

The Values & Culture Project



A structured process for building a culture of ownership on a foundation of values

Culture does not change unless and until people change. A Values and Culture Project fundamentally transforms the culture of healthcare organizations by helping your people be better people. In today's turbulent, uncertain and hypercompetitive world, it's not enough to just hold people accountable. In this environment you need leadership in every corner, not just in the corner office. You need a Culture of Ownership to improve clinical quality and patient safety, employee engagement and patient satisfaction, and to be a great place to work to enhance recruiting and retention.

FROM: A CULTURE OF ACCOUNTABILITY

- People can only be held accountable for what they have been assigned to do - not for taking, or not taking, initiative.
- Accountability implies low trust and punitive consequences.
- You cannot hold people accountable for compassion, pride, loyalty, and joy, and trying to do so will almost always have a perverse effect.
- A culture of accountability is transactional.

No one ever changes the oil in a rental car!

TO: A CULTURE OF OWNERSHIP

- A "Proceed Until Apprehended" mindset where people go above and beyond what they are accountable for.
- Ownership implies high trust and positive mentoring.
- Owners treat others with respect and empathy, take pride in their work and in themselves, and are loyal to their colleagues and their organizations.
- A Culture of Ownership is transformational.

You don't have to hold people's feet to the fire (accountability) when they are willing to walk across hot coals on their own (ownership).

ASSESS

INSPIRE

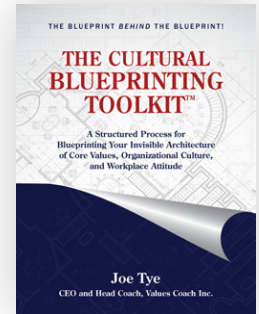
ENGAGE

SUSTAIN

A Values and Culture Project is a long-term commitment to building a Culture of Ownership - not a program of the month. Each project is custom-tailored and constructed around this general process.

ASSESS

- Critical review of your statement of values and culture philosophy, including how it is presented on your website, in your recruiting materials, and is enculturated into organizational practices.
- The validated VCI-17 Culture Assessment Survey complements other employee engagement surveys and gives you a unique perspective on problem areas and opportunities for improvement.
- The Cultural Blueprinting Toolkit™ helps you design and build your Invisible Architecture™ for a more positive Culture of Ownership.
- Follow-up surveys measure progress toward meeting goals.

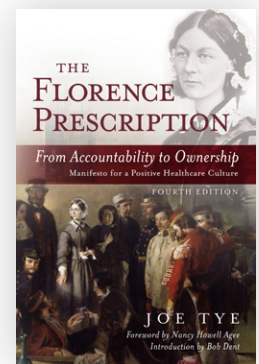


“The Culture Assessment Survey gave our leadership team an objective and unvarnished window into how our people perceive our culture, quantified the collective impact of negative attitudes and behaviors on patient satisfaction and financial performance, and helped us identify key opportunities for positive culture change. It was an essential first step for galvanizing our team for the values and culture journey we are taking with Values Coach.”

Jamie Wiggins, Senior Vice President and Chief Nursing Officer
Children’s Hospital of New Orleans

INSPIRE

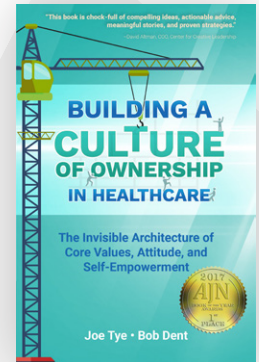
- A custom printing of the new 4th edition of *The Florence Prescription: From Accountability to Ownership* with foreword from your leadership team creates common cultural expectations.
- Posting The Florence Challenge™ Certificate of Commitment establishes standards for a workplace that is emotionally positive, self empowered, and fully engaged.
- The Pickle Pledge™ and The Pickle Challenge™ help to eradicate toxic emotional negativity.
- The seven promises of The Self Empowerment Pledge™ and the 21-module PledgePower™ course create a mindset of initiative and resilience.
- “Lion in the Mirror” presentations give your people practical and proven tools for self-mastery, self-confidence and goal achievement.
- The Twelve Core Action Values™, a 60-module course on values-based life and leadership skills, inspires your people to do their best by being their best.



