



Sharing Healthcare Knowledge

TO MEET THE EXTRAORDINARY CHALLENGES YOU ARE FACING TODAY
YOU MUST DEMONSTRATE EXTRAORDINARY BUSINESS PRACTICES:

'Healthy' and 'Fit' Cultural Practices: Creating superior performance by improving the patient experience and net operating margin

Our research has conclusively determined that healthcare employees who are satisfied, loyal, and engaged go beyond the call of duty and improve their performance through discretionary effort. In turn, this discretionary effort contributes to more satisfied patients, tangibly improves the net operating margin, and leads to better community stewardship.

The question is asked then: What is it that fosters a passion for service in healthcare? The answer: 'Healthy' and 'fit' cultural practices. In view of the current economic conditions, with hospitals cutting costs in every way possible and even laying off much needed staff, ***it is imperative for healthcare organizations of all sizes to examine their present cultural practices and make a sincere effort toward transforming them into 'healthy' and 'fit' ones.*** Their survival may depend on it.

"Healthy" Cultural Practices

Healthy cultural practices could be thought of as the equivalent of a person living with exceptional nutritional habits. The quality of the fuel you supply your body can help ensure overall health and create a sound immune system to offset disease. Clearly, the better your eating habits are, the better your long-term health will be. The same proposition

applies to healthcare organizations. The more 'healthy' their cultural practices are, the greater the engagement, ownership thinking and discretionary effort of their employees will be.

Such practices can provide better and more consistent care and can create the value equivalent of up to **4% in the net operating margin**. Implementing 'healthy' cultural practices is a process that can take between three to five years to develop into a mature and consistent organization-wide practice.

Examples of "Healthy" cultural practices:

1. Open/transparent communication (OCP)
2. No secrets "rumor" environment
3. Constructive dialog (how do we disagree)
4. High trust, collaboration & teamwork
5. Effective delegation (front line leadership)
6. Innovation ("risk taking" – no legacy mindset)
7. Coaching focus for development (versus micro managing what people do)
8. Talent appointment and performance management
9. Compelling sense of purpose/mission
10. A passion for service and caring



Definition of 'Healthy' and 'Fit' Cultural Practices

According to Tom Olivo, president of Success Profiles, Inc., "Healthy cultural practices could be thought of as the equivalent of a person living with exceptional nutritional habits. 'Fit' cultural practices could be thought of as the equivalent of a person engaging in a high level of physical activity."



Examples of “Fit” cultural practices:

1. Marketplace awareness and business literacy (open book management)
2. Redefined productivity as a philosophy
3. Mature and sophisticated measurement
4. Lean, Six Sigma/BPI/SPI (waste annihilation)
5. People taking ownership and responsibility vs. accountability
6. Personal/organizational discipline with consistency (widespread)
7. Exceptional time management (leadership roles defined)
8. Formal benchmarking of “best practices”
9. Focus on outcomes, results, goals, and performance milestones
10. Passion for achievement, quality, improvement

“Fit” Cultural Practices

A healthy person is not necessarily fit. Being healthy is the first level. Being fit is the second level - more difficult but more rewarding by definition. ‘Fit’ cultural practices could be thought of as the equivalent of a person engaging in a high level of physical activity (daily exercise). The body’s ability to adapt to increasing loads of stress creates greater efficiency and productivity.

Obviously, the more fit you are, the better your long-term health will be. The same proposition applies to healthcare organizations. The more ‘fit’ their cultural practices are, the greater the engagement, ownership thinking and discretionary effort of their employees will be.

An organization with ‘fit’ cultural practices that contribute to sustained performance improvement (SPI) can compound the rate of employee productivity through the continuous redesign of business processes. The culture can create the value equivalent of up to **8% of the net operating margin**. Implementing ‘fit’ cultural practices is a process that can take between seven to ten years to develop into a mature and consistent organization-wide practice.

“Instead of trying to CHANGE your culture (which really isn’t practical), it is much more effective to transform the existing culture to be more Healthy and Fit.”



With the extraordinary challenges the healthcare industry is facing, hospitals are running out of time. Taken together over a number of years, ‘healthy’ and ‘fit’ cultural practices can produce the best place to work, the best patient experience, the best community stewardship, AND improve the **net operating margin by up to 12%**. Clearly, the time to act is **now**.



RIGHT PEOPLE, RIGHT ROLES

For an in-depth analysis of the subject matter discussed in this brief article and related case studies, and/or to review our complete service offerings, please contact us at: Success Profiles, Inc. 877-582-8884, www.successprofiles.com