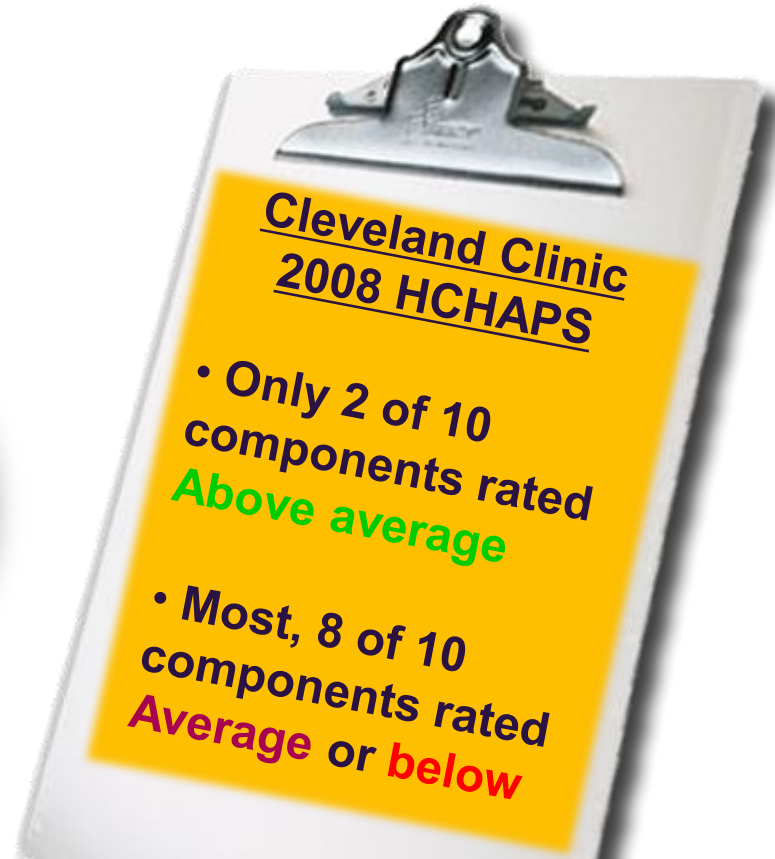
**U.S. New Rankings: Cleveland Clinic ranked as one of American's top 5 hospitals by U.S News & World Report. Number one in heart care for 21 consecutive years. Cleveland Clinic is nationally ranked in 14 specialties, including nine in the top 3 nationwide. Our full rankings are:**

- Cancer No. 12
  - Cardiology & Heart Surgery No. 1
  - Diabetes & Endocrinology No. 3
  - Ear, Nose & Throat No. 7
  - Gastroenterology & GI Surgery No. 2
  - Geriatrics No. 10
  - Gynecology No. 3
  - Nephrology No. 2
  - Neurology & Neurosurgery No. 8
  - Ophthalmology No. 6
  - Orthopedics No. 3
  - Pulmonology No. 3
  - Rheumatology No. 2
  - Urology No. 2
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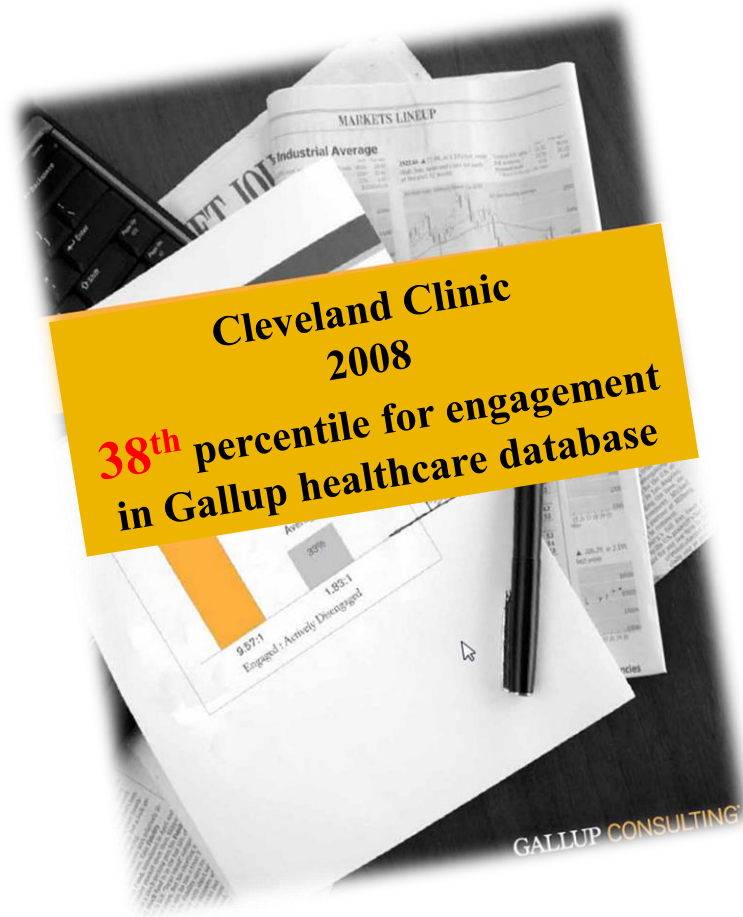


