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What Made My Experience So Exceptional?

- ◆ Anticipation
- ◆ Employee strive to delight; not just make me happy. Strong North Star commitment to excellence
- ◆ A customer recovery system
- ◆ Staff empowerment
- ◆ Reward and recognition
- ◆ Creating a culture of excellent. Constant work so as to sustain.



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So Why Should Health Care Organizations Be Developing A Culture of Excellent?

There are clear mission and business reasons.

- Mission: Service and Compassionate Care
- Business: Growth 1 People refer, people patronize institutions of excellence. Employees engage and stay in organization's that create a culture of excellent.

Excellent Impacts Three groups:

- Patient/clients/families we care for.
- People who refer and entrust those patients/clients/families to us.
- Employees who are proud to be apart of the organization.



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Where to Start. What To Do

Mary Ellen Howard, RSM philosophy

- Learn from other industries.
- Been stuck in health care thinking for decades.

Strategically identify Creating a Culture of Excellence as an organizational imperative.

As part of the strategic planning process, define what excellence means for your organization.



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Six Key Elements

1. Define what excellent mean to your organization.
2. Model excellence
3. Empower excellence
4. Challenge excellence
5. Reward excellence
6. Sustain excellence

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#1: Define What Excellent Means for Your Organization

- ◆ Define what excellence means for your organization. (First critical step)
- ◆ This is not a vague or generic concept, but a clear and specific standard that reflects your vision, mission, and goals.
- ◆ You need to communicate this definition to your employees and ensure that they understand how their roles and responsibilities align with it.
- ◆ You also need to measure and monitor your progress towards excellence using relevant indicators and feedback mechanisms.

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Some Examples

- ◆ We strive to not make our patients and doctors happy, but rather to provide expectational outstanding care and services.
 - Company: St. Clemens Health System
- ◆ Our people are our best resource and empowering them to do the right things will lead to great things.
 - Company: Main Street Ventures
- ◆ We exceed, not just simply meet client and family expectations'.
 - Caregiving Experts

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**#2:
Model
Excellence**


- ◆ It is the key of leadership to set the tone.
- ◆ Actions speaks ! Leaders need to show their commitment to excellence through there actions.
- ◆ Lead change. Identify areas for improvement. Especially those "Invisible Velvet Gloves"
- ◆ A new technique for change, "Sprints"
- ◆ A few examples:
 - Mercy Muskegon: Physician Response Center
 - Hospice Care of the West: Development of a "bench" and "bullpen"



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**#3:
Empower
Excellence**


- ◆ I experienced this first-hand at the Four Seasons.
- ◆ giving employees the autonomy, authority, and accountability to perform their tasks and solve problems.
- ◆ My own story at Hospice of Michigan.



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**#4:
Challenge
Excellence**


- ◆ This means raising the bar and pushing the boundaries of what is possible.
- ◆ An Organization needs to create a culture of curiosity, inquiry, and feedback that fosters continuous learning and improvement.
- ◆ Ask tough questions, solicit diverse perspectives, and address issues and gaps.
- ◆ Embrace change, uncertainty, and failure as opportunities for growth and innovation.
- ◆ A common hospice example for challenging excellent
 - Referral Inquiry to Admission Process, a.k.a Intake



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The Anatomy of the Referral Inquire to Admission Process, a.k.a Intake


1. Capturing ALL referral inquires.
2. First to bedside win. A strong sense of Urgency
3. Eligibility Process
4. 90-Day Pending List and Work Process.
5. Collective Wisdom of the Organization.



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#5: Reward Excellence

- ◆ Acknowledging and appreciating the efforts and results of your employees and teams.
- ◆ Provide them with meaningful and timely recognition, feedback, and incentives that align with your definition of excellence.
- ◆ Share their stories and successes with the rest of the organization and external stakeholders. Develop organizational heroes.
- ◆ One of the best way to create an excellent culture of excellence!



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#6: Sustain Excellence

- ◆ Maintaining and reinforcing the culture of excellence that you have created by monitoring and evaluating your performance and culture regularly and adjust your strategies and actions accordingly.
- ◆ involve and engage your employees and stakeholders in the process and solicit their input and feedback.
- ◆ Celebrate, celebrate and celebrate excellence.



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