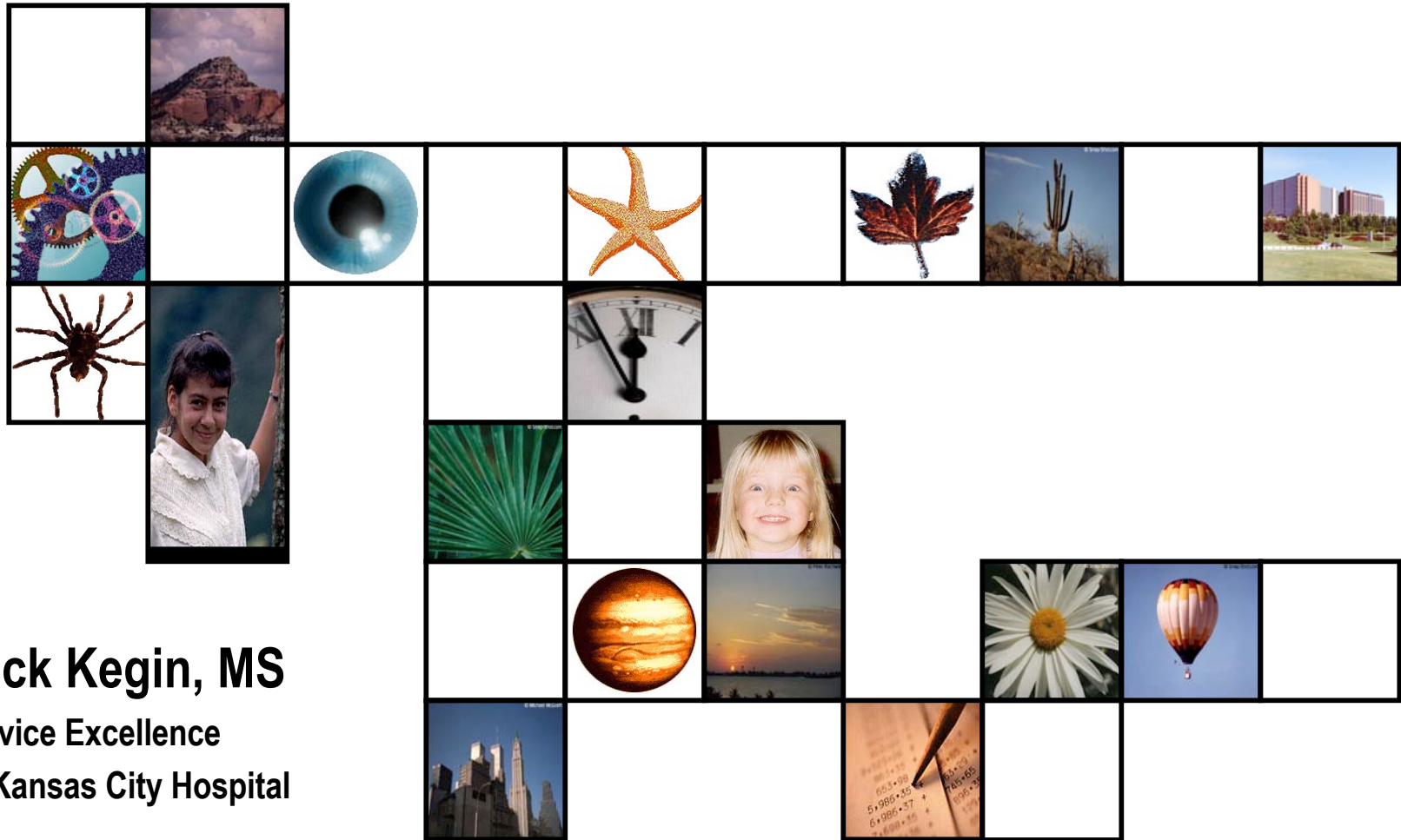


# Understanding a Culture that Promotes Safety

## A Principle-Centered Approach to Goal Achievement



**Patrick Kegin, MS**  
VP Service Excellence  
North Kansas City Hospital

September, 2005

North  
Kansas City  
Hospital

# North Kansas City Hospital



# North Kansas City Hospital

- City Owned, Not-for-profit
- 350 Bed Acute Care Facility (Now 451)
- Urban fringe
- IP Discharges: 21,600
- OP Visits: 99,000
- ED Visits: 57,300
- IP Surgeries: 5,400
- OP Surgeries: 10,700

# Kurt Lewin's Formula - Altered

**Behavior is a function of  
people, the environment, *and*  
the interface between the two.**

1986, M.P. Lawton, *Environment and Aging*

# Simply Stated

Our business outcomes are the product of:

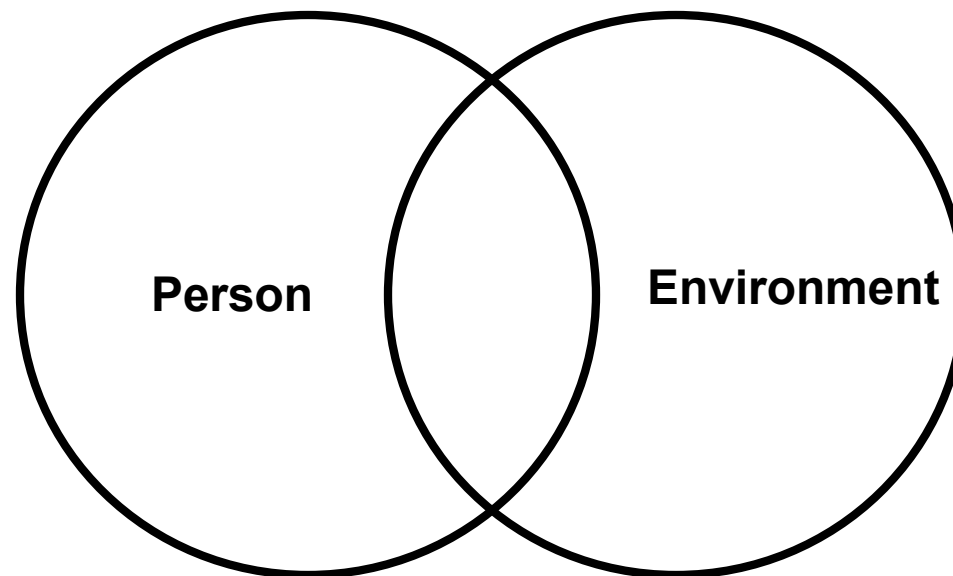
the **people** involved,

the **environment** in which they are working,

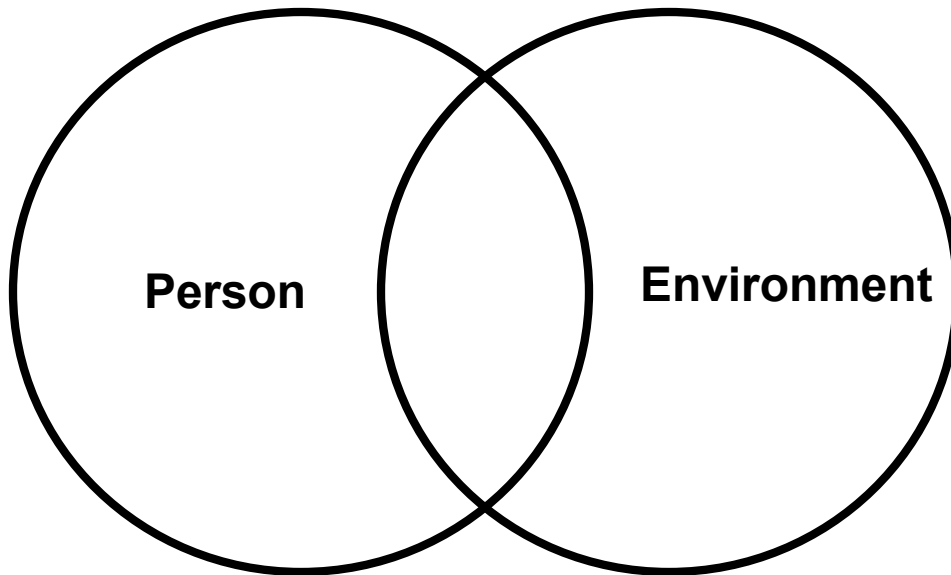
and **their ability to cope** with that environment.