# HCAPHS: Underwhelming Patient Satisfaction

**Patient  
Experience**



# Gallup Q12: Low Employee Engagement



**Caregiver Experience**





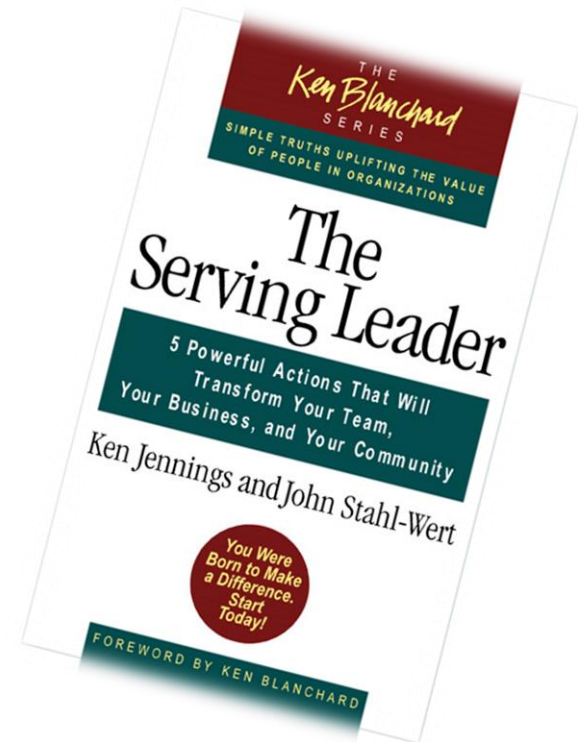
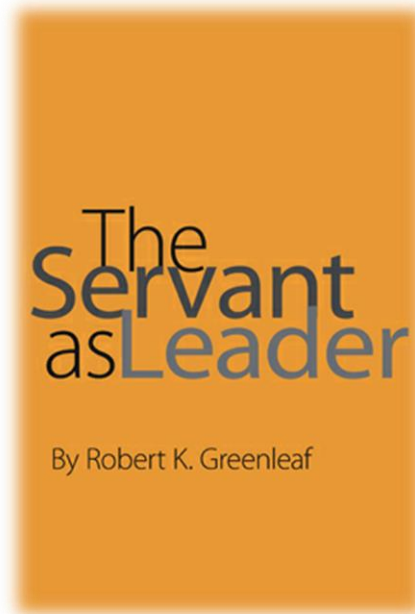
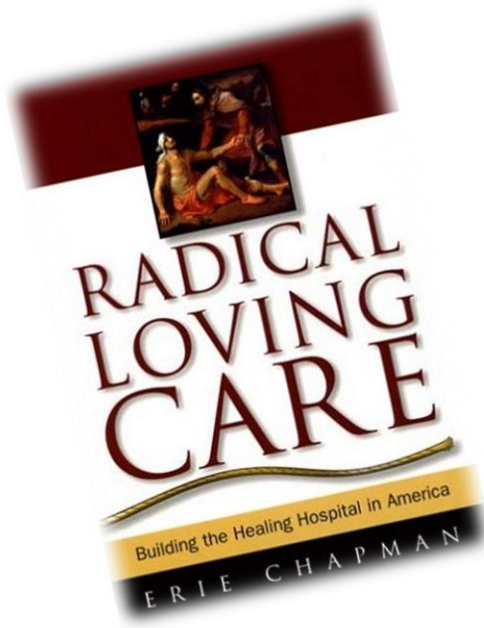
# Cleveland Clinic Experience

Every Life Deserves World-Class Care

**OUR MISSION**  
is to provide better care of the sick, investigation into their problems, and further education of those who serve.

