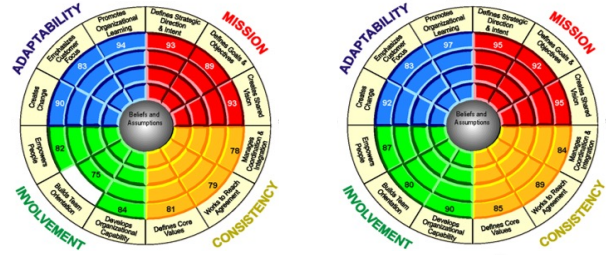


Successful Hospital Prepares for Growth

...and recognizes culture leadership is essential to building a strong regional healthcare system

Results for Combined Other
1st Survey 2nd Survey



Culture work resulted in 58 percentile point improvement across 12 factors

Consolidation has been a strong trend in the survival and growth of regional healthcare systems. And culture leadership is now a mission-critical skill.

- This system started as one successful regional hospital that acquired a competitor. The merging of cultures presented major, enduring challenges
- The senior team sensed they lacked the skills needed to drive culture integration, and future system growth

The CEO believed “what got us here won’t get us there”, and committed to evolving the team’s capabilities.

- Skill and personality assessments confirmed that strong hospital-level leadership was insufficient for success in an environment of rapid growth

A year-long culture leadership action learning cohort was created.

- Started with a strong focus on building a mission-aligned, systemic culture
- Employees at all levels identified barriers to “systemness”, and designed high-impact solutions
- Monthly sessions focused on “confronting the brutal facts” – tackling areas of misalignment
- Technology was central to growth, with big investments in talent and infrastructure
- Skills re-assessment showed leader growth now outpaced system growth on every factor

“We realized that if we wanted system growth, our own skills had to develop faster than the system expanded. That was tough to hear – we were used to success. But we had to get from good to great. And we did.” - System CFO