# Kurt Lewin's Formula - Altered

$$B = f(P, E, P^*E)$$



# Kevin's American Warbird

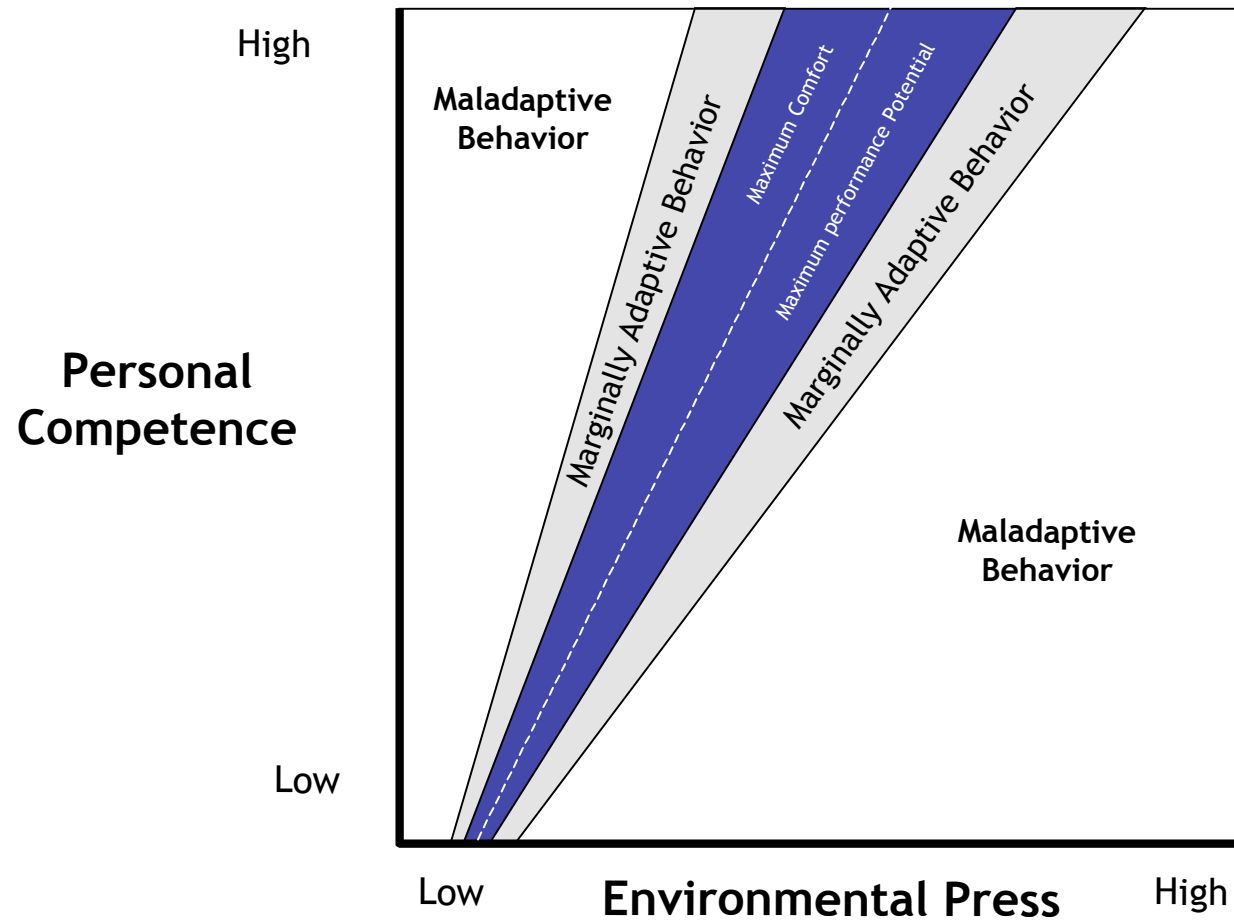


$$\text{Safety} = f(P, E, P * E)$$

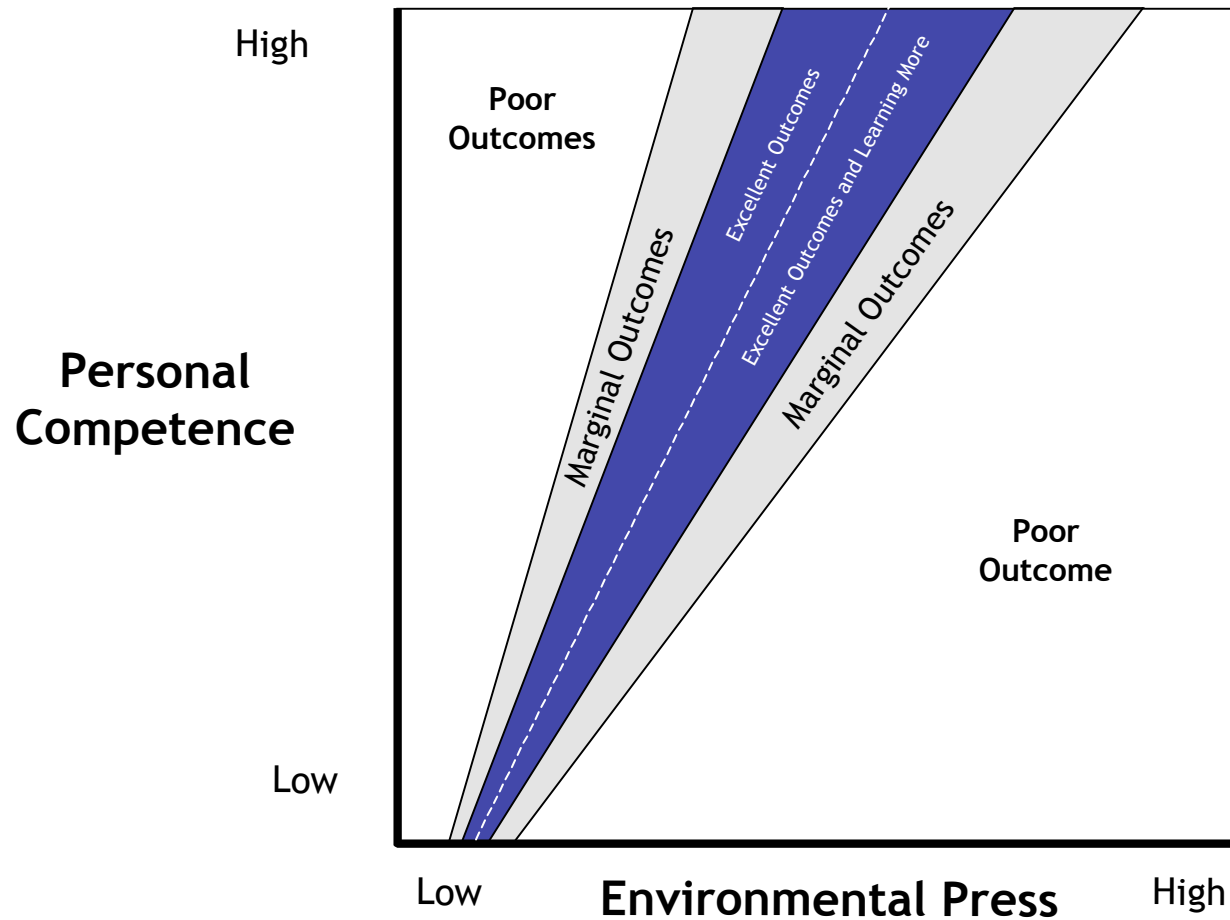
## “Ecological Model of Aging”