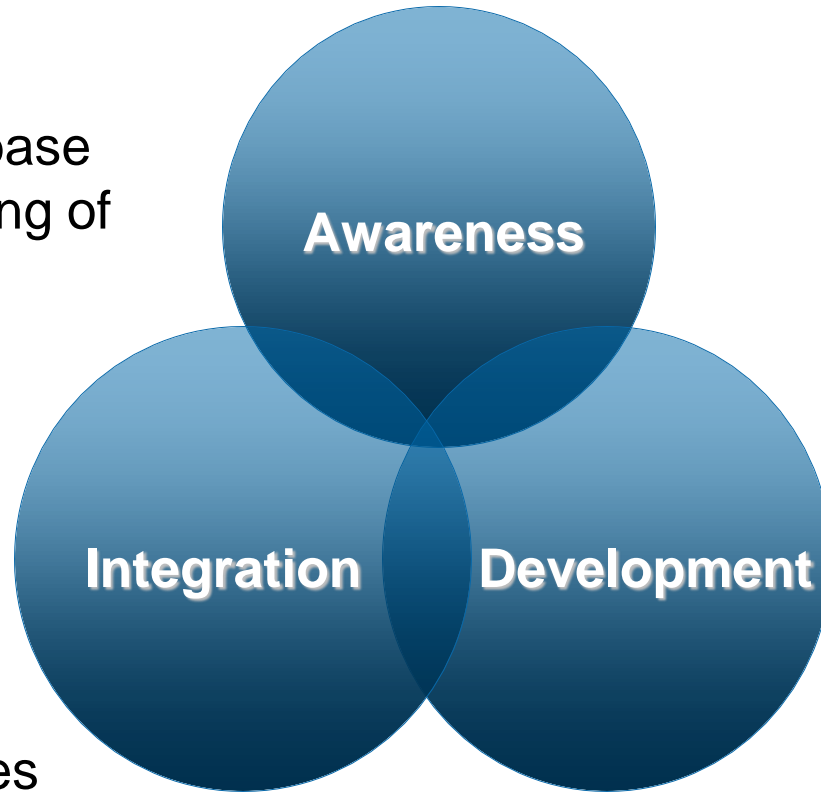


# Changing the Leadership Model



# Serving Leader 'Soft Launch'

To provide base understanding of principles



Key competencies integrated into Performance Management system

To develop common language & key competencies through Training

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# Serving Leader Change Strategy



*An evidence-based process structured to effectively create a viral movement and build a 'tipping' point*

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## Strategic Advisor cohorts\*:

- Early adaptor leaders across the organization
- Certification process as an intensive practice lab to build members knowledge and capacity in creating environments and ways of structuring
  - Serving Leader Toolkit
  - Vertical Development Coaching
- Expectation: these Leader/teachers are resources for
  - further targeted culture change initiatives
  - potential Leadership cohort sub-facilitators

*\*Cohort: 6 month transformational learning lab and practice arena*

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## Leadership cohorts\*:

- Leadership and physician teams within a specific area (Hospital or Institute)
- Individual and team development process emphasizing use of Serving Leader tools and practices to develop that area's culture
  - Serving Leader Toolkit
  - Vertical Development Coaching
- Expectation: these leaders/teachers create learning labs for their teams

*\*Cohort: 6 month transformational learning lab and practice arena*

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## Initiative-Based Development:



- Intact or cross-functional groups of varied sizes focused on particular strategic initiative work
  - Reinforces cross-functional collaboration using Serving Leader change processes that embed the practices while working on the real issues
  - Expectation: leaders and participants will utilize Serving Leader practices in the work and implement culture change through new ways of working
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# A Serving Leader's Mindset

- Focuses on removing barriers and helps others succeed



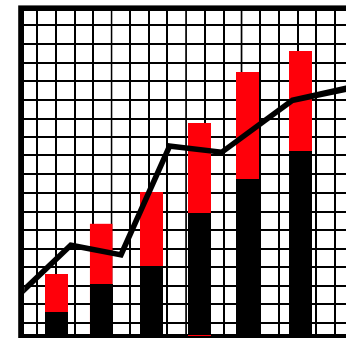
- Sees greatness in people and empowers them to succeed



