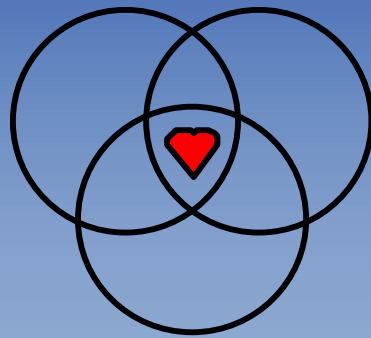


Welcome to:
Learning Session 3



Nursing Home
Person Centered Care (PCC) Pilot
Collaborative!

Joe Bestic, NHA, BA, HSAG Clinical Quality Specialist

April 21, 2005

<http://nhqi.hsag.com>

Welcome Back!

- Lets get re-acquainted!
- Three domains of culture change
 - Care Practices
 - Workplace Practice
 - Environment
- Pushing the flywheel
- Employee-centered workplace practices
- Implementing change ideas



“Good to Great” by Jim Collins

Pushing the Flywheel

- Good is the enemy of great
- Good to great *does* happen
- Research study
 - Quantitative and Qualitative
 - “Good to Great” and sustained
 - Compared similar organizations

Collins, “Good to Great,” 2001

Principles

Natural laws or fundamental truths

- Universal, timeless
- Produce predictable outcomes
- External to ourselves
- Operate with or without our understanding or acceptance

Collins, 2001

Values

The worth or priority we place on people, things, ideas, or principles.

- Self-chosen beliefs and ideals
- Internal, subjective
- Influenced by upbringing, society, and personal reflection

Collins, 2001

What They Did Not Find

- Compensation
- Strategy
- Technology
- Motivation
- Grand program
- Great industries

Collins, 2001

What They Did Find

- Level 5 leaders
- First who . . . then what
- Confront the brutal facts
- The hedgehog concept
- Culture of discipline
- Flywheel and the doom loop

Collins, 2001

First Who . . . Then What

Three simple truths

- Key to adapting to change
- Motivation and management
- Wrong people

Collins, 2001

Good to Great

“Those who build great companies understand that the ultimate throttle on growth for any great company is not markets, or technology, or competition, or products. It is one thing above all others:

The ability to get and keep enough of the right people.”

Collins, 2001

Compensation

- Not a key factor
- Not how much but who
- Purpose of compensation system
- Nucor
 - “In a good to great transformation, people are not your most important asset. The *right* people are.”

Collins, 2001

A&P vs. Kroger

Grocery chains vs. SNFs

- Margins
- Frontline staff
- Service
- Culture change

Collins 2001

Confront the Brutal Facts

- A&P *had* the perfect model
- Cheap plentiful groceries
- Americans changed, they wanted . . .
 - Nicer stores
 - More choices
 - Fresh bread
 - Flowers

Collins, 2001

A&P and Kroger

- Both were old
- Both invested in traditional grocery stores
- Both had most stores outside of major growth
- Both had knowledge the world was changing
- One responded, one did not

Collins, 2001

A&P Response

- One strategy to another
- Quick fix
- Pep rallies
- Hired and fired top executives
- Cut prices

Collins, 2001

Kroger Response

- Pilot tests
- Old model becoming extinct
- Confronted the facts and acted
- Changed their entire culture

Collins, 2001

How Do We Get the Boat Turned?

Example: Kroger

- Avoided hoopla and motivation
- Did not state big goals
- Instead—turned the flywheel
- Created tangible evidence
- Created confidence from data

Collins, 2001

The Flywheel Effect

- Never one grand program
- Accumulation of effort
- Consistent direction
- Step by step
- Turn by turn

Collins, 2001

References

From: *Good to Great*

By: Jim Collins, 2001

HarpersCollins Publishers, Inc., NY, NY

From: David Farrell, NHA, MSW

Former CEO, Wellspring Network

Project Manager, Quality Partners of Rhode Island

Open Sharing: Learning From Each Other

At each table, take some time to share:

- What your nursing home is doing
- What are you learning
- How can you help each other