M. Powell Lawton and Linda Nahemow

# Ecological Model of Aging

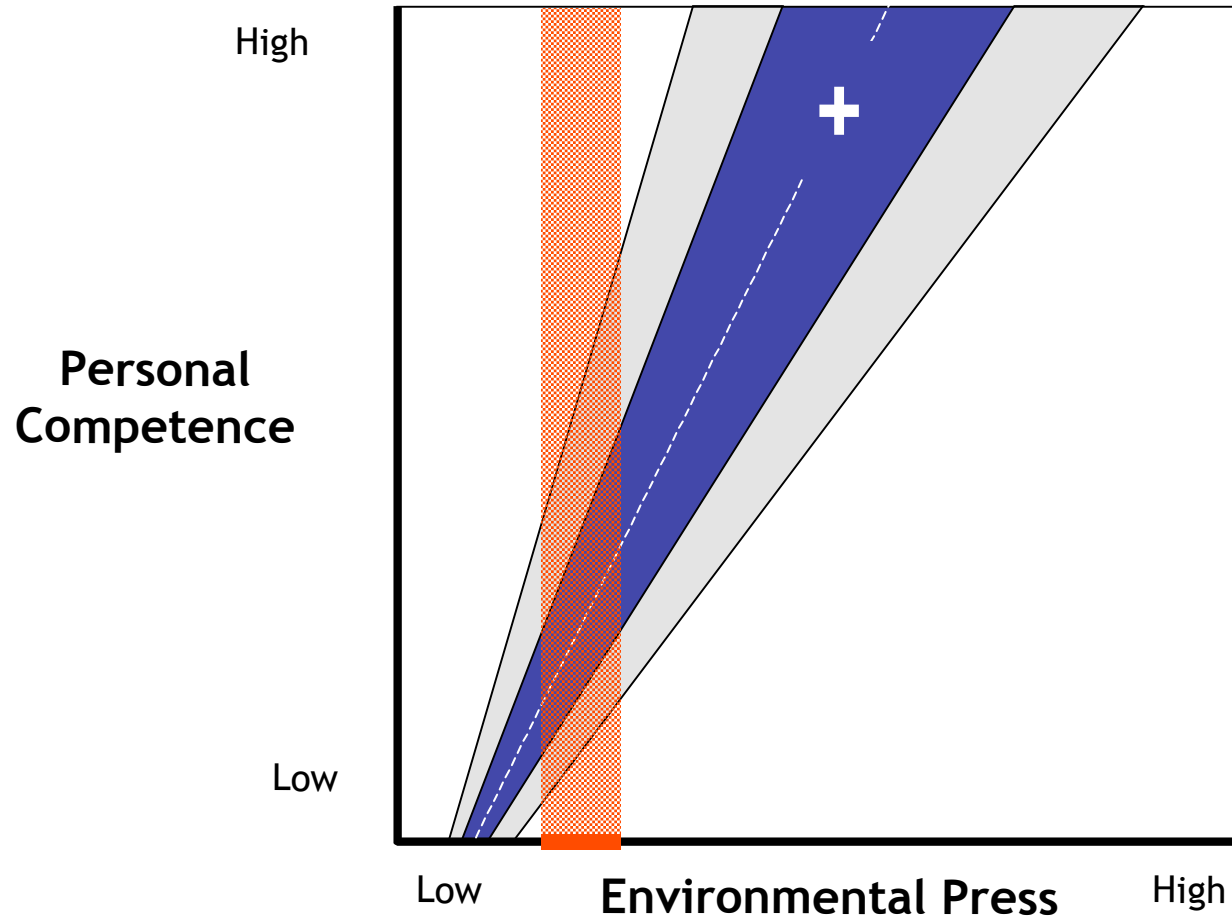


# Ecological Model of Aging



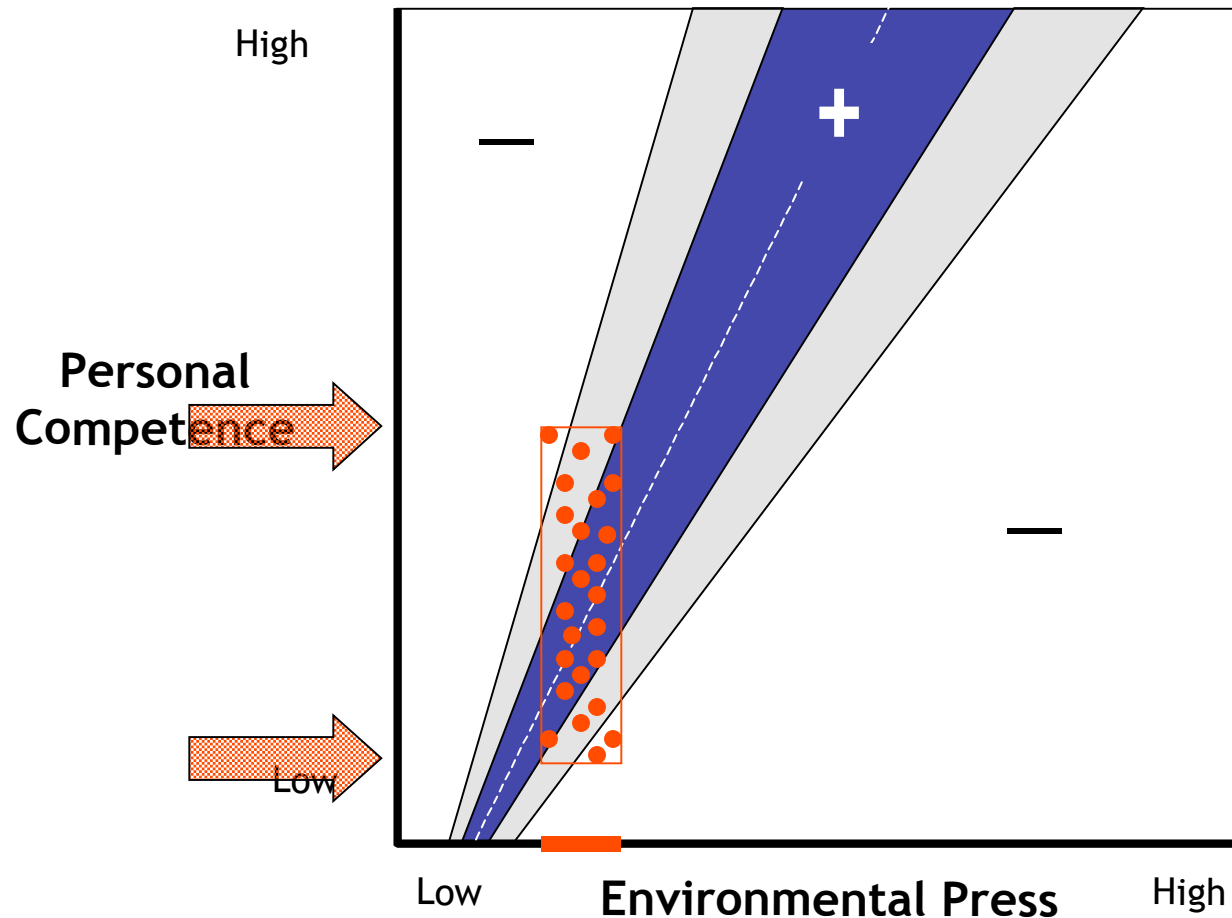
# Ecological Model of Aging

## Environmental Docility (teachability) Hypothesis



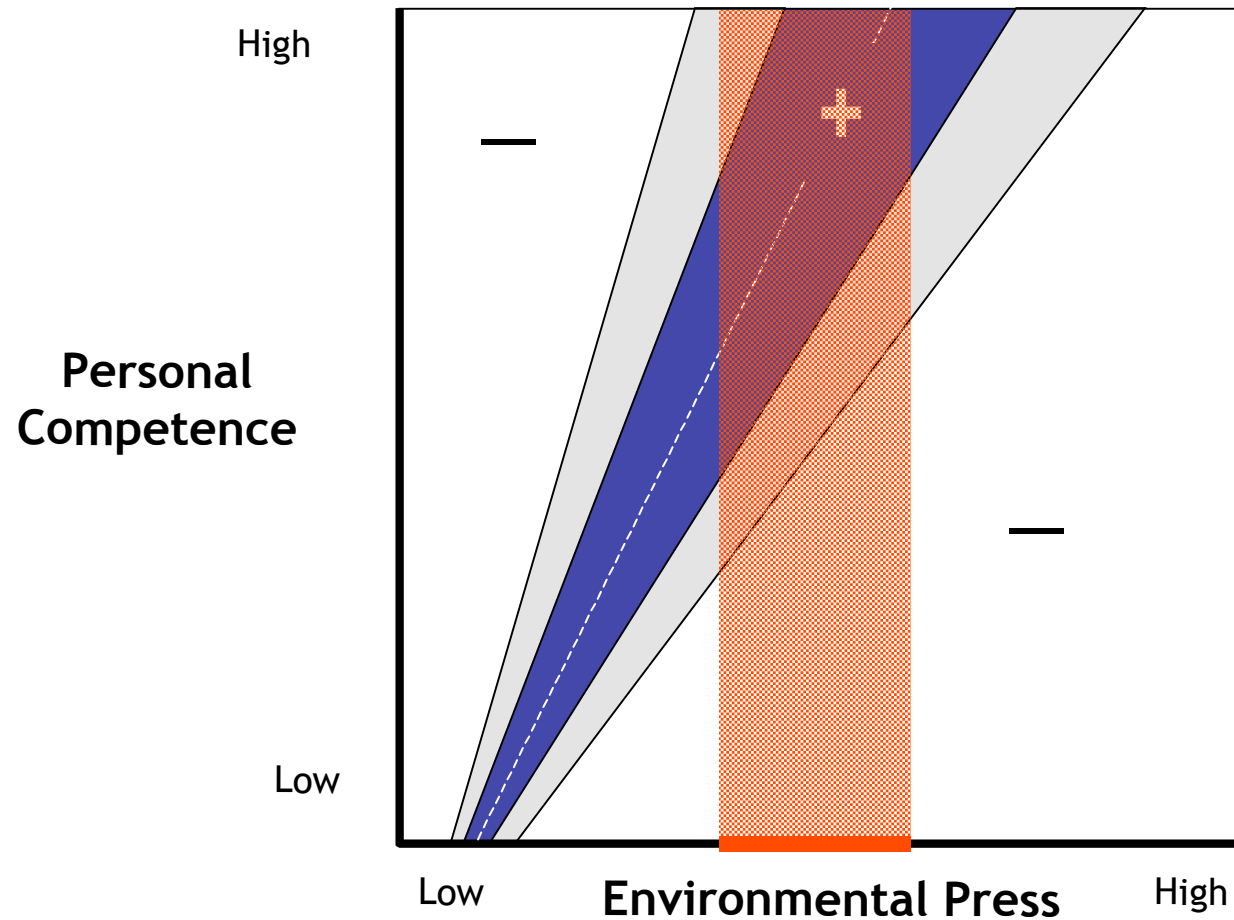
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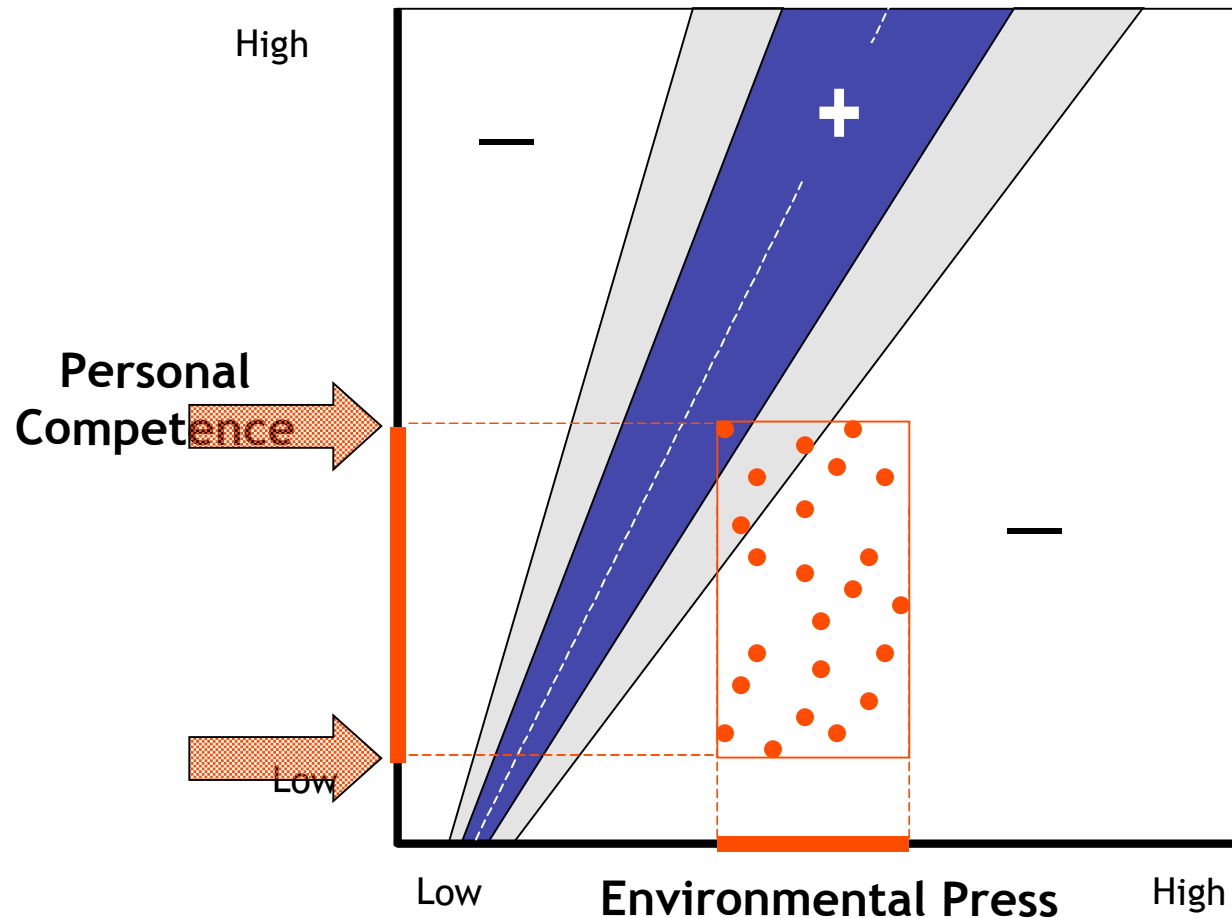
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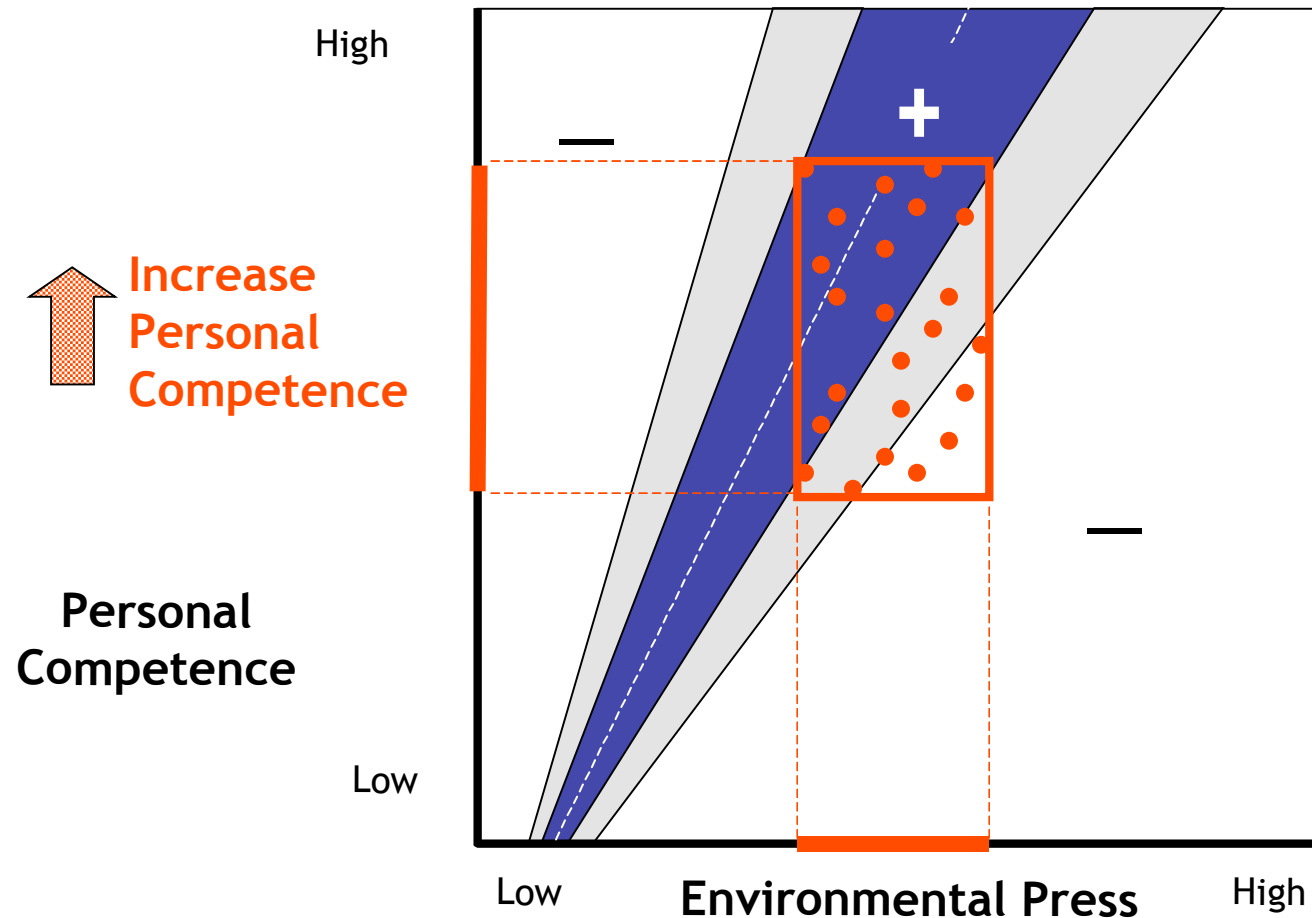
