



Nurses

Providers

MAs

Leadership

Front Desk

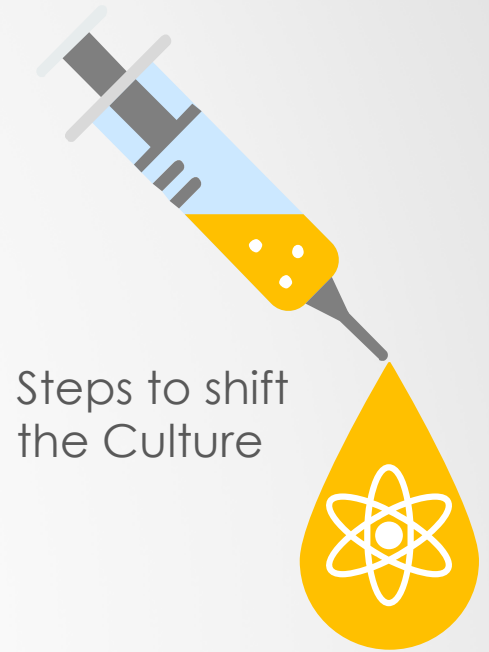
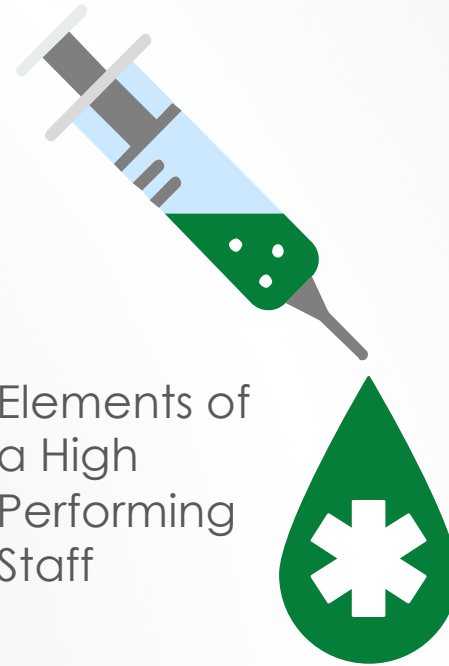


**Shift** your clinic Culture  
to create a **High Performing** Staff

RHC Workshop 36<sup>th</sup> Annual Oregon Rural Health Conference October 2, 2019



## Learning Objectives





Look who wants | our profitable encounters



**Conditions they treat include:**

- Flu or cold
- Cough
- Conjunctivitis (Pink eye)
- Low grade fever
- Possible sinus infections
- Skin rashes
- Swimmers ear
- And more





What's their strategy? | How are they going to compete?



- You can shop while you wait.
- Our hours match your schedule.
- We accept walk-ins.
- We have a doctor waiting on your telemedicine call.
- Pick your own appointment slot with your smart phone.



**BM&Y, We better make some changes...**



# Marks|of a High Performing Staff

**Morale**  
is high.



**Cross Training**  
just happens



**High Volumes**  
are welcome



**Patient**  
engagement  
is constantly  
improving.



# Marks | of a High performing Team con't.



**No Pecking**  
order, all are  
equally 2<sup>nd</sup>



**Technology**  
not fighting  
it but using it



**Strengths**  
are known  
and used



**Work-a-rounds**  
when schedule  
has issues

# Marks | of a High Performing Team can't

**Leadership**

knows who  
works for whom

**Where is  
this team?**

in a healthy  
culture



**Gossip**

is not  
rewarded



**Everyone**

knows where the  
broom is located

**\*** Do successful practices have new property, plant & equipment?



**NO!**



✱ We've seen successful practices in narrow spaces.



✱ We've seen successful practices in double-wides.



✱ We've seen successful practices in converted church buildings.






✱ We've seen successful practices in modular tiny spaces where the ramp is as long as the clinic.




# It's the Power of the 2 C's: Let's look at the first one - Culture, What is it?

The power of culture and an incisive plan to manage it is well stated by [Jack Welch](#).




Look, its Management 101 to say that the best competitive weapon a company can possess is a strong culture. But the devil is in the details of execution. And if you don't get it right, it's the devil to pay.

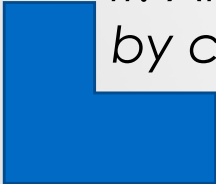


# Culture: What is it?

[Adam Zuckerman](#), a consultant in Towers Watson's Chicago office, shows how culture drives marketplace success:



*There is growing recognition of the fact among business leaders [that a strong culture drives competitive advantages]. The reality is that culture is one of very few truly sustainable competitive advantages. Companies win not because of what they do, but because of how they do it. And how they do it is determined by culture.*





## Culture: What is it?

Well, its not in the  
petri dish. Or under  
here.



