

The WILL's Needed To
CHANGE A CULTURE
The Uniontown Hospital Journey

Presented By Steve Handy
 Uniontown Hospital, CEO

Uniontown Hospital
 uniontownhospital.com

- **An Independent Community Hospital**
Fayette Regional Health System with a Close Affiliation With UPMC
- **Located 50 Miles South of Pittsburgh, Pa.**
Very Rural Area With an Area Population of 135,000
- **Serves the Second Poorest County in Pennsylvania**
Dependent on Governmental Funding, 50% Medicare & 25% Medicaid
- **Provides Traditional Hospital Services**
Medical/Surgical, Emergency, Obstetrics, Cardiology, Oncology & Orthopedic
- **Largest Area Employer**
1,200 Hospital Employees & a System Operating Budget of \$160 Million

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Strategic Thinking

- 1) Partner with UPMC for the Care Continuum and Risk Financing.
- 2) Use Hospital Position to Facilitate Local, Comprehensive Services.
- 3) Keep All Care Local That Makes Sense From a Quality & Cost Perspective.
- 4) Connect with the Community & Reduce Thoughts of Leaving Area for Care.
- 5) Increase Our Piece of a Declining Market.

Friends, Neighbors & Family Caring For Each Other!

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Journey of Relositionings

At Uniontown Hospital

2009-2011 **Broad Cost Containment**
(Historical Approaches Failed)

2012 **Corporate Relositioning**
(Didn't Have To Own It All)

2013 **Hospital & Leadership Relositioning**
(Focused On Our Competencies)

2014 **Culture Relositioning**
(Rediscovered Our Purpose)

2015 **Board Relositioning**
(Enhanced The Governance)

2016 (Just Starting) **Medical Staff Relositioning**
(Pursing Better Alignment)

Positioning For Success In The New Healthcare World

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Relositioning Success

Employee Satisfaction Improved
95% Survey Participation
90% Overall Satisfaction
National Norm 2013 (2%) to 2015 (67%)

Physician Satisfaction Improved
35% Survey Participation
97% Overall Satisfaction
National Norm 2013 (7%) to 2015 (63%)

Patient Satisfaction Improved
71% Top Box
National Norm 2013 (7%) to 2015 (44%)

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Relositioning Success

(continued)

Clinical Performance Improved
Successful JCAHO Survey
Achieved Top Performer Status

Financial Margins Improved
2013 ~ (\$2.4m)
2014 ~ (\$.6m)
2015 ~ \$3.8m

Community Recognition
Distinguished Citizen Award

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We Found the WILL To ...

- ... Provide Trusted Leadership.
- ... Create Purpose Clarity.
- ... Live Principled Behaviors.
- ... Make It Personal.
- ... Foster Collective Pride.

All The While Keeping It Simple

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Trusted Leadership From Within

“The FIRM Culture Will Become Hospital-Wide”

The Interview That Wasn't “This Is Who I Am”

Individual Objective

To be extraordinary at all I do & to live with integrity without regret & drive to help others reach their full potential through example, encouragement & a helping hand.

Steve Handy

“Hold Me Accountable, I’m Human”

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Council Was Formed

Created Individual & Team Accountability

Finished Cleaning House & Appointed “Like Minded” Team

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Our Leadership Characteristics



Leadership Matters “It is a Lid”

We Work For People,
They Don’t Work For Us.

We are Passionate About What We Do

We Break Down Walls & Remove Barriers

We Are “Balanced” In Our Thinking

We Grow Together

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We Are Balanced Leaders



What
Why
When
Where
Who &
How



Antidotes
Servant
Warrior
Coach
Mentor

We Made Sure the “MBA” Mindset Didn’t
Overshadow The Other Leadership Traits

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We Created Purpose Clarity

Mission Statement
We Will Make A Healthy Difference In The Lives We Touch

Vision Statement
We Will Fulfill Our Mission By...
...Delivering Quality Services and Creating A Caring Place Where Patients Want To Come, Employees Want To Work & Practitioners Want To Provide Care...
...Holding Each Other Accountable In The Five “I”s: Of Providing Excellent Customer Service, Promoting Demand, Maintaining Competency, Ensuring Productivity & Ensuring Compliance...
...Building Strong Relationships With CPAC & Others That Provide Complimentary Services...
...Providing Charitable Services To Our Community In Need