- Uses processes, tools, and techniques to enable collaboration, innovation, and continuous improvement



- Builds trust and partnerships which lead to productive enterprise outcomes





# Relationship Shift- From Power “Over” to *Power “With”*”



- Leadership determines direction and exerts unilateral influence
- Focus is on the individual at the top
- Leader is an independent entity
- Leader must create the vision, inspire people to act and hold people accountable

- Leadership is shared
  - Focus is on mutual learning, shared understanding, coordinated action
  - Builds interdependent relationships
  - Leader builds a strong team with a common vision, mutual influence and accountability
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# Serving Leadership – *A Leader's Mindset*

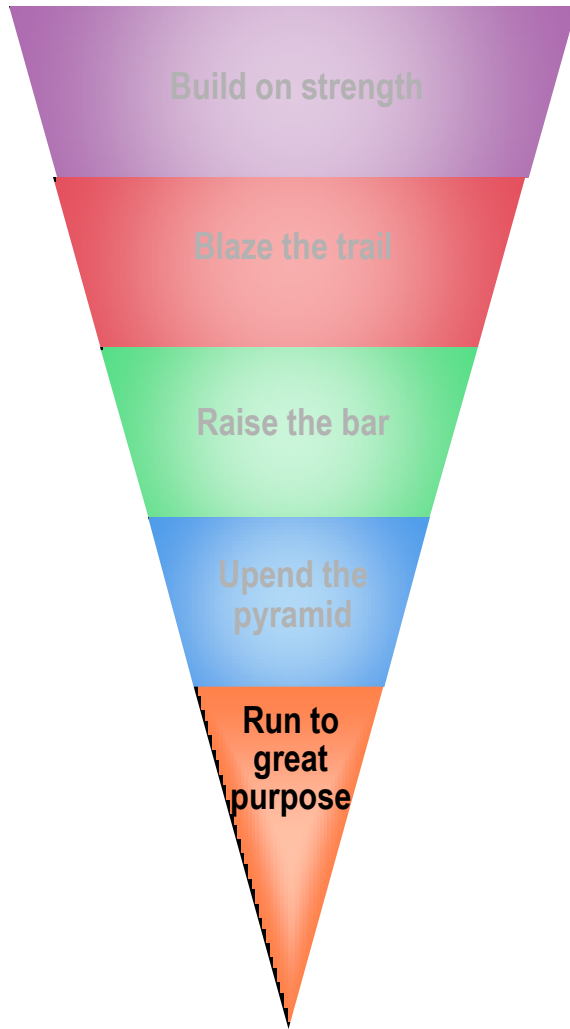


The Serving Leader **framework** acts as a **lens** to help leaders and team members see how to best use models, tools and techniques to help each other produce great results

## **With this new lens, we will:**

- **Think** differently about the potential and power of our people
  - **Feel** differently about the importance of building unity of **purpose**
  - **Act/Do what is necessary** to achieve great results that are best for all involved
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# The Serving Leader Framework – Run to Great Purpose



**Envision and pursue a great purpose**  
so compelling that it requires and  
motivates everyone's very best efforts to  
achieve it

