



Servant Leadership in the Cleveland Clinic: A Case Study in Designing and Achieving Dramatic Culture Change

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Cleveland Clinic

Every Life Deserves World Class Care

Desired Outcomes:

Participants will

- Learn Cleveland Clinic's story on this journey
 - See the design strategy
 - Hear from our leaders
 - Case study: Continuous Improvement Institute
- Learn and experiment with key Serving Leader practices in Thinking Environments
- Determine ways to share this information with your teams and organization

Cleveland Clinic Experience

4.7 Million
patient
visits/year

Patient Experience



Employee Experience

40,000 +
employed
- 2,000 MDs
- 10,000 RNs

Clinical Excellence



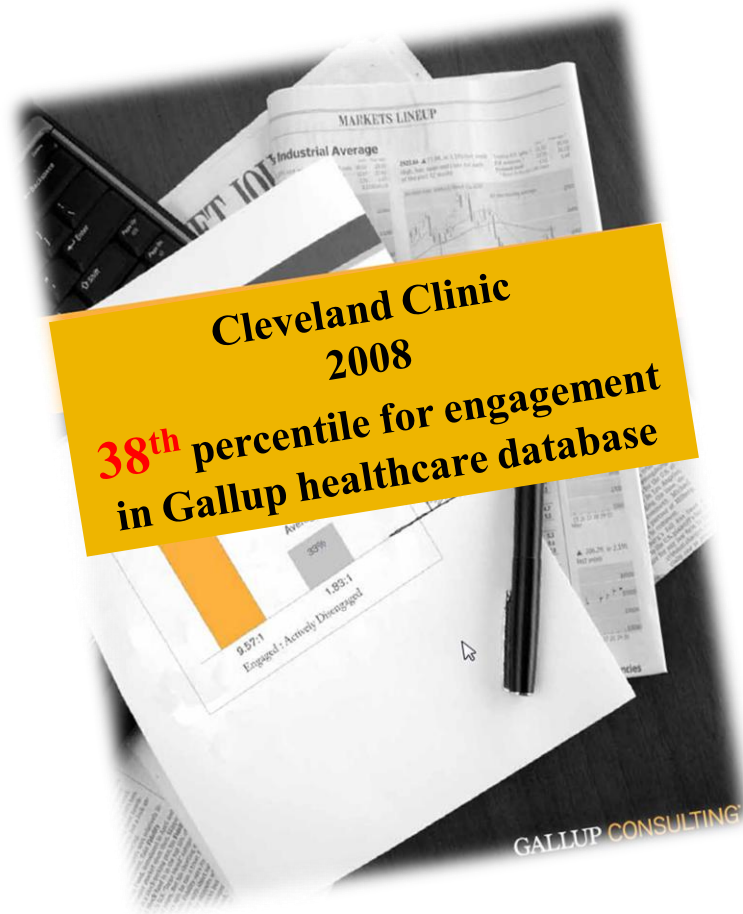


HCAHPS: Underwhelming Patient Satisfaction

**Patient
Experience**



Gallup Q12: Low Employee Engagement



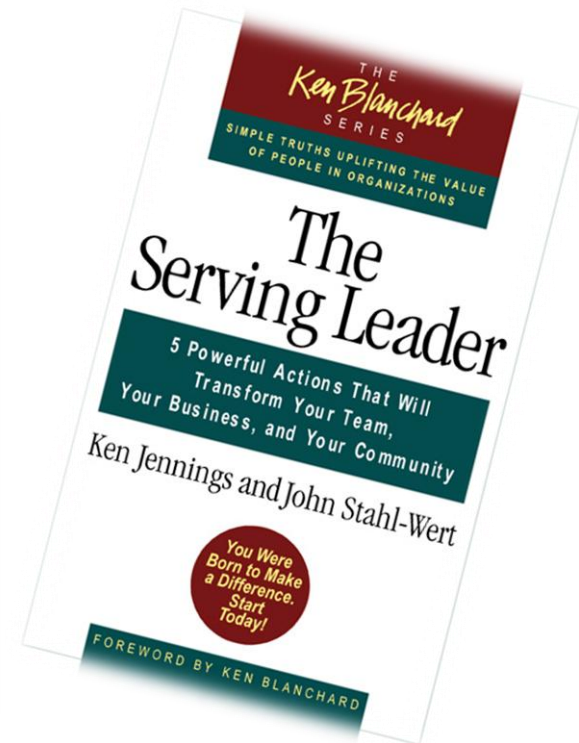
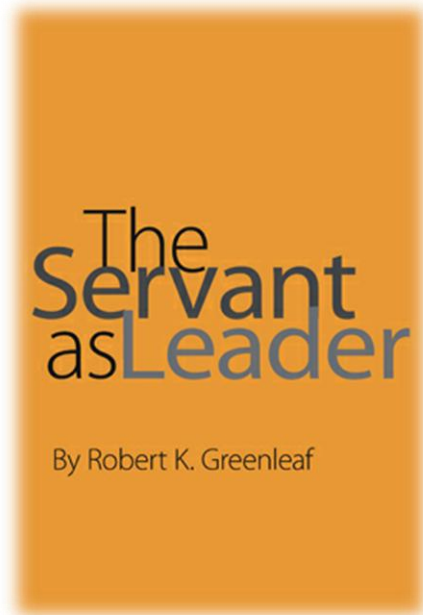
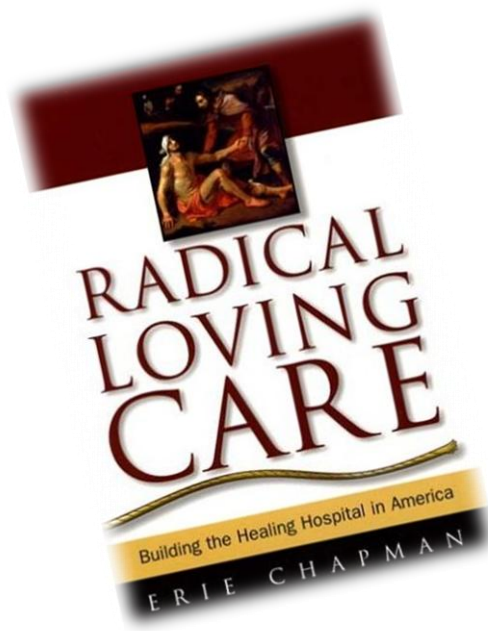
Caregiver Experience

Cleveland Clinic Experience
Every Life Deserves World-Class Care

OUR MISSION
is to provide better care of the sick, investigation into their problems, and further education of those who serve.