At Children’s Hospital of New Orleans, Joe’s 90-minute “Lion in Your Mirror” course is an integral element of the Quality and Safety program as one element of 3-year Values and Culture Project.

ENGAGE

- All managers complete a 2-day course to become Certified Values Coach Mentors (CVCMM) and learn how to use The Twelve Core Action Values to be better leaders, coaches, and mentors.
- An eclectic group of associates completes a 4-day course to become Certified Values Coach Trainers (CVCT).
- All associates complete a 2-day course on The Twelve Core Action Values that is team-taught by the CVCT crew where the focus of Day One is on building character and the focus of Day Two is on achieving goals.
- Special efforts are made to engage medical staff, board, volunteers and other important constituencies.
- Values Coach supports the organization in engaging and sharing with a broader audience, including employee family members, local school systems, the business community, and/or others as appropriate.

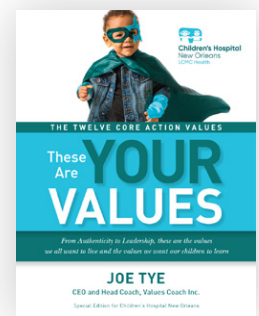


“The Values Trainers at Midland Health and Midland Independent School District have, through their teaching and their examples, had a highly positive impact on the cultures at both organizations. Just as inspiring has been seeing the personal commitments they have made, and how so many of them have changed their lives in quite profound ways.”

**Alisha Acosta, Director of Patient Experience
Midland Health, Midland, Texas**

SUSTAIN

- The Pickle Pledge, The Self Empowerment Pledge and PledgePower course, and other elements of the Culture of Ownership program are woven into daily huddles, leadership messages, physical facilities, and in other ways consistently reinforced.
- Culture of Ownership and The Twelve Core Action Values are included in new employee orientation.
- A small group of Master Certified Values Coach Trainers are prepared to continue The Twelve Core Action Values and Culture of Ownership training in a self-sustaining manner.
- Values Coach can support the creation of custom publications, training resources, web pages, social media and other initiatives to keep the spark glowing.
- Fulfilling the requirements to earn the INSPIRED Award for Values and Culture Excellence inspires ongoing commitment to cultural enhancement and to personal and professional development.



“FCH will remain committed to The Twelve Core Action Values in the years to come. These values are visible on a daily basis in our hallways and observable in conversations with patients, families, and co-workers. They have shaped our culture of positivity, ownership, and resilience.”

**Chris Nichols, Chief Executive Officer
Fillmore County Hospital, Geneva, Nebraska**

For more than 20 years, Values Coach has exclusively and obsessively focused on helping healthcare organizations be better at what they do by helping their people be better at being who they are.

OUR GUIDING INSIGHTS

- Because culture is shaped by the collective attitudes and behaviors of the people who work there, culture will not change unless and until people change.
- The more people are clear about their own values, the more committed they will be to the values of their organization (Kouzes and Posner), but they need help in clarifying their true values and new techniques to do a better job of living those values.
- Organizational values define strategy but personal values shape culture; therefore, one of the best investments an organization can make is in personal values training.
- People will not fundamentally change unless they are inspired by their own personal values, but most people are not clear about what those values are.
- Once a critical mass of people commit themselves to consistently living their values, they will hold themselves and each other to higher standards and expectations, bringing about a profound and permanent culture change.

OUR PROMISE

Your commitment to a Values and Culture Project will result in a culture transformation that has a positive impact on quality and safety, employee engagement and patient satisfaction, productivity and financial performance, your reputation for being a great place to work and in which to receive care and, most important, on the lives of the people who work with you.

OUR COMMITMENT

Values Coach remains a small and tightly focused company that works with a very select clientele so that we can do whatever it takes to help you achieve an outstanding outcome.

VALUES COACH INC.

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*Transforming people through the power of values.
Transforming organizations through the power of people.*

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Case Study: Midland Health



When Midland Memorial Hospital opened a new \$176 million facility in late 2012, leadership had assumed it would resolve patient satisfaction deficiencies for which the hospital had been cited by its accrediting agency. Instead, patient satisfaction continued to decline. When the visible architecture failed to have an impact, the hospital partnered with Values Coach to work on its Invisible Architecture™ and build a more positive Culture of Ownership in a multi-year Values and Culture Project.



