

# Creating a Culture of Reflection and Discovery

Cone Healthcare's Approach to Organizational Wellness

Presented by  
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## Our Clients And Insigniam's Promise

Our clients are executives of large and complex organizations who have an imperative to produce outcomes that are unprecedented for their enterprise and essential to the success of their enterprise.

We call these outcomes *Breakthroughs*.

We promise our clients that they will think newly, act differently, and deliver specific, measurable results that are unprecedented.



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Catalyzing Breakthrough Results

## Cone Health

- Based in Greensboro, in the north-central "Triad" area of North Carolina.
- One of the region's largest and most comprehensive health networks.
- More than 100 interconnected locations, including:
  - Five hospitals (soon to be six pending FTC approval).
  - Two MedCenters.
  - Three urgent care centers.
  - 55 physician practice sites.
  - Multiple centers of excellence.
- Team includes:
  - More than 8,600 employees
  - 1,000 physicians
  - 2,500 nurses
  - 700 volunteers



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Catalyzing Breakthrough Results

## Cone Health

- Gross Revenues of \$1.2 Billion; Net Operating Income of \$52 Million
- Licensed Acute Care Beds = 1,273
- Annual Hospital Admissions = 56,000
- Annual Outpatient Visits = 825,000
- 51%: Employee Satisfaction
- 65%: Patient Satisfaction



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Catalyzing Breakthrough Results

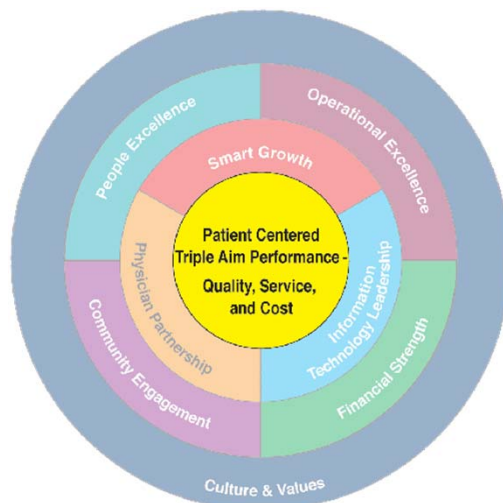
## Cone Health's Journey

- “We will become one of the best healthcare systems in the country”
- Terry Aiken, CEO, saw a breakdown: Cone's current culture would not support that vision.
- Cone began a large-scale cultural transformation

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Catalyzing Breakthrough Results

## Triple Aim Performance



**Goal:** Be in the top 10% nationally for


- Quality
- Service
- Cost

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Catalyzing Breakthrough Results

## Cone's Vision

Cone Health will be a national leader in delivering measurably superior healthcare.



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Catalyzing Breakthrough Results

## Cone's Values

**OUR VALUES**  
AT CONE HEALTH, WE VALUE AND ARE ACCOUNTABLE FOR:

- Caring for Our Patients**  
We provide exceptional quality, compassionate care and service in a safe, respectful environment.
- Caring for Each Other**  
We appreciate each other through honest communication and respect. We inspire ongoing learning, pride, passion and fun.
- Caring for Our Communities**  
We engage our communities with integrity and transparency. We embrace our responsibility to promote health and well-being.



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Catalyzing Breakthrough Results

## Transforming Cone Health

- A cultural assessment revealed:
  - The organization was designed to deliver *profit*
  - Working at Cone was a 'job,' not a 'calling'
  - Lots of management, little leadership
  - 'Fitting in' was the best people aspire to

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Catalyzing Breakthrough Results

## Transforming Cone Health

Cone applied Insigniam's methodology to create:

- *Transformational leadership*: a core leadership team accountable for Cone's new culture
- *Enrollment teams*: accountable for communicating and embedding the new culture
- *Individual coaching*: to push and support individuals to realize a new future

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Catalyzing Breakthrough Results

## Transforming Cone Health

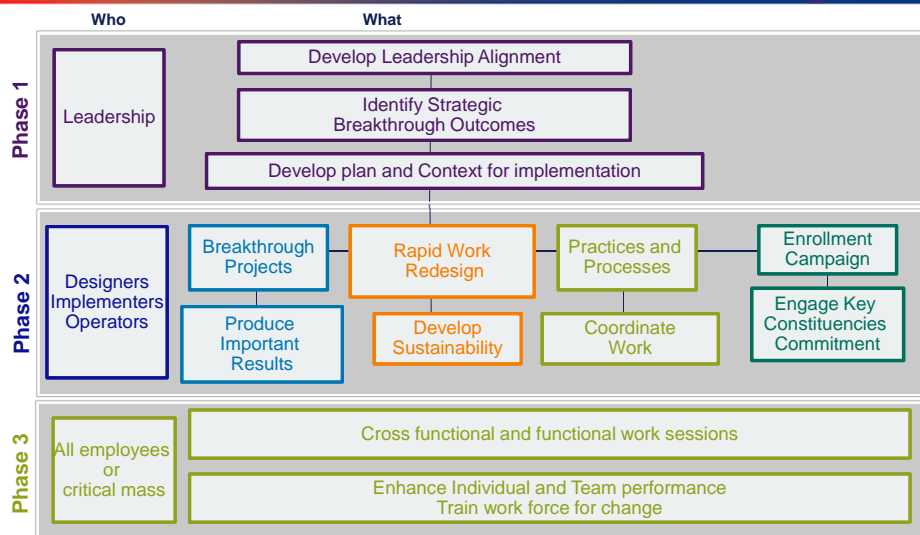
- *7 Breakthrough projects*: centered around realizing specific 2020 goals, including:
  - Increasing employee satisfaction
  - Increasing patient