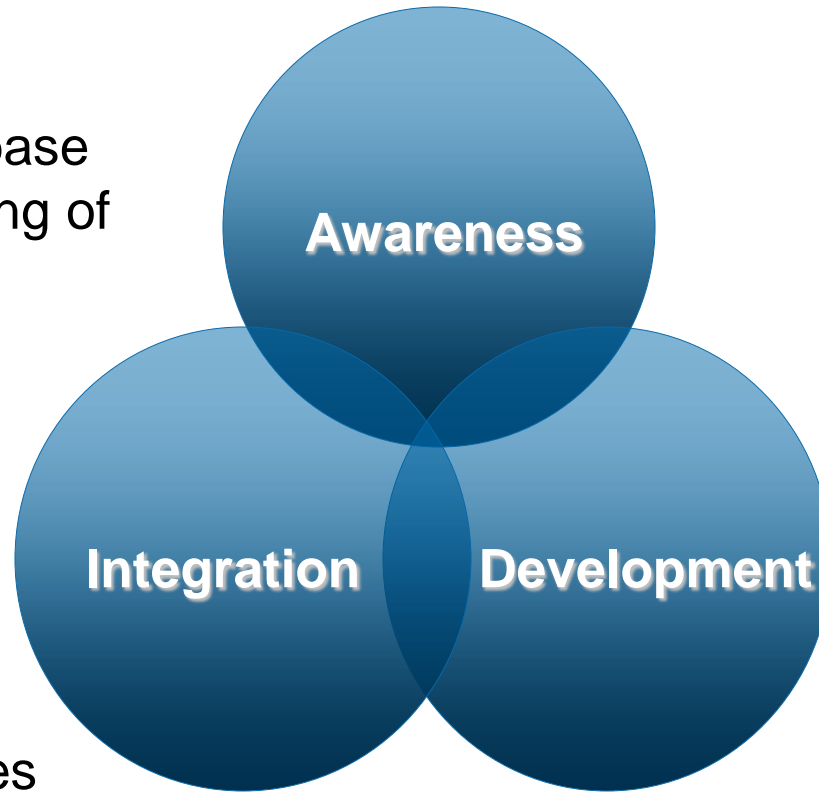


Changing the Leadership Model



Serving Leader 'Soft Launch'

To provide base understanding of principles



Key competencies integrated into Performance Management & other Human Resource systems

To develop common language & key competencies through Training

Serving Leader Change Strategy



An evidence-based process structured to effectively create a viral movement and build a 'tipping' point - Unbridled Performance



Strategic Advisor cohorts*:

- Early adaptor leaders across the organization
- Certification process as an intensive practice lab to build members knowledge and capacity in creating environments and ways of structuring
 - Serving Leader Toolkit (*Third River Partners*)
 - Adult Ego Vertical Development coaching (*Cook-Greuter*)
 - Certification Delivery (*Unbridled Performance*)
- Expectation: these Leader/teachers are resources for
 - further targeted culture change initiatives
 - potential Leadership cohort sub-facilitators

*Cohort: 6 month transformational learning lab and practice arena



Leadership cohorts*:

- Leadership and physician teams within a specific area (Hospital or Institute)
- Individual and team development process emphasizing use of Serving Leader tools and practices to develop that area's culture
 - Serving Leader Toolkit (*Third River Partners*)
 - Adult Ego Vertical Development coaching (*Cook-Greuter*)
- Expectation: these leaders/teachers create learning labs for their teams

**Cohort: 6 month transformational learning lab and practice arena*

Initiative-Based Development:



- Intact or cross-functional groups of varied sizes focused on particular strategic initiative work
- Reinforces cross-functional collaboration using Serving Leader change processes that embed the practices while working on the real issues
- Expectation: leaders and participants will utilize Serving Leader practices in the work and implement culture change through new ways of working

Strategic Advisor testimonial:



Start: Director, Integrative Genomics

- Graduate of Serving Leader Strategic Advisor cohort #1
- Strategic Advisor cohort #2 subfacilitator

Now: Director, Serving Leader Development

Career path change to lead this development effort to fulfill my mission of making a difference for a system

Leadership Cohort testimonial:



Jeff Leimgruber, President – Hillcrest Hospital

<http://gomonti.com/cleveland-clinic-video-review/>

Serving Leader Change Strategy



SUMMIT

CCHS continuously improves its healthcare delivery system by increasing value for our patients, our caregivers, and our partners. All caregivers are engaged in improvement as problem solvers with clear understanding of goals, the ability to see issues early, and achieve desired results. Those improvements are rewarded, recognized and translated consistently throughout the organization.

