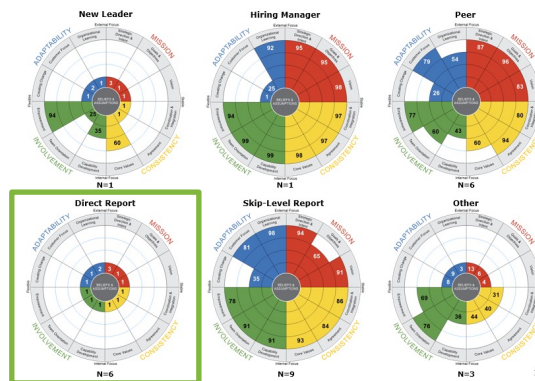


A New Surgical Chief Transforms a Service Line

An academic Medical Center hired a Surgical Chief to turn around a struggling Service Line.

Their culture leadership drove needed financial (and human) outcomes.

What the New Chief Learned



The Situation

- An academic Medical Center needed to replace a Service Line’s Surgical Chief. They demoted the previous leader because the division continued to underperform
- A fragmented, divisive Service Line team refused to be led

Why Measure Culture?

- The situation required higher performance, and the new Chief needed to develop a comprehensive understanding of the operation
- The broader Medical Center had a decentralized culture, and history of inter-departmental conflict

What the Surgical Chief (and Team) Learned

- Physician Leadership were antagonistic, unhappy, and divisive
- The Chief had at least 3 rivals on the team
- Fixing culture had to be a top priority to drive performance and retention

What the New Chief Did About It

- Openly shared *Culture Snapshot* findings with the team. Empowered them to identify and address root causes – to create a positive “microclimate” they could influence
- Gained insight from adjacent functions (Nursing, OR Team, other Service Lines) – uncovered deep rifts
- Created a “Big Team” of stakeholders from above. Their charge: identify cross-functional gaps, and make impactful changes
- Held Service Line leadership accountable for human and financial outcomes, ensuring access to needed tools

The Results

- In year one, team led a \$2 million revenue swing – from red to black
- Resulting trust, and collaboration, improved belonging and morale, decreasing provider turnover