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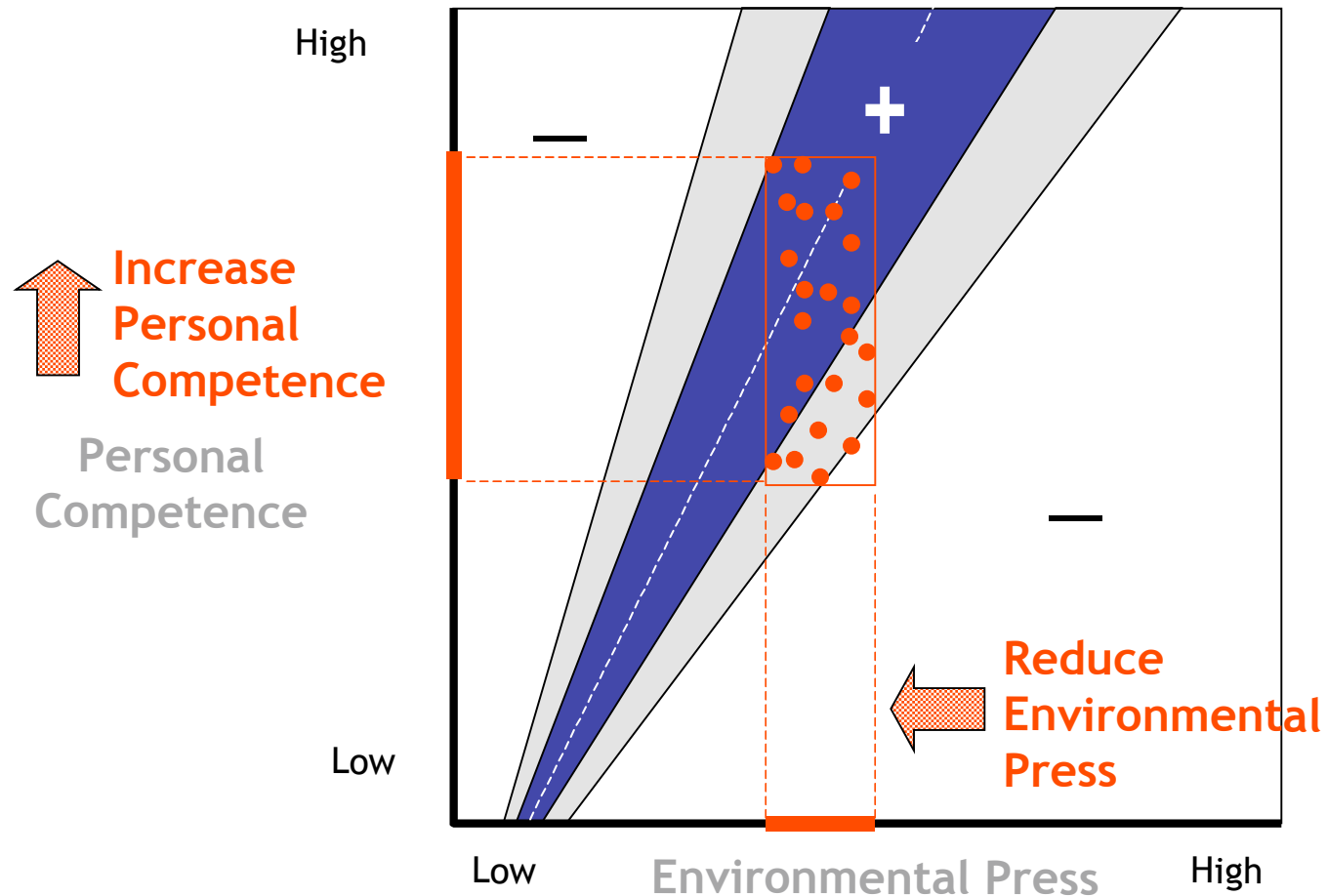
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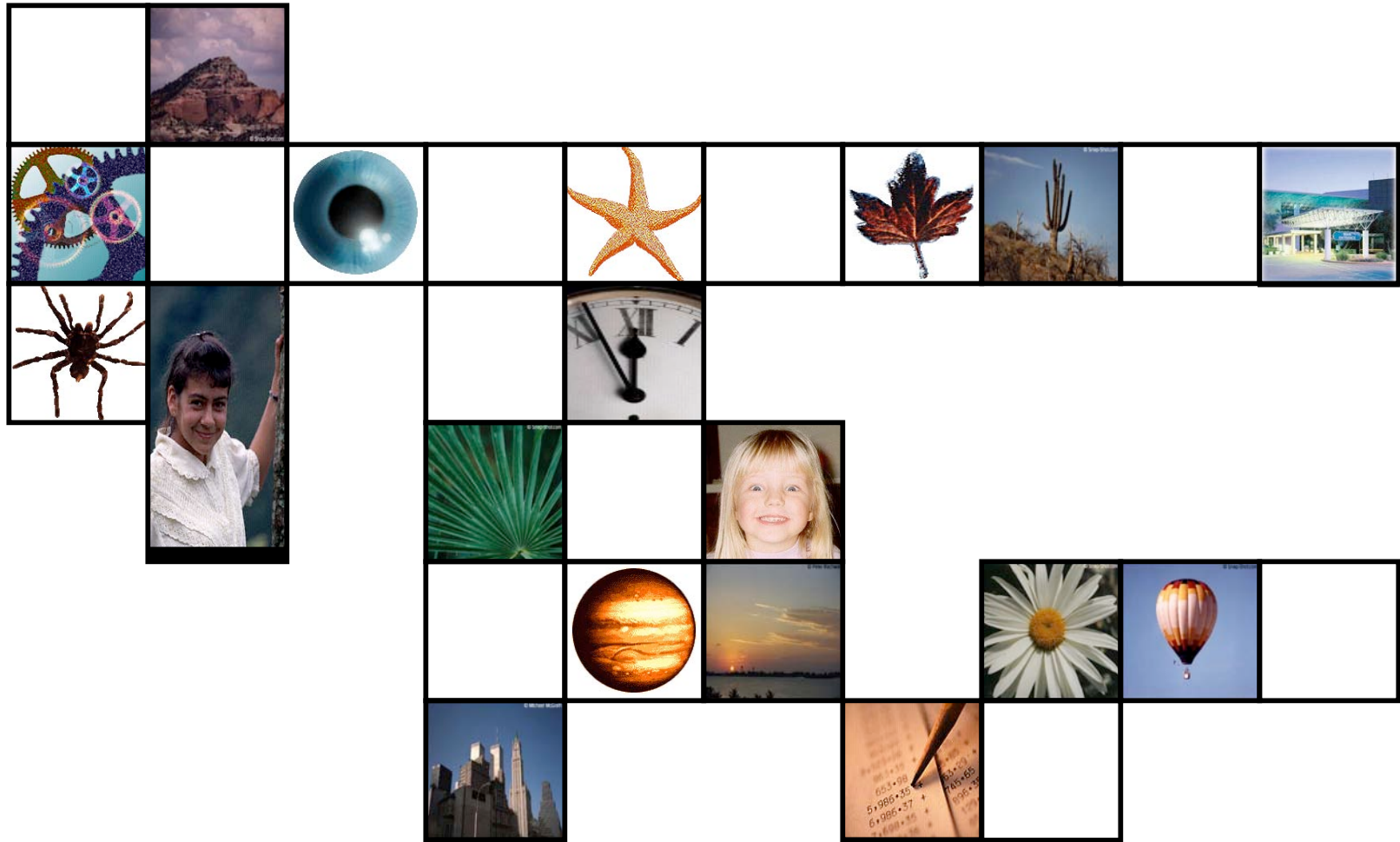
# Ecological Model of Aging

