Servant Leadership in the Cleveland Clinic: A Case Study in Designing and Achieving Dramatic Culture Change

Office of Learning & Performance Development
Petra Platzer, PhD
Dir Serving Leader Development
Jeff Evans
Dir Organizational Effectiveness

Continuous Improvement
Chris Nagel
Bus Mgmt Sr Specialist
Nate Hurle
Administrative Director
Desired Outcomes:

Participants will

• Learn Cleveland Clinic’s story on this journey
  — See the design strategy
  — Hear from our leaders
  — Case study: Continuous Improvement Institute

• Learn and experiment with key Serving Leader practices in Thinking Environments

• Determine ways to share this information with your teams and organization
Cleveland Clinic Experience

Patient Experience

4.7 Million patient visits/year

Employee Experience

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

U.S. News Rankings

Cleveland Clinic Ranked as one of America's Top 4 Hospitals by U.S. News & World Report.

Number one in heart care for 18 consecutive years.
HCAHPS: Underwhelming Patient Satisfaction

Cleveland Clinic
2008 HCAHPS

- Only 2 of 10 components rated Above average
- Most, 8 of 10 components rated Average or below
Gallup Q12: Low Employee Engagement

Cleveland Clinic 2008
38th percentile for engagement in Gallup healthcare database

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.

Patient Experience
- This billing process was so smooth—thank you!
- Here's your choice: McDelivery. Today I'll use your tray for you?
- Cool! I can help with decisions.

Employee Experience
- Thanks for keeping our work area clean so we can provide great care.
- Let's review that challenging patient situation together.
- This is my 20th patient interaction of the day, but the patient's first with me.

Clinical Excellence
- You've made tremendous progress.
- These wellness programs have really paid off for us.
- My colleagues are here if you need anything.

Innovation
- Your cancer regimen is complete.

Quality
- Welcome to Cleveland Clinic.

Teamwork
- Don't worry, we're here.

Integrity
- We're not sure what I think about this.

Service
- I think about this.

Compassion
- Yes, doctors are nervous.

Our Communities
- How can we work together to get call lights answered right away?

Caregivers
- We are looking forward to seeing you soon.

Patients First
- I'm not sure what I think about this.

Cleveland Clinic
Changing the Leadership Model
Serving Leader ‘Soft Launch’

To provide base understanding of principles

Key competencies integrated into Performance Management & other Human Resource systems

To develop common language & key competencies through Training
Serving Leader Change Strategy

An evidence-based process structured to effectively create a viral movement and build a ‘tipping’ point - Unbridled Performance
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 *(Third River Partners)*
  - Adult Ego Vertical Development coaching *(Cook-Greuter)*
  - Certification Delivery *(Unbridled Performance)*

- 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*
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 (Third River Partners)
  – Adult Ego Vertical Development coaching (Cook-Greuter)

• Expectation: these leaders/teachers create learning labs for their teams

*Cohort: 6 month transformational learning lab and practice arena
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
Strategic Advisor testimonial:

Start: Director, Integrative Genomics

– Graduate of Serving Leader Strategic Advisor cohort #1

– Strategic Advisor cohort #2 subfacilitator

Now: Director, Serving Leader Development

Career path change to lead this development effort to fulfill my mission of making a difference for a system
Leadership Cohort testimonial:

Jeff Leimgruber, President – Hillcrest Hospital

http://gomonti.com/cleveland-clinic-video-review/
CCHS continuously improves its healthcare delivery system by increasing value for our patients, our caregivers, and our partners. All caregivers are engaged in improvement as problem solvers with clear understanding of goals, the ability to see issues early, and achieve desired results. Those improvements are rewarded, recognized and translated consistently throughout the organization.
History of CI

Employees: 2 → 60

$115M Impact

NPS – 85%

Engagement – 90%
History of CI

More Visibility

Higher Expectations

Healthcare Needs Us

No More People
Planting the Seeds for Change

- **Strategic Advisor Training**
  - 2 Cohorts
  - Grassroots Effort
    - 5 Mid-Level Leaders
    - 5 Senior Leaders

- **CI Serving Leader Steering Committee**
  - Shared Leadership
  - How to spread work?
Nurturing the Growth

- SL Foundation Sessions
  - Basic Overview
  - Experiential Learning
  - Practical Tools to use immediately

- SL Learning Circle Community
  - Building a Network of Support
  - “Safe” Learning Laboratory
  - Continuous Learning
Creating the Future of CI

- Creation of 2013 Strategy and Business Model
- Benefits
  - Increased Capacity for new initiatives through Shared Leadership Approach
  - Robust dialogue with entire organization (60 people)
  - Clarity of Purpose – The Summit?
  - Alignment through organization with cascading Goals and Objectives to the individual
Spreading the Seeds for Change

Synergies with Quality:

- Standardized Clinical Care (CarePath)
- CI Culture Assessments (Shingo)
- Combined Serving Leader Foundational Sessions
- Combined Serving Leader Learning Circles
- More connection points recognized
New Pathway for Success

- Increased Employee Engagement (Gallup)
- Open and Trusting Environment
- Rate of Quality Execution at a High Level
- Meet regularly with Executive Leadership team as a group vs. individuals
- Serving Leader Tools and Practices becoming the norm

_E Pluribus Unum – out of many, one_

_“One Continuous Improvement”_
Cleveland Clinic Experience

Patient Experience

Employee Experience
Our Serving Leader change is working!
Marymount Leadership cohorts - Significant Improvements in Outcomes

2011
All domains <50th percentile

2012
5 domains in 50th percentile

Patient Experience

2011
Gallup score 3.97
9th of 12

2012
Gallup score 4.26
3rd of 12

Caregiver Experience

*Numerous Quality awards, ie. Joint Commission all while experiencing multiple leadership changes in a 1 year span
Our journey moving forward…

• Develop an integrated Cleveland Clinic “culture”

• Integrate Serving Leader practices and tools into key Strategic Initiatives to meet Healthcare Reform needs

• Continue building Serving Leader cohort facilitation and coaching capabilities
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
Every Life Deserves World Class Care