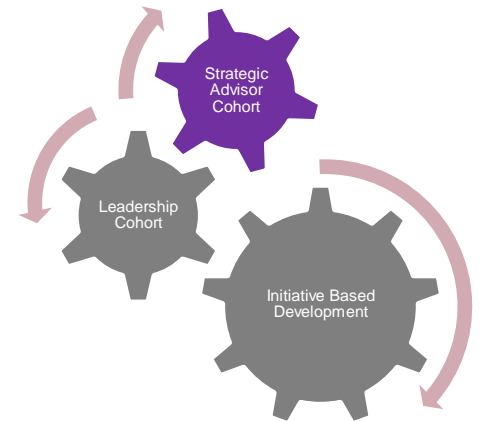
History of CI



History of CI

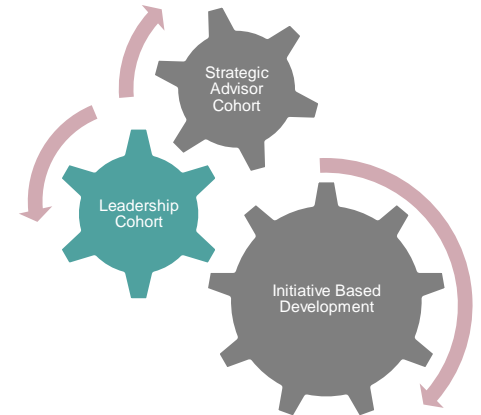


Planting the Seeds for Change



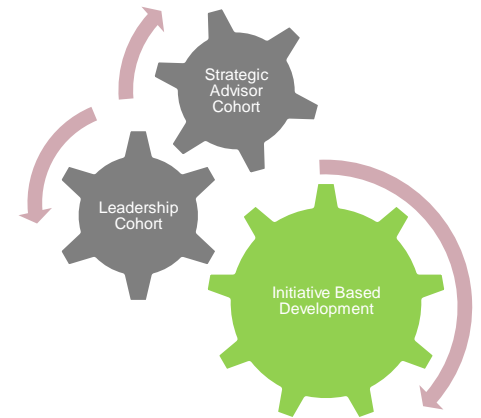
- Strategic Advisor Training
 - 2 Cohorts
 - Grassroots Effort
 - 5 Mid-Level Leaders
 - 5 Senior Leaders
- CI Serving Leader Steering Committee
 - Shared Leadership
 - How to spread work?

Nurturing the Growth



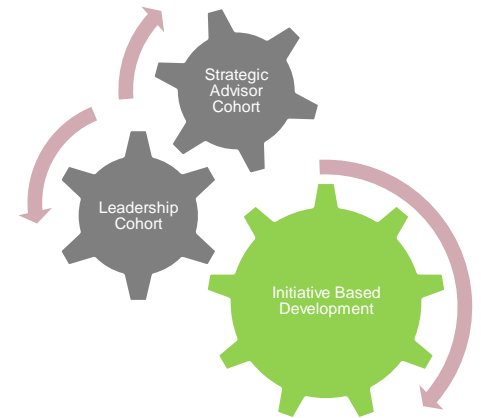
- SL Foundation Sessions
 - Basic Overview
 - Experiential Learning
 - Practical Tools to use immediately
- SL Learning Circle Community
 - Building a Network of Support
 - “Safe” Learning Laboratory
 - Continuous Learning

Creating the Future of CI



- Creation of 2013 Strategy and Business Model
- Benefits
 - Increased Capacity for new initiatives through Shared Leadership Approach
 - Robust dialogue with entire organization (60 people)
 - Clarity of Purpose – The Summit?
 - Alignment through organization with cascading Goals and Objectives to the individual

Spreading the Seeds for Change



Synergies with Quality:

- Standardized Clinical Care (CarePath)
- CI Culture Assessments (Shingo)
- Combined Serving Leader Foundational Sessions
- Combined Serving Leader Learning Circles
- More connection points recognized

New Pathway for Success



- Increased Employee Engagement (Gallup)
- Open and Trusting Environment
- Rate of Quality Execution at a High Level
- Meet regularly with Executive Leadership team as a group vs. individuals
- Serving Leader Tools and Practices becoming the norm