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# RUN TO GREAT PURPOSE

## Cleveland Clinic Vision

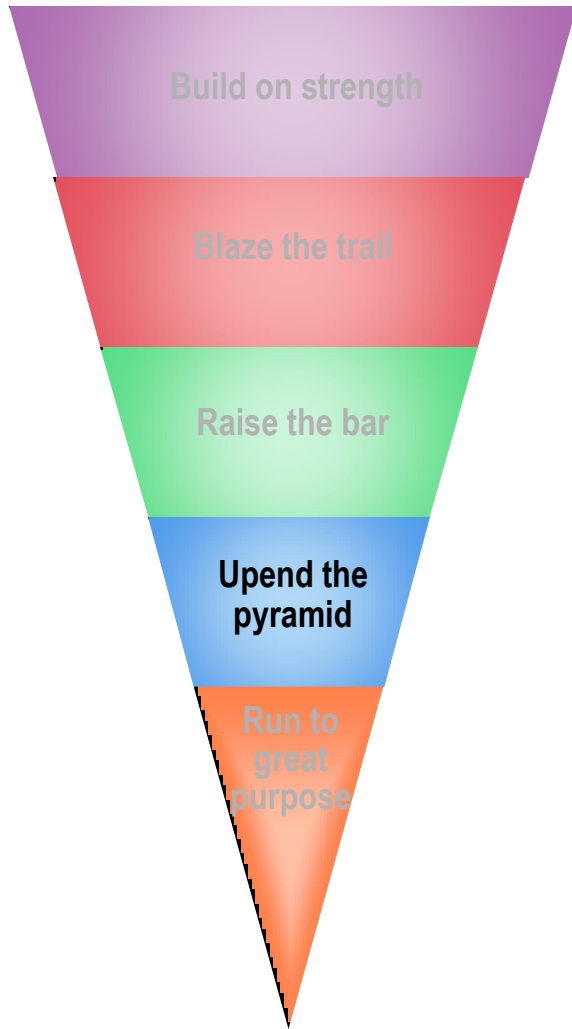
Striving to be the world's leader in patient experience, clinical outcomes, research and education

## Cleveland Clinic Mission

To provide better care of the sick, investigation of their problems, and further education of those who serve.

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# The Serving Leader Framework – Upend the Pyramid



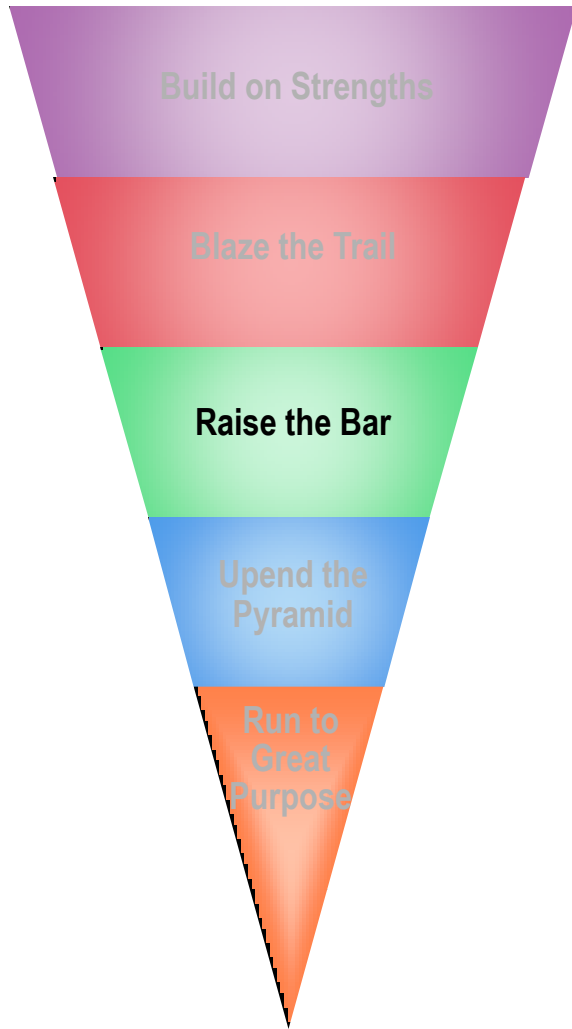
**Exercise your “Power to Empower”**  
those who follow you to unleash  
energy, excitement and talents

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## Upend the Pyramid

- Listen to those who are actually doing the work
  - Encourage creativity
  - Have teams set goals
  - Invest in your high performers
  - Share goals of the organization with all levels
  - Share knowledge across the organization
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# The Serving Leader Framework – Raise the Bar