## Wrong Definition 1

Cul-ture

noun  
/'kəlCHər/

the arts and other  
manifestations of  
human intellectual  
achievement



## Wrong Definition 2

the customary beliefs,  
social forms, and  
material traits of a  
racial, religious, or  
social group





## Culture: What is it?

Here, we are  
talking about this  
definition:



## Right Definition

cul·ture

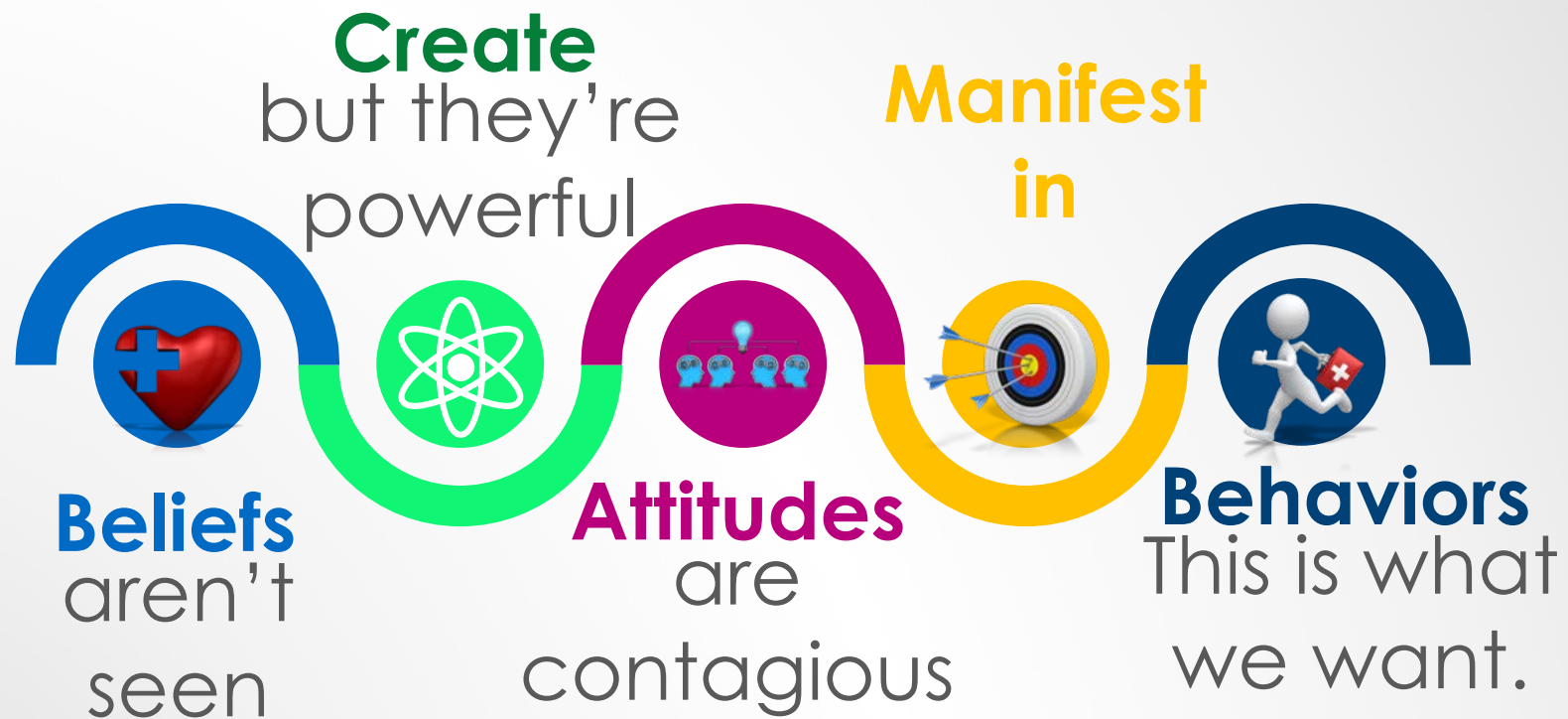
/'kəlCHər/

*noun*

the set of shared  
attitudes, beliefs, goals,  
and behaviors that  
characterizes an  
institution or company