E Pluribus Unum – out of many, one

“One Continuous Improvement“

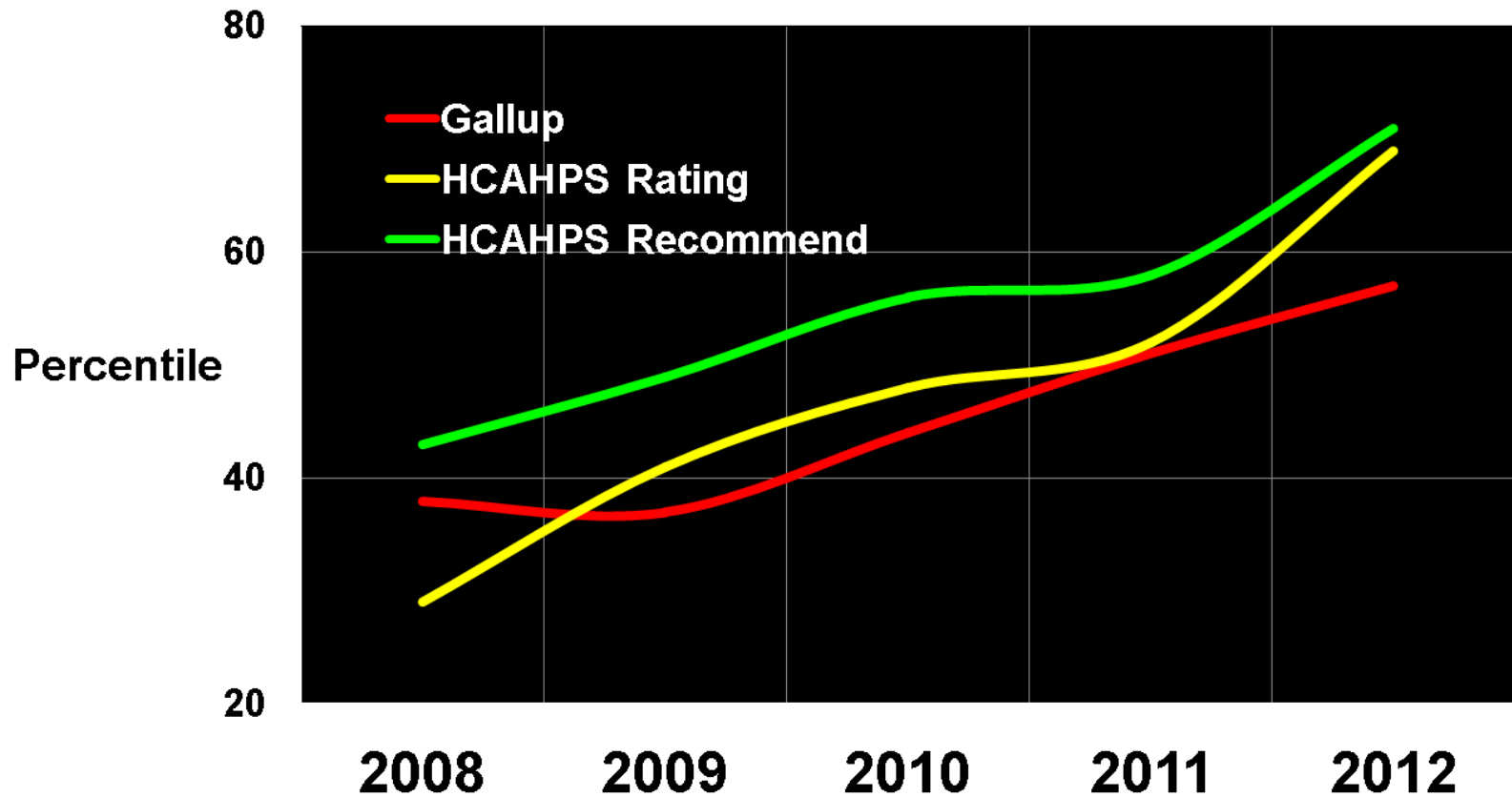
Cleveland Clinic Experience

Patient Experience



Employee Experience

Our Serving Leader change is working!



Marymount Leadership cohorts - Significant Improvements in Outcomes



**Numerous Quality awards, ie. Joint Commission all while experiencing multiple leadership changes in a 1 year span*

Our journey moving forward...

- Develop an integrated Cleveland Clinic “culture”
- Integrate Serving Leader practices and tools into key Strategic Initiatives to meet Healthcare Reform needs
- Continue building Serving Leader cohort facilitation and coaching capabilities

We cannot meet the upcoming demand of healthcare reform with our traditional command and control way of leading...our leadership must be able to adapt to meet healthcare's continuous change requirements of integrated services and value-based models...

- Delos T. Cosgrove, MD
CEO, Cleveland Clinic



Cleveland Clinic

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