**Hold High Expectations for Yourself and Others**

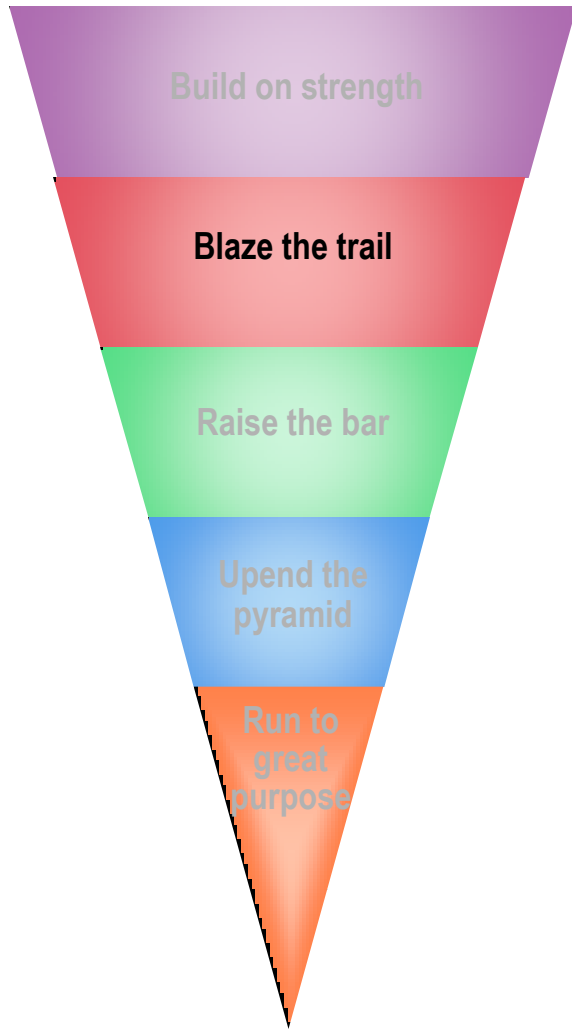
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## Raise the Bar

- Reward great performance
  - Reward excellence in **attitude** and job performance
  - Have Crucial conversations
  - Do not settle for mediocrity
  - Educate employees on changes coming in the healthcare arena
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# The Serving Leader Framework – **Blaze the Trail**



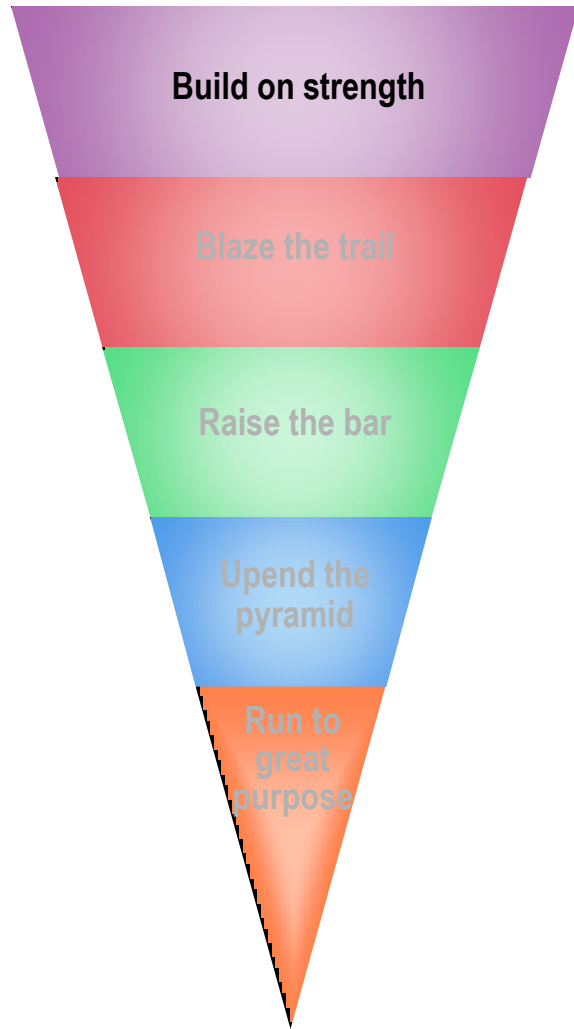
**Provide Ongoing Teaching** on the Things You Expect from Your Followers

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## Blaze the Trail

- Thirst for excellence – be the BEST of the BEST
  - Implement new ideas, encourage experimentation (play)
  - Be consistent in your support, attitude, messaging and expectations
  - Inspire employees to do more than they thought possible.
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# The Serving Leader Framework – Build on Strength



**Exercise Good Stewardship** of the Strengths and Qualities of Those You Lead



# Build on Strength

- Great accomplishments are possible when everyone rows in the same direction
  - 80/20 rule spend 80% of your time with your high performers.
  - Ensure that caregivers have the tools needed always
  - Instill pride in the organization
  - Reward and Recognize
-

# The Cleveland Clinic Experience



## ***I will ...***

run to great purpose, build on strengths, raise the bar, upend the pyramid, and blaze the trail in order that

## ***we will ...***

achieve a high level of employee engagement where

## ***they will ...***

(our patients) have an outstanding patient experience due to the level of commitment and care they received.