We Will Do This... All The While, Being Mindful Of Our Financial & Regulatory Responsibilities

UNIONTOWN HOSPITAL
Making A Healthy Difference



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Maximized “WILL Power”
By Capitalizing On
“WHY Power”

Everyone “Get’s It”
We “Live It” &
“It Defines Us”

Translated Into Our “Pillars”



**The Basis Of All
Our Strategies & Plans**

Hospital Accountabilities


WE WILL ...

- ... commit to the **MISSION**
- ... build strong **RELATIONSHIPS**
- ... deliver **QUALITY**
- ... maintain **FINANCIAL VIABILITY**
- ... be **COMPLIANT**

UNIONTOWN HOSPITAL
Making A Healthy Difference

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We Live Principled Behaviors



Individual Accountabilities

I WILL ...


- ... provide excellent **CUSTOMERSERVICE**
- ... do my part to promote **TEAMWORK**
- ... be good at what I do by maintaining or improving **COMPETENCY**
- ... act with high ethical standards while assuring **PRODUCTIVITY**
- ... follow the rules to ensure **COMPLIANCE**

UNIONTOWN HOSPITAL
Making A Healthy Difference

**Behaviors Matter,
So We Defined Them**

**We Hire, Coach
(Willing Conversations) &
Discipline Using
The “I WILL’s”**

**Accountable Not
Just To Leadership**

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“24/7~360” Accountability



**Created
Accountability
To The Patient
& Each Other**

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We Make It Personal

(Community, Patient, Employee & Physician Engagement Teams)

- Signed Patient Cards
- EASE & “ReWILLed” & Better WILLness
- Ambassador Support Initiated
- Attentive to “Little Things”
- Celebrate Achievements
- WILL Photo Contest/Calendar
- Distributed a “WILL” Share

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Leadership Connects

- Timely Interactions
- Executive Showcasing
- Shared Experiences
- @ Beginning of Meetings
- Interactive Plan Roll-Outs
- CEO Emails

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CEO Email Example

From: Handy, Steve
Sent: Thursday, October 29, 2015 11:21 AM
To: LT@UH.HL
Subject: Distinguished Citizen Award – Because of You!

All HRIS & Uniontown Hospital Employees,

Later today I will be accepting an award from the Boy Scouts as a Fayette County Distinguished Citizen. Attached is the article that was in the Herald Standard. Many of you have congratulated me on this award. I very much appreciate this. I feel, however that the glory is yours, not mine. It is really the cultural change here at Uniontown Hospital that precipitated this recognition. The change coming from the WILL to be purposeful and principled in our actions; the satisfaction from caring about others more than ourselves; and the understanding that a difference is what we are able to achieve through our association with Uniontown Hospital.

When they hand me the award this evening they will have to reach high because I have been lifted up by all of you. Thank you for all your support. This is what I appreciate most of all.
 Strength & Health,
 Steve

Uniontown Hospital
 (We Will Make A Healthy Difference In The Lives We Touch)
 Steve Handy, Chief Executive Officer – 724.438.5688

**Not Just Facts, But
Feelings, Beliefs & Expectations**

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We Foster Collective Pride



We Changed the Dinner Table Conversation by Publicly Celebrating The Difference People Make

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There Are No “They” WILL’s

“I”WILL’s
Directly



Connect To
“We”WILL’s

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We Commit To A “Living” WILL

(A Healthy Organization Should Be Our Leadership Legacy)

*We Make a Difference,
Doing Something That Makes a Difference,
With People Who Want To Make a Difference,
At a Time That Makes a Difference!*



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