Transforming Healthcare: Aligning Provider Culture

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Why Is An Aligned Provider Culture Important?

• Providers play a key, direct role in the delivery of healthcare services to patients.
• Providers’ services are a (or the) key revenue generator for their organizations.
• Providers are considered “leaders” in the healthcare delivery system, by their organizations, their teams, their patients and themselves.
So What Are We Aligning Providers With?

- Ongoing movement to a focus on the patient first (PCMH, expanded health management structures with patient’s needs driving the services)
- Transformation of the payment model (Movement away from fee for service models and towards value based payment methodologies; accountable care organizations)
- Transformation of the delivery models (Emphasis on integrated care delivery; integrated practice units)
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<thead>
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<th><strong>Similarities</strong></th>
<th><strong>Differences</strong></th>
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<td>• They want to feel that the work they do makes a difference</td>
<td>• They feel that they make an important, central role to healthcare delivery</td>
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<td>• They are people, have same personal wants and needs as everyone else</td>
<td>• They feel that they are highly invested in their work and the delivery system in general</td>
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<td>• They do not understand all of the complexity of healthcare delivery</td>
<td>• They often believe that healthcare has been made needlessly complicated</td>
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Creating A Culture Of Change

• No shortage of change treatises to help guide the process
• John Kotter’s *Leading Change*
• Chip & Dan Heath’s *Switch: How To Change Things When Change Is Hard*
• One broad statement I would make here is that **continuous and transparent communication** is absolutely necessary in order to create an environment where culture change can take place
• This is because the **creation and maintenance of trust** is key in alignment of culture
Kotter’s Leading Change Framework

1. Establish A Sense Of Urgency
2. Create The Guiding Coalition
3. Develop A Change Vision
4. Communicate The Vision for Buy-In
5. Empower Broad Based Action
6. Generate Short-Term Wins
7. Never Let Up
8. Incorporate Change Into The Culture

Engage & Enable The Whole Organization
Implement & Sustain Change
The Heath’s Switch Framework

direct the rider
motivate the elephant
shape the path
A Few Examples

• Bedside Interdisciplinary Rounding- A Study In What Not To Do
• Formalizing Cardiology Curbside Consults In Ambulatory Care- A Better Way To Engage
Questions?