**Good Behavior** | is a by-product

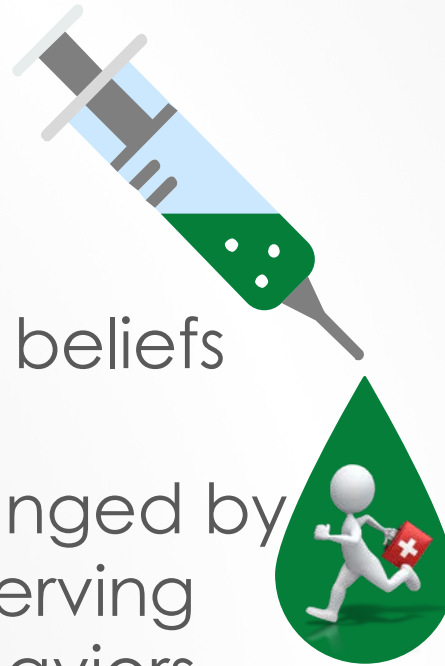


## We want Behaviors to Change but How?

To change behaviors, you must change beliefs.

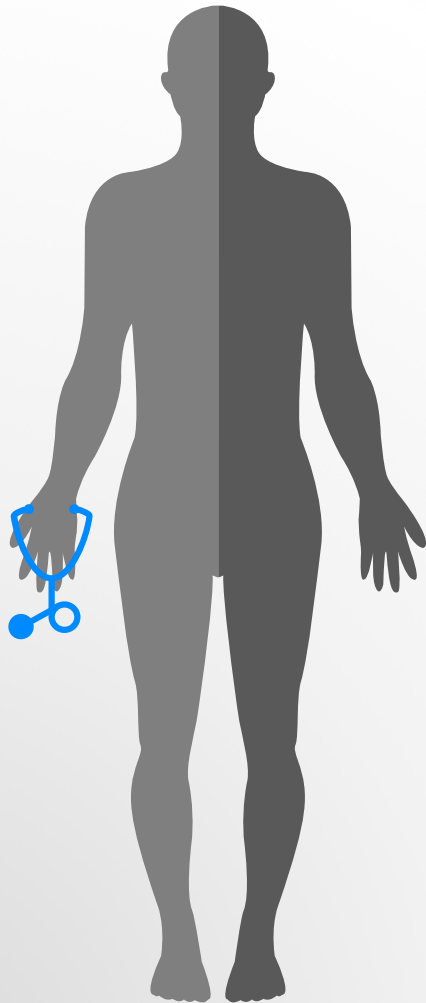


But, beliefs are changed by observing behaviors.



Beliefs are usually caught, not taught.

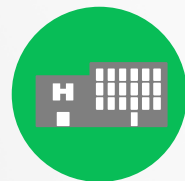




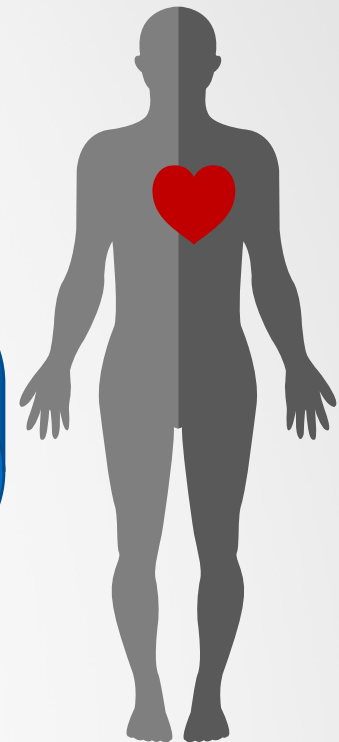
**Modeled**  
usually by the  
provider(s)



**Driven**  
or by other  
leaders



**Practiced**  
But, not always





What comes 1<sup>st</sup>?

