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## LOW PERFORMERS DESTROY A HEALTHY CULTURE

BOZEMAN, MT July 21, 2009 – Healthcare is the most challenged industry in America. With increasing pressure brought about by current economic conditions, it is no surprise that hospital executives are examining all possible options to secure short-term and long-term success. Why is it then, that leaders and managers tolerate low performers or disruptive employees?

According to the white paper, “Why We Tolerate Low-Performing People” written by Tom Olivo, President/CEO of Healthcare Performance Solutions, there are usually one or more possible reasons for this unhealthy business practice. In interviewing hundreds of leaders in healthcare, here is the top ten list that represents the most common reasons:

1. Believing that the person will improve or turn-around their performance or behavior
2. The fear of loss (with some specific technical skill, experience, competency or knowledge)
3. The mind set of “the devil you don’t know may be worse than the devil you do know”
4. Discounting the bad behavior, issue or collateral damage that may be occurring
5. A lack of hiring capability to replace the person with someone who is at least as capable
6. The security blanket insurance that the person provides
7. The fear of confrontation or reluctance with having the coaching conversation about poor performance
8. The mindset that “good enough is”
9. Not being able to measure the degree of negative optimization
10. A belief that the person is only negative with select individuals

“In Corporate America, there is this distorted belief or assumption that we can somehow change or will people to become something that they are not” according to Olivo. “We invest significant amounts of time, energy and financial resources to ‘develop’ or even ‘fix’ people that are not a good fit for the role they are assigned.”

According to Olivo, “The reality is that healthcare organizations need to recognize that there are specific predictors, critical success factors, behaviors and evidence based business practices that contribute to high performance. If leaders can incorporate a structured approach to their management appointment practices, they will get the right people in the right roles more often. In fact, the single greatest driver of performance in any department is the talent and capability of the front-line manager.”

About Healthcare Performance Solutions (HPS)

Healthcare Performance Solutions is an advisory services firm that helps hospitals and health systems improve organizational performance. Established in 2002, HPS has been retained by over 200 hospital systems to improve workforce optimization, employee engagement, patient outcomes, productivity, and the net operating margin. The core purpose of HPS is to improve the health of healthcare, one organization at a time.

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