BUILDING A CULTURE OF EXCELLENCE

What Will Your Contribution Be?

Objectives

• To generate some real excitement around the KP Nursing Values

• To help you see where you “fit” in the plan

• To give you some ideas about next steps

What You Have Going For You

• You have one of the largest health care systems in the world

• You have passionate, committed leaders

• You have a vision, values and a model

• You have a terrific nat’l reputation
Your Challenges

- You have one of the largest health care systems in the world
- You have an aggressive time frame
- The healthcare environment today
- The current culture in nursing

The Good News-It Can Be Done!

- The VA Health System is doing this
  - Like you they are huge
  - They have strong, awesome leadership
  - They have a clear and compelling vision, mission and care model
  - They “live” many of the values that you have chosen

The Good News-It Can Be Done!

- The Best Care Anywhere
  - If they can do it, you can do it!
Getting Started

• “Never lose confidence in yourself, for those conquer who believe they can.” — Nietzsche

• You have to WANT to do it.

• “The mind is everything; what you think, you become.” — Buddha

Getting Started

• The people in this room will be the cheerleaders—YOU will make this happen

• You need a clear roadmap and a set of values

• You need incredible dedication, persistence, and teamwork

Teamwork—Patrick Lencioni

• “Teamwork remains the ultimate competitive advantage, both because it is so powerful and also, so rare.”

• “If you could get all the people in an organization rowing in the same direction, you could dominate any industry, in any market, against any competition, at any time.”
Teamwork-What We Need
• Everyone pulling for the same thing
• Trust among all players
• A supportive environment
• Open honest communication
• Respect for all opinions
• “No nonsense” accountability

Teamwork-What We Have
• Silo behavior/Elitism
• Nitpicking and backbiting
• Ugly gossip
• Lack of support for one another—“Eating our young…”
• “It’s not my job…”

“I’d like to learn how to be less critical. My mouth has been classified as a weapon of mass destruction.”
Teamwork-Your Challenge
• Sticking together and helping each other
• Valuing ALL members of the team
• Shameless sharing
• Respecting and supporting each other
• Taking care of each other the way we take care of patients

Patient & Family Centered Care
• Getting the patient back to the center
• The focus today seems to be “making it through the day”
• Come to work, complete the things on my assignment sheet, go home…
• We have moved from “patient” oriented to “task” oriented and “crisis” oriented

Patient & Family Centered Care
• You have a great vision: EC,EP,ET
• Now you must “operationalize” it
  – What does this mean?
  – How do you do it?
  – What are the essential components?
  – How does this apply to me?
Patient Centered Care: Examples
- “Contracts”
  - Behavior standards from Sharp
  - Employee commitment statement from Baptist/Memphis
- Education
  - Seminars, conferences on specifics
  - Studer initiatives
- Stories

Patient & Family Centered Care: Your Challenge
- This needs to be more than words on a piece of paper
- In order for it to become reality, nurses need to understand it and know what it means for them
- They need concrete examples of what patient-centered, compassionate care looks like

Compassion: The Ideal
- Nursing’s foundation is based on caring and compassion
  - F. Nightingale J. Watson
  - V. Henderson D.Orem
- Your vision: Compassionate care to all with whom you interact; “extraordinary care, every patient, every time.”
- Extraordinary care is filled with compassion
Compassion: The Real
- Some pts are frightened by their nurse
- Some are afraid of “bothering” the nurse
- My brother’s observations
- Washington Post article

Compassion: Your Challenge
- We need to regroup and refocus
- We have tolerated behavior that’s the antithesis of who we are as a profession
- Now is our time to revisit why we became nurses and put the “care” back in nursing care
- We need to talk about what this means and what it looks like...

Professionalism
- “Believing in the value of our chosen profession; acting in accordance with standards of care.”
- Includes:
  - Advanced knowledge
  - Accountability
  - Critical thinking, PS, ethical issues
  - Professional development
  - Relationship-based care
Professionalism+

• How we look
• How we talk
• How we treat each other
  • We’ve already touched on how we treat each other...

Professionalism+

• How we look:
  – The demise of the white uniform
  – Observations from patients
  – Lessons from the business world
  – The difference appearance makes

Professionalism+

• How we talk:
  – The language we use
  – Our communication patterns
  – Complaining to patients
  – The stories we tell
Professionalism: Your Challenge

- Being professional is more than adhering to standards or clinical excellence
- We need to look like a professional, talk like a professional and act like a professional
- And that's a pretty tall order
- Who will make this happen?

Integrity

- Your leaders have defined it well
  - Openness & honesty in all relationships
  - Model ethical behavior
  - Practice and support a “just culture”
**Integrity**

- What Webster has to say:
  - The 3rd definition mirrors the KP def
  - But the 1st definition is this:
    - “The state or quality of being entire or complete; wholeness; entireness.”

- The leadership translation is this:
  - What you say, and what you do, are the same
  - Your actions will model the values you espouse
  - YOU will be the role model for the changes you want to see

- Nothing is more demoralizing to a group than when their leaders say all the right things and do all the wrong things.
  - Once your people lose faith in your integrity, your ability to get things accomplished is severely compromised
**Integrity**
- If you want more teamwork, YOU need to act more like a team
- If you want more compassion, YOU need to be more compassionate
- If you want more professionalism, YOU need to be more professional
- That’s integrity…

**Excellence**
- The last value is excellence, a topic that we could spend another day but time has run out…
- So here is my theory…
- If you get the teamwork, patient centered care, compassion, integrity and professionalism right—the result will be excellence

**Excellence: Your Challenge**
- “We are what we repeatedly do. Excellence is not an art, but a habit.” — Aristotle
- Your actions, habits and behaviors over the next several months will tell the story of Kaiser’s future.
- The future of Kaiser is YOU…
You CAN Do This!

• “If it is to be, it starts with me.”
  Gandhi

• “For things to change, we must change; for things to get better, we must get better.”
  (Heidi Wills, Councilwoman, Seattle)

• “If we do not work for a different culture, all we can hope for is more of the same.”
  (Debbie Brinker, Past Pres AACN)

You CAN Do This!

• You have dedicated, committed leaders

• You are doing so much “right” already—a national reputation

• You have a vision, values & model

  • You KNOW how to do this

You CAN Do This!

• NOTHING is more important than this

• NOTHING is more challenging than this

• NOW IS OUR TIME…
You Can Do This!

• MOST of all, you have the passion for it
• Never doubt that a small group of thoughtful, committed people can change the world. Indeed, it is the only thing that ever has. Margaret Mead

GOOD LUCK & GOD BLESS!

Ginny Beeson
ginnybeeson@comcast.net