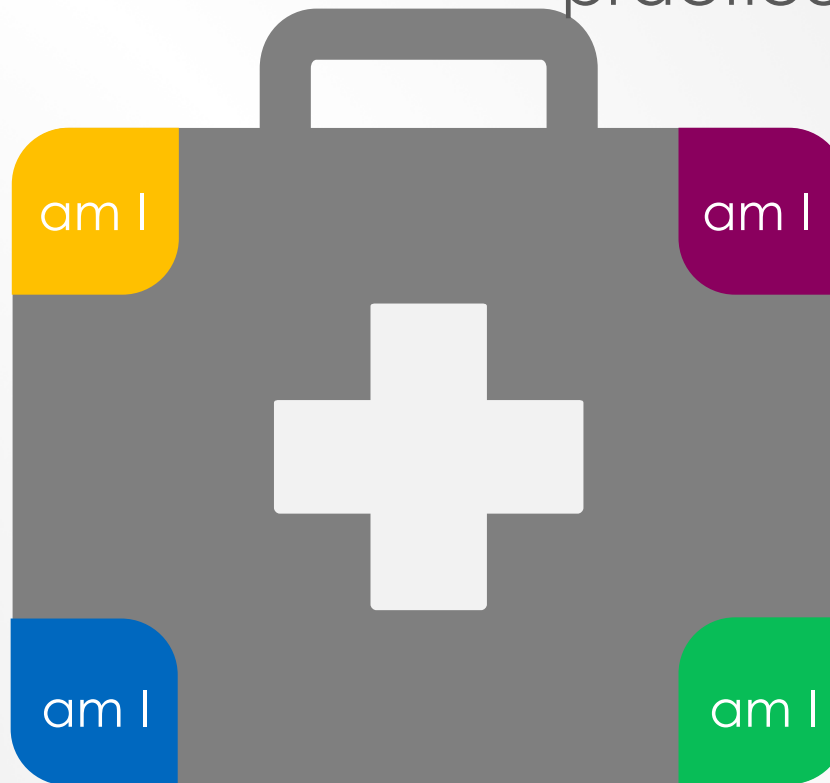
We want a successful practice.

**Provider**

Heal thyself!

**CEO**

Look in  
the mirror!



**Manager**

Get the log  
out of you  
eye first!

**Assistant**

Be truthful  
about yourself!



## One colleague at a time



- Now that you have addressed YOUR behavior, we can work with the team.
- Start with the providers first – those with the most influence.
- Determine where are their pain points and address them.
- Interview the team one by one, privately



## Sample Questions for the Team

*What could we do to make our patients notice that our culture is changing?*



*If you were in charge what would be the 1<sup>st</sup> thing you would do to shift our culture?*



Take notes & Save them

WHY — PURPOSE  
WHERE — PICTURE & FUTURE  
HOW — VALUES WE USE

WHY  
~~SAVE~~ LONG-TERM  
PARTNER w/ TRAINED STAFF  
FOR IT-SUPPORT  
PROVIDE QUALITY GUIDANCE (New, 'Progressive')  
TO OUR PEOPLE CUSTOMER CARE  
DECISIONS  
INFO





# We need buy-in| Momentum is needed



Make  
it their  
idea



Compliment  
Compliment  
Compliment



Praise  
things  
that  
don't  
need to  
change

Any  
advance  
deserves  
a party



Look for an  
ally & get  
close to  
enemies

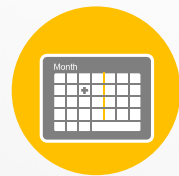


Preach  
the vision  
& use  
words if  
you have  
to





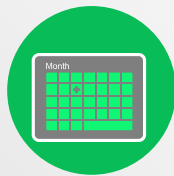
# Meeting Schedule | ~~now~~ meeting with the team or staff



½ to 1½ days

## Quarterly

Strategy is developed here;  
Team building;  
bettering relations



1:15-1:30 min

## Monthly

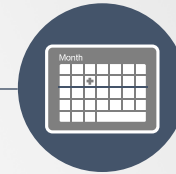
Brain storming;  
celebrations; new  
projects



5 to 10 min

## Daily

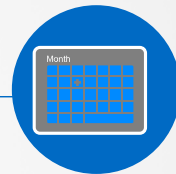
Standing;  
check-in;  
news of day;  
kid's homerun



30-40 min

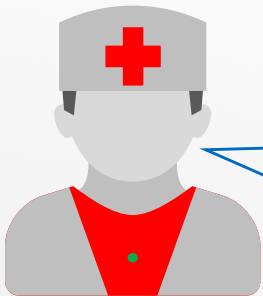
## Weekly

culture lunch;  
review & help w/  
culture projects





Now, the 2<sup>nd</sup> C: Convenience is now the King



What can we do to make our ~~patient's~~ patron's encounter more convenient?

What can we do to our ~~waiting room~~ welcome center to improve their experience?



# What's our Strategy?

# What's our secret weapon?



Starbucks

Can't help  
us



Shopping

Won't  
work



Secret Sauce

We can care  
more; We can  
treat patrons like  
they are #1.

If providing service, giving respect, dispensing dignity, and esteeming others is our culture, we have the “secret sauce” to compete with any of those guys.



Can you Shift your Culture?

Yes you can!  
High Performance  
here we come

Remember Culture eats  
Strategy for Breakfast

Jeff Harper

[jharper@inQuiseek.com](mailto:jharper@inQuiseek.com)

318.243.5974



**Thanks for your  
commitment to Rural  
Health!**