

EXECUTIVE VISIBILITY

Rapid Improvement Resource

DEFINING EXCELLENCE

To create and sustain change, it is important for the senior team to communicate a compelling, shared vision of success. Post launch, repeating and reinforcing the importance of this change is vital for continued success. That message must permeate the organization from the Boardroom to the Bedside. We find it essential that senior teams build change messages answering several questions:

Why is Cultural Excellence important to the organization and to the senior team?

Why is the senior team committing to this change?

What can you expect and what will follow up look like?

Building workforce momentum begins with both a confident and vulnerable senior team. Senior leaders must project confidence that this change is possible and the workforce has every capability of meeting and exceeding those expectations. Equally, vulnerability matters because it bonds us to one another. Senior leaders must admit that the current state must change and has not been successful. Owning it and sharing will only make the senior team more relatable and genuine.

Change messages both inspire and inform:

Inspires

- Captures the hearts and minds of everyone on the team
- Acknowledges where you've come from
- Creates motivation and strategy for change
- Demonstrates what greatness looks like
- Inspires people to want to come on board

Informs

- Allows you to quickly share a simple rationale behind decisions and change efforts with all staff
- Creates emotional contagion
- Permits a succinct explanation to every employee and physicians and providers

People pick up and repeat what you say!

If you don't know where
you're going, you might
end up someplace else.
__Yogi Berra

People lose their way
when they forget their
why.
__Healthcare
Experience Foundation

SAMPLE SENIOR LEADER CHANGE MESSAGES

Example One:

We are ONE organization guided by ONE mission – to make a difference in patients’ and their loved ones’ lives. In big ways and in small ways, we are changing lives for the better, together. Yet, this doesn’t happen without intent, purpose and clear direction on how to provide service excellence. This is our why and _____ Service Excellence is our expectation – every day with every patient.

Example Two:

Our People Caring for People Promise

We choose to work at Northwest Medical Center to take care of people. We will know we have achieved excellence when our patients tell us we are providing the very best care. We hold ourselves and each other accountable to the Professional Standards with every patient encounter. Will you join us in improving the care we provide for our community every day?

Example Three:

We rededicate ourselves to live our spiritually based mission because everyone we encounter deserves our very best. We know we are successful when we are recognized for our service excellence. We commit to our mission by always living our values with every person, every day, every time.

COMMUNICATION REINFORCEMENT OF SENIOR LEADER VISIBILITY

What are your current channels for communication?

Channels	Strengths	Limitations
Department Meetings Senior Leader Rounding Forums/Town Halls Daily Huddles Video Blogs Blogs Newsletters Social Media Direct to Phone Messages What Others?		