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# Serving Leadership at the Clinic...so far



## Serving Leadership at all levels

- Executive Team Serving Leader Assessment and Development
  - Serving Leader Awareness Training
  - Department - focused Serving Leader Organization Development & Training
  - Development of Enterprise Serving Leader Competency Model
  - Weaving of Serving Leader practices and tools into CC learning programs & initiative teams
  - Serving Leader Advisor Cohorts
  - Serving Leader Leadership Cohorts
    - Regional Facilities/Institutes
-

## Case Study: Marymount Hospital



### Demographics:

- 318 bed community based hospital with 1400 employees and 500 medical staff
- 3 Locations (Hospital, Ambulatory Care Surgery Center, Separate Emergency Room 10 Miles Away)
- 11,944 Admissions
- 49,141 Emergency Room Visits
- 3,971 Observation cases
- 10,561 Surgical cases





## Marymount Leadership History

- Followed a “command and control” environment
  - Were not encouraged to use critical thinking skills, but to follow orders
  - Struggled with fast paced changes in the marketplace and inconsistent in achieving goals
  - Was caught in a “victim” mode with Cleveland Clinic as the “persecutor” with many “rescuers” implemented change because they had to do so with little understanding of the “whys”
  - Followed “compliance” efforts instead of “commitment” efforts thus resulting in inconsistent outcomes
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## Leadership Cohort: Proposed Challenge

- Goal:  
Bring together 15 managers with the potential to create the significant change outcomes in the organization
  - Process:  
Participate in 8 full day sessions over 6 months and:
    - *Read:* 5 Books that promote various Serving Leader concepts
    - *Develop:* work with a Vertical Development coach for development in applying Serving Leader practices
    - *Practice:* apply tools and practices learned between sessions personally and with teams in the workplace
    - *Support:* each other in the Serving Leader journey
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## Leadership Cohorts

- A cohort is a group of people who share a common characteristic or experience within a defined period.
  - Serving Leader Leadership Cohort:
    - Purpose is personal transformation – to build a leader’s personal capacity.
    - Gain clarity around who you are as a leader.
    - Discover how you can best serve.
    - Encourage peer group interaction and collaboration – work on specific issues.
    - Serving Leader models are used to create the transformation.
    - NOT an intellectual exercise to learn tools.
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## Marymount Leadership Cohort Outcomes:

- The beginnings of a '**shared leadership**' model and a 'command and control' environment no longer worked
  - A cohesive team **committed** to achieving great outcomes through Serving Leader practices
  - Commitment to creating an **engaged workforce** with the primary vision of providing the best patient experience possible
  - Started to see **improvements** in metrics for our Quality, Patient Safety, Patient Experience, and Employee Engagement efforts
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## Management Tools Used

- Understand Business Need for CCLE – Explain the Why
- Understanding of Shared Leadership
- Thinking Environments and Rounds
- Utilizing Structural Tension as a tool to shift from Drama to Empowerment
- Crucial Conversations
- Empowering Word Choice
- Connecting what we already know about what makes a great leader to SL tools and principles
- Understanding How We React to Stress
- Understand How We Create Conflict & How to Get Out of It

## Our Journey Moving Forward...

- Develop an integrated Cleveland Clinic “culture”
  - Integrate Cleveland Clinic Leadership Experience and Serving Leader practices and tools into key Strategic Initiatives to meet Healthcare Reform needs
  - Continue building Cleveland Clinic Leader cohort facilitation and coaching capabilities
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We cannot meet the upcoming demand of healthcare reform with our traditional command and control way of leading...our leadership must be able to adapt to meet healthcare's continuous change requirements of integrated services and value-based models...

- Delos T. Cosgrove, MD  
*CEO, Cleveland Clinic*

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**Questions?**

**Michael O'Connell, MHA, FACHE, FACMPE**

**216-587-8087**

**[moconnel@ccf.org](mailto:moconnel@ccf.org)**





**Cleveland Clinic**

*Every Life Deserves World Class Care*