



Sharing Healthcare Knowledge

TO MEET THE EXTRAORDINARY CHALLENGES YOU ARE FACING TODAY
YOU MUST DEMONSTRATE EXTRAORDINARY BUSINESS PRACTICES:

Right People, Right Roles: Creating Superior Performance with Leadership Alignment

Evidence-based medicine is the discipline of providing consistent protocols of care that are most appropriate for the specific ailments, symptoms and medical conditions people are experiencing. Similarly, evidence-based business practices represent the discipline of providing consistent leadership decisions, improvement interventions and/or executive coaching for people based upon objective performance criteria and demonstrated results.

Our research has conclusively shown that by improving their current business practices, hospitals can tangibly raise employee engagement, improve performance, and increase their net operating margin.

Success Profiles recently completed a groundbreaking study of high achieving organizations within the healthcare industry. The focus was to illustrate the common cause and effect relationships between business practices, cultural health, patient experiences and financial success. Contributing to the research over a six year period were approximately 500 healthcare organizations and measured feedback from over 300,000 health care professionals. The study examined virtually every healthcare business model available in the

United States that falls under the umbrella of an integrated healthcare system.

Performance measures included in the study were business practice assessments of demonstrated leadership ability, employee and physician feedback (from satisfaction surveys), patient metrics (from quality and satisfaction indicators) an objective analysis of operational effectiveness and review of financial results.

The culmination of the study was the creation of a meta-model framework (see diagram). The Success Profiles meta-model illustrates the fundamental cause and effect business practice relationships in the healthcare business model. It outlines the leading and lagging indicators of performance that allow for focus and leverage where resources are deployed to get the most effective outcomes and results. The overall goal is to provide the best community stewardship and access to quality healthcare by becoming a destination of choice for all stakeholders.

Your organization should strive to become:

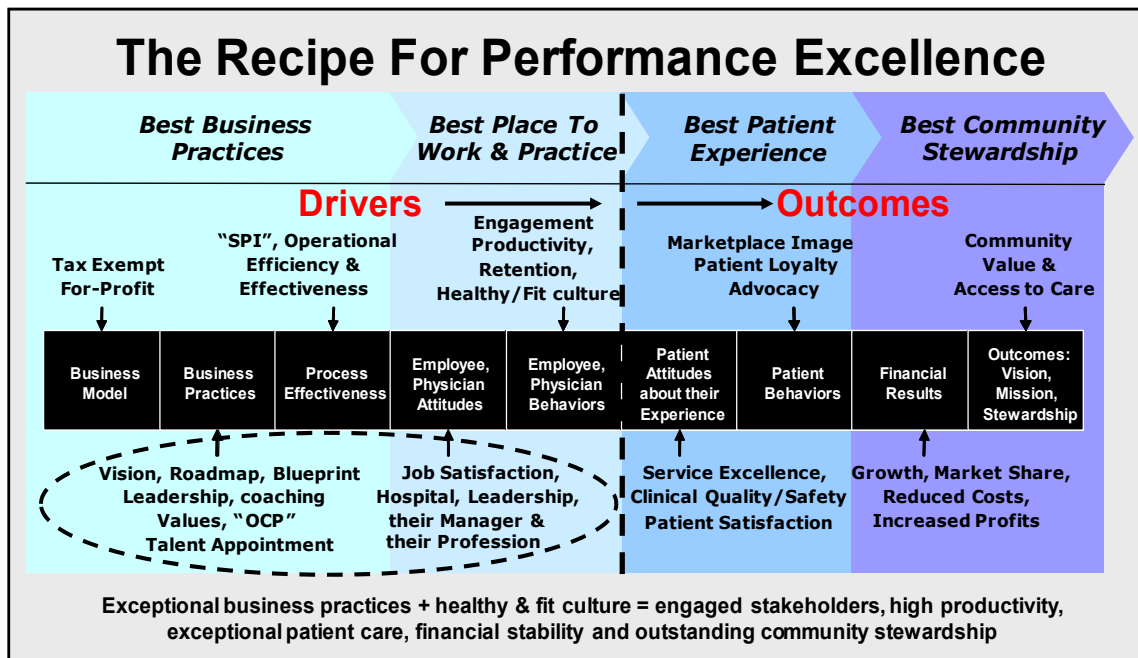
- The best place for patients to receive care
- The best place for physicians to practice
- The best place for employees to work



Evidence-Based Business Practices

According to Tom Olivo, president of Success Profiles, Inc., 'evidence-based' business practices represent the discipline of providing consistent leadership decisions, improvement interventions and/or executive coaching for people based upon objective performance criteria and demonstrated results."

The Recipe For Performance Excellence



These outcomes would most likely occur:

- When the organization is financially successful with consistent net operating margin and market-share growth.
- When the patient service and outcomes experienced are exceptional from a satisfaction and quality standpoint
- When the workforce culture creates high stakeholder satisfaction, loyalty, engagement and productivity, and
- When the business practices of leadership, coaching, talent appointment, transparency and open communication create operational efficiency and effectiveness (aka SPI for sustained performance improvement)

Our research has proven that the business practice performance drivers on the left hand side of the model were found to contribute most to the overall outcome indicators on the right hand side of the equation. Therefore, to achieve the best desired outcomes (i.e., best patient experience, best financial results and community stewardship), healthcare leaders need to focus up-stream on the “drivers of performance” to get leverage with the end result outcomes.

Our research has shown that the top three performance drivers are: 1) confidence in executive leadership, 2) front-line manager capability, and 3) an organization wide focus on patient care versus profits. But not all of these factors are weighted equal.

“The capability of front-line managers is the most important leading indicator driver as well as a key predictor of overall performance.”

Ineffective front-line managers contribute most to low employee satisfaction, poor engagement, low productivity, high turnover, low patient satisfaction, and ultimately to poor or negative net operating margins.

On the contrary, when hospitals have talented and capable professionals on the front lines, employee satisfaction and productivity go up, patient satisfaction rises and the net operating margin improves. By matching the most effective leadership talent available with the demands of the position (AKA appointing the **Right People in the Right Roles**) you will achieve the best leadership alignment and highest probability of success.

