Healthcare as a “Point of View”

The Board’s Role

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Presented by:
Margaret J. Sumption, LPC, SPHR
Sumption & Wyland
(888) 4-SUMPTION
margaret@sumptionandwyland.com
Introduction

• Board members are powerful!
• Your power must be used for good!
• Be engaged in building strategy.
• Be educated on delivery.
• Have your tools sharpened and at the ready.
• Report back, evaluate, and reframe.
Basic Tenets – Healthcare Driven

• Transformational Change is HERE
• The paradigm shift is happening
• Demographics of patients are changing
• Provider demographics are shifting
• Our traditional “point of view” cannot make sense in the new order
• It’s neither good nor BAD
Basic Tenets – Societal Driven

- Mobility contributes to disconnect
- Loyalty takes on a different cloak
- Role of health care has shifted from fix illness – to sustain health
- Hospital is now the conveyor of health to the whole community – yet faces a disconnected community
- Leadership competence must look different to succeed
The Profile of A Healthy Organization

- Circle 1 – **Program Delivery and Quality** – Understanding what your organization stands for and delivers as its core mission.

- Circle 2 – **Brand** – Understanding what your organization is known for and can uniquely contribute to the people it touches, better than any organization on the planet.

- Circle 3 – **Sustainability** – The capacity to gather diverse resources to continue delivery of the work.

Source: Good to Great by Jim Collins
From.... A system that fixes you when you are sick......

Healthcare in a Single Dimension
“I am sick. I need to go the doctor.”

Healthcare Transformation
The systems, settings, tools, resources, accountability mechanisms, and pay structures to achieve “three-dimensional care”.

To..... A system that cares for you and keeps you as well as you can be.....

Healthcare in Three – D
“I am well. I must look to the healthcare systems to stay that way.”
What is “three-dimensional care”?

The Inter-Connected Parts:
- Medical Home
- Disease Registry
- Online Appointment Scheduling
- Patient Portal
- On-line Chat
- Smart Phone Apps
- Technology Supported Quality Measures
- Web-based Kiosk Medicine

Screening
- Benchmark screening compliance
- Referral for co-occurring conditions (mental health, substance abuse, obesity)
- Communication and follow-through on referred services
- Prevention education
- Home health affiliation
- Long term care affiliation

Wellness
- Wellness coaching
- Disease registry
- Chronic disease management

Intervention
- Hospital care
- Reducing hospital readmission
- Post-surgical follow up
- Hospitalist/Innovative services coordination
#1 Set Strategy

- Set a clear strategic direction for the organization -- The VISION DISCUSSION
- Articulate the strategy in terms of the community and its benefits
- Seek input from the community to understand and embrace the strategy
- Build tools that continually reinforce strategic intent of the hospital
#2 Arm Yourself

- Know your organization exceptionally well
- Be engaged in all aspects of governance
- Ask strategy questions of the leadership and marketing team
• Secure Board-specific talking points on overall hospital strategy.
• Seek assistance in building the Board member’s “60-second” commercial.
• Encourage community engagement as part of overall business strategy.
#4

**Model Desired Behavior**

- Use the services of the organization to the maximum extent possible
- Act as an advocate for the healthcare system to be seen as a true asset to the community
- Use language and tone that builds confidence
- Act as an ambassador
- “Wear the hospital hat”
#5 Be Out and About

- Listen, listen, listen
- Always deliver “assurance” first
- Advocate for the hospital to be “at the podium”
- “Wear the hospital hat” -- repeat
#6 Build Engagement Practices

- Embrace the CHNA (or your community equivalent)
- Use the CHNA for its intended purpose
- Be a coalition-builder
- Be assertive and cooperative among the community
- Show up!
#7 Evaluate

- Report back to the leadership team
- Act as an “audience” to test new ideas
- Act as a filter for information
- Commit resources to brand and strategy evaluation and message building
- Encourage measurement and impact analysis.
Reframe Strategy

• Adjust talking points
• Build and practice revised 60-second commercial
• Listen, listen, listen
• Get out and about to test new strategy activities.
• Think strategy --- not individual communication
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Thank You!

818 S. Hawthorne Avenue
Sioux Falls, South Dakota  57104-4537
(605) 336-0244 or (888) 4-SUMPTION

www.sumptionandwyland.com