

**Al Stubblefield**

Founder, HEI  
President Emeritus, BHC

- National Speaker
- Pioneer of BHC's Journey to Patient-Centered Excellence
- Author, *Baptist Health Care's Journey to Excellence*
- Baldrige Award Winner
- Global Humanitarian




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**Building the Courage to Change & Drive Results**



By Al Stubblefield




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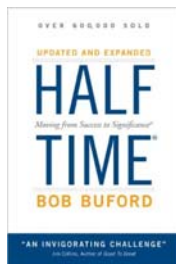
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**The Halftime Institute**




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**From Ouch to WOW!**



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**Ouch!**

- **Dismal** Patient Satisfaction  
...All time low 18<sup>th</sup> percentile
- **Low** Employee Morale  
...Only 44 percent were "satisfied"
- **Increased** Competition

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### The Courage to Change?



Workbook Page 6



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### Get Out of Your Comfort Zone



Workbook Page 6



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### To-Do List

1. Define the Culture
2. Live the Culture
3. Pick the Right People
4. Freedom to Do Their Job
5. Resources and Support
6. Tough Calls and Timely Correction



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**Defining the Culture**

- Mission-Driven
- Values-Centered
- Customer-Focused

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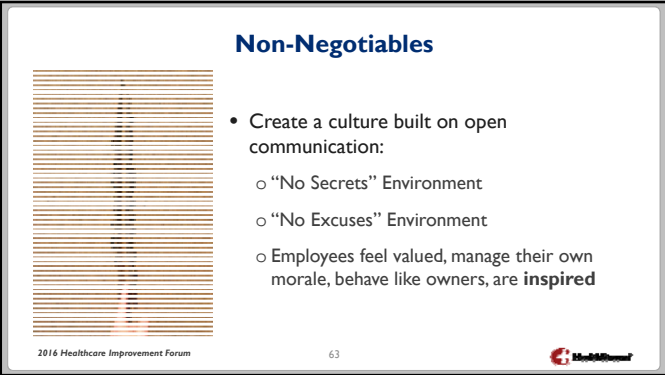
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**Non-Negotiables**

- Create a culture built on open communication:
  - “No Secrets” Environment
  - “No Excuses” Environment
  - Employees feel valued, manage their own morale, behave like owners, are **inspired**

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**Exceptional Organizations**

Have a clear picture of success

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Leadership Development

Top Management Commitment  
(Non-negotiable no excuses)

Real-Time Measurement Accountability

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Charlie Chaplin

Lion's Face

Knight in Armor

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Malcolm Baldrige Award  
Arlington, VA

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You are capable of more than you know...  
~ Glinda

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**It's a No-Brainer**



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**Key Takeaways**

- Summary
- Questions
- Next Steps



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