ASSESS

The proprietary VCI-17 Culture Assessment Survey documented the high cost of cultural negativity in terms of lost productivity, resistance to change, low employee engagement and morale, and community reputation, and quantified the financial cost to be more than \$15 million per year. Leadership workshops and focus group sessions helped define an authentic statement of core values and cultural philosophy, reinforced in a custom book by Joe Tye.



INSPIRE

A special edition of *The Florence Prescription: From Accountability to Ownership* with a foreword by members of the leadership team was given to every Midland Health team member. Everyone was encouraged to sign and post the Certificate of Commitment to be emotionally positive, self empowered, and fully engaged. All-staff "Lion in the Mirror" sessions inspired people to embrace personal success strategies including The Pickle Pledge and The Self Empowerment Pledge. The Pickle Challenge for Charity raised awareness of, and intolerance for, toxic emotional negativity.

Values Coach Inc.

Helping healthcare organizations build a culture of ownership on a foundation of values.

www.ValuesCoach.com

www.TheFlorenceChallenge.com



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A second series of all employee sessions introduced The Twelve Core Action Values. The initial group completed the four-day course to become Certified Values Coach Trainers (CVCT), with representatives ranging from frontline environmental services workers to the chief of the medical staff. These Values Trainers in turn team-taught the 2-day course to all associates, including new people in orientation. Subsequent classes have added nearly 50 more Values Trainers to the team. In 2016, The Midland Independent School District joined the initiative; 60 Values Trainers - including 20 volunteer parents - are team-teaching the course in MISD schools.



SUSTAIN

Midland Health has kept the Values and Culture Project physically visible, including a Culture of Ownership Classroom, hospital-wide banners that each month cover one of The Twelve Core Action Values and, of course, pickles everywhere. Every morning at 8:16 sharp, the leadership team meets in the main lobby for the daily huddle, which begins with reciting The Pickle Pledge and that day's promised from The Self Empowerment Pledge, as well as a story reflecting one of The Twelve Core Action Values. In early 2019, the next generation of Values Trainers will be taught by Midland Health's own Master CVCTs. Midland Health COO/CNO Bob Dent and Values Coach founder Joe Tye have co-authored three books, including the award-winning *Building a Culture of Ownership in Healthcare* (Sigma, 2017).



RESULTS

Results are as of late 2017. In the time since, Midland Health's commitment to a Culture of Ownership has helped the organization more effectively cope with the significant financial challenges being faced by health systems nationally.

- In the first year, there was a 10-point increase in HCAHPS scores. Patient satisfaction in the Emergency Department went from the bottom 10% to the top 10% in the hospital's comparison group.
- In the first two years MMH achieved 22% reduction in CLABSI, 38% reduction in ventilator related events, and 64% reduction in CAUTI.
- There has been a 32% reduction overall RN turnover and a 43% reduction for new nurses in their first two years of employment.
- In follow-up all-employee surveys, 63% agreed with the statement "My coworkers are more positive and more fully engaged" and 87% agreed with the statement "I am personally more aware of my attitude and the attitudes of people around me, and more fully engaged to my work" than before the program started.
- 95% of managers reported that the initiative is helping them to be more effective both as a leader at MMH and in their personal lives.
- Overtime and contract labor expense have been significantly reduced.
- Utility costs have been reduced by more than a million dollars per year, with a substantial proportion of those savings coming from people thinking like owners and turning off lights.
- Midland Health has a substantially more positive reputation in the community, and the Culture of Ownership Initiative is now being shared with the Midland Independent School District.



Midland Health was the first organization to receive the INSPIRED Award for Values and Culture Excellence

"I consider our work with Values Coach on the Invisible Architecture of Midland Health to have been as indispensable as our work with the architects who designed our new hospital facility. As a result of our commitment to a culture of ownership we have documented record-high patient satisfaction and clinical quality indicators and have calculated a cultural productivity benefit of more than \$7 million annually."

**Russell Meyers, President/CEO
Midland Health, Midland, Texas**