## Environmental Docility (teachability) Hypothesis



# Goal Achievement Illustrated

## A Principle-Centered Approach



It is the mission of  
North Kansas City Hospital  
to be the premier provider of health care  
services to Northwest Missouri with a  
commitment to excellence.

## **Provider of choice**

## **Employer of choice**

Fiscal responsibility

Growth to meet the needs  
of the community

# Line of Sight - 90 Day Action Plans

- **Values Clarification**
- **Service Excellence Strategic Plan**
  - Operations Improvement
  - Clear and Frequent Communication
  - Focus on Knowledge, Skill and Desire
    - Behavior Expectations
    - Front Line Interpersonal and Operations Skill
    - Effective Management & Leadership
  - Personal and Department Accountability

# Passionate Focus



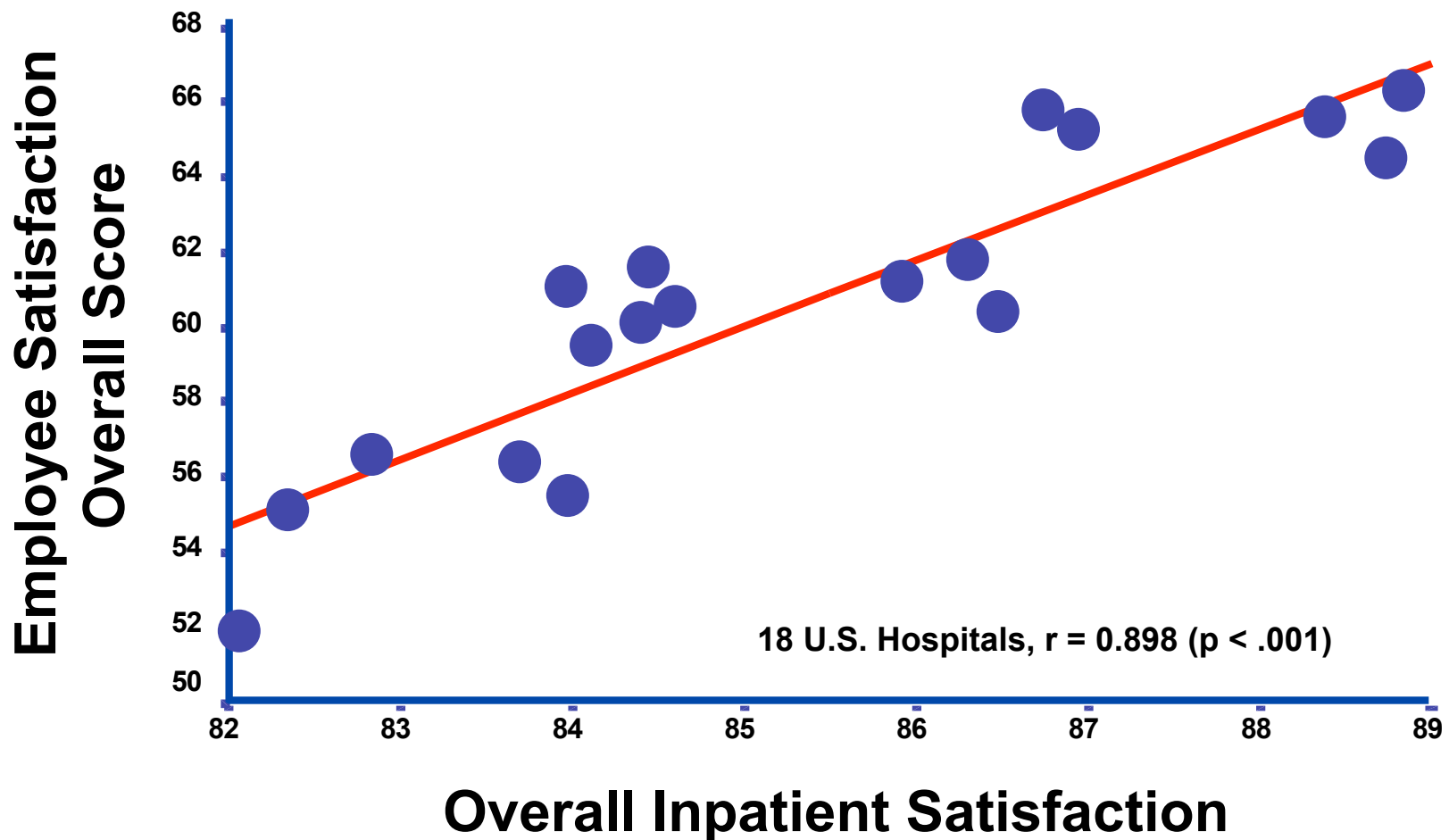
**We save lives.**

**We provide comfort.**

**We provide hope.**

# May I have this dance?

## Correlation Between Inpatient and Employee Satisfaction



# Have you ever come to work...

- Lack of cooperation by co-workers
- Unfair assignments
- Slobs and Slackers
- Lack of credit where credit is due
- Very little positive recognition
- Inequality/favoritism
- Fatigue/Stress
- Management unwilling to hold staff accountable for attitude/performance
- Leader unwilling to pitch-in
- Supervisor's or Manager's attitude
- Leadership doesn't back up staff decisions
- Lazy/invisible leaders
- Poor communication
- Staffing levels
- No acuity-based assignment levels
- Inadequate workspace
- Illness
- Supplies
- Equipment
- Misalignment of goals
- No apparent strategic plan

