RPR²®

RIGHT PEOPLE, RIGHT ROLES

Healthy and Fit Cultural Practices Defined

Increase Your Odds
of Success with
Leadership Alignment

TOM OLIVO
Success Profiles, Inc

Healthy and Fit Cultural Practices:

Research by **Right People, Right Roles** has conclusively determined that healthcare employees who are satisfied, loyal, and engaged will 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 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 having 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.

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

Examples of "healthy" cultural practices:

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

"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. Fit cultural practices can be thought of as the equivalent of a person engaging in a high level of daily physical activity. 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. A "fit" culture can create the economic value equivalent of up to **8% increase in the net operating margin**. Implementing "fit" cultural practices is a process that can take seven to ten years to develop into a mature and consistent organization-wide practice.

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
6. Widespread and consistent personal and organizational discipline
7. Exceptional time management with leadership roles well-defined
8. Formal benchmarking of "best practices"
9. Focus on outcomes, results, goals, and performance milestones
10. Passion for achievement, quality, improvement

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

3.0 How do "Healthy & Fit" Business Practices Compare

"HEALTHY" Cultural Practices

1. Open/Transparent communication (OCP)
2. A no secrets and no "rumor" environment
3. Constructive dialogue with leaders
4. High trust, collaboration & teamwork
5. Effective delegation to line leadership
6. Innovation ("risk taking" - no legacy mind set)
7. Coaching focus for development (versus micro managing what people do)
8. Talent & performance management
9. Compelling sense of purpose & mission
10. Passion for service & caring

"FIT" Cultural Practices

1. Marketplace awareness (business & financial literacy as a widespread competency)
2. Redefined productivity as a philosophy
3. Mature & sophisticated measurement
4. Lean, Six Sigma/BPI/SPI (waste annihilation)
5. Ownership - responsibility vs accountability
6. Personal/organizational discipline (widespread)
7. Exceptional time management (roles defined)
8. Formal benchmarking of "best practices"
9. Focus on outcomes/results/goals/milestones
10. Passion for achievement/quality/improvement

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.***

For more information, please contact us at: *Right People Right Roles* 877-582-8884,
www.rightpeoplerightroles.com