# Getting back in the “zone” on Employer of Choice

## Increasing Personal Competence

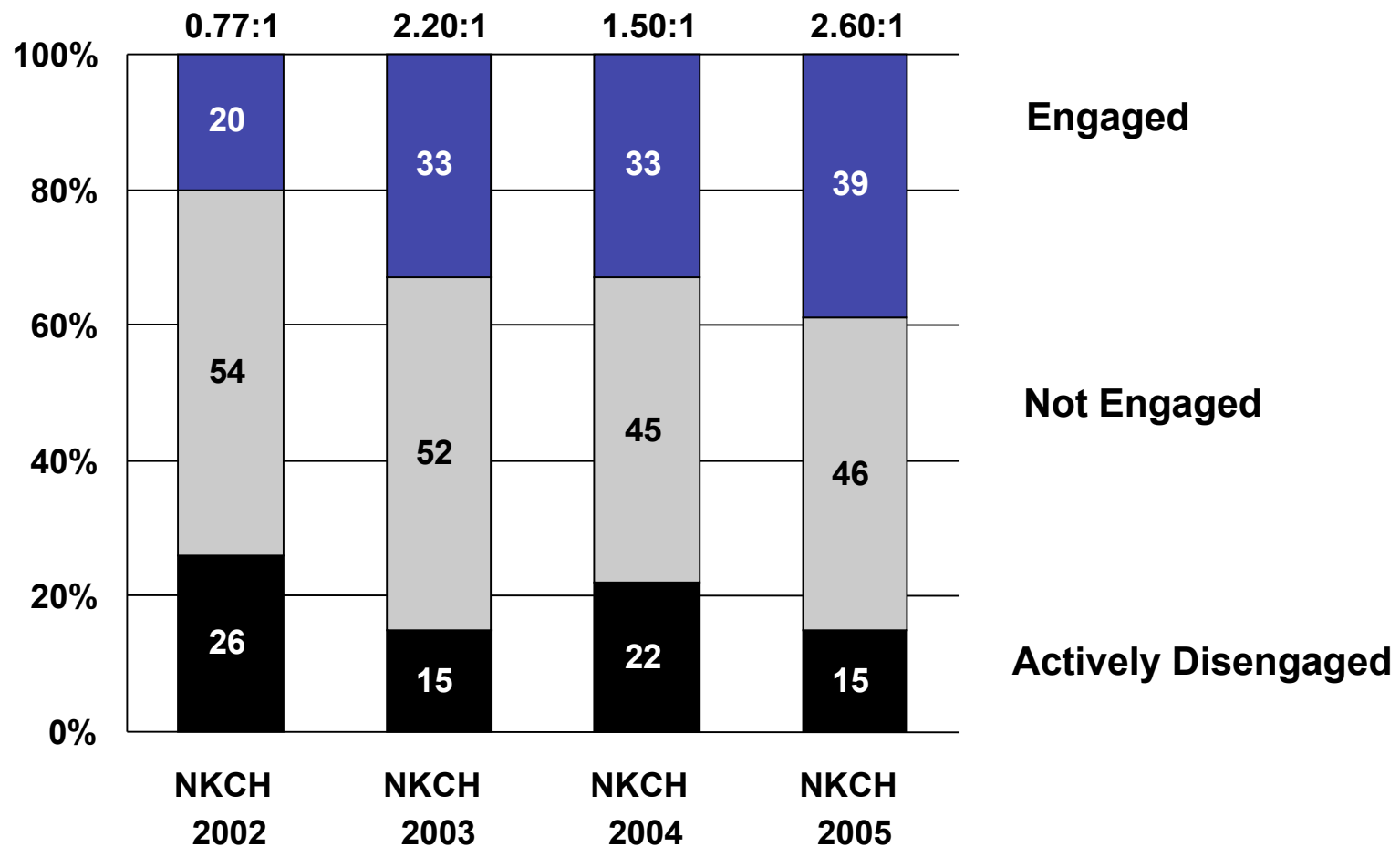
- Hiring for attitude, training for skill
- Shared governance
- Sincere, timely feedback
- Personal accountability
- Skills training and development
- Leadership development

## Decreasing Environmental Press

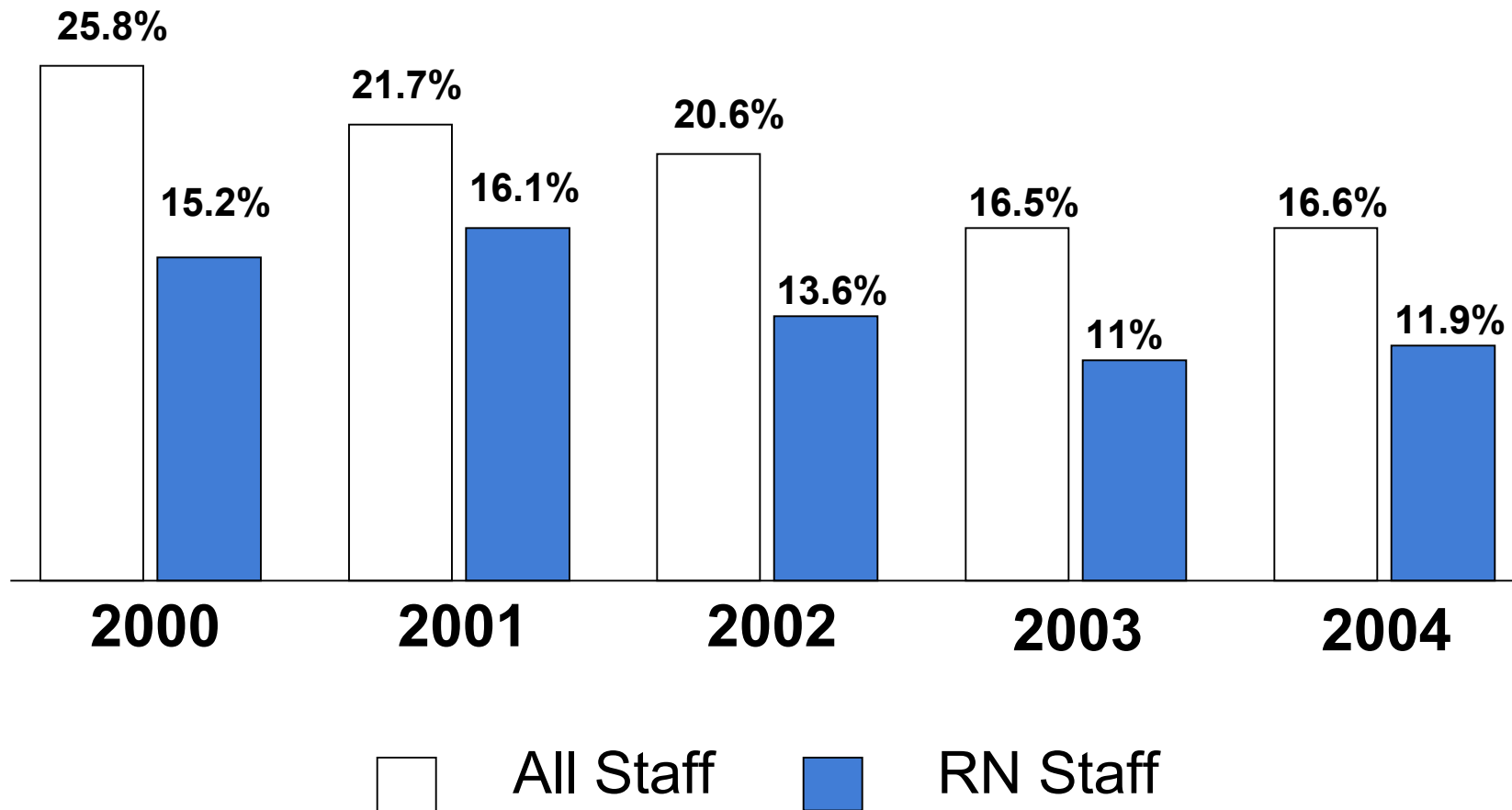
- Developed Behavior Expectations
  - Increased communication
  - Leadership visibility - no secrets
- Positive recognition/support a non-punitive approach
  - Recognize success

# Gallup Q<sup>12</sup>® Engagement Index Across Time at North Kansas City Hospital

Ratio of Engaged to Actively Disengaged:



# Employee Turnover



# Getting back in the “zone” on Employer of Choice

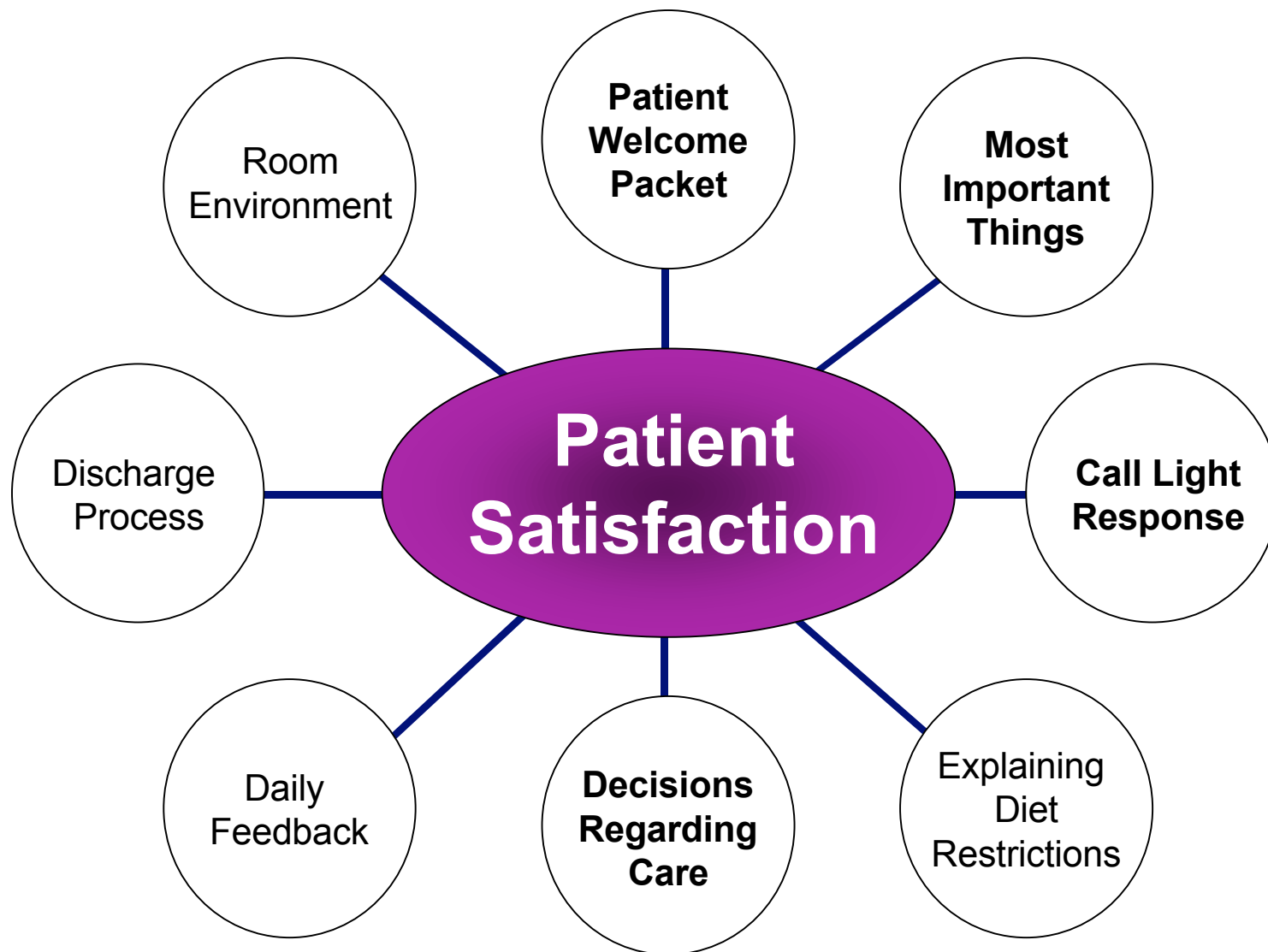
## Increasing Personal Competence

- Scripting
- Focus on values and personal contribution
- Manager rounding and staff recognition
- Positive recognition
- Share outcomes with individuals and staff
- Hiring customer service-oriented staff

## Decreasing Environmental Press

- Improved quality of communication tools
  - Improved environmental quality
- Improved reliability of patient-related equipment
- Focus on pain management and reducing falls
  - Readily available customer service support

# Targeted Inpatient Satisfaction



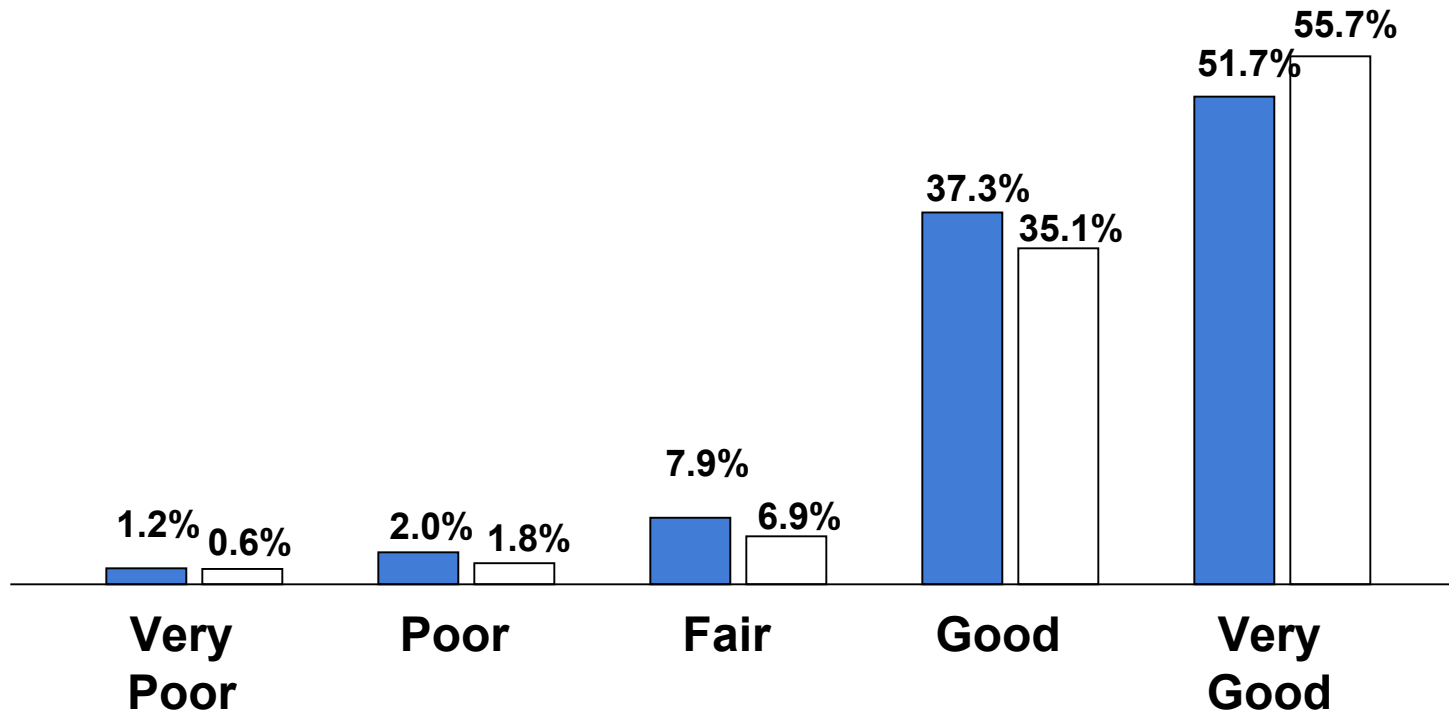
# Targeted Inpatient Satisfaction

■ July 04-June 05

□ July 05 - Present

60th Percentile in Peer Group

92nd Percentile in Percentile



# Comments, Questions and Answers

**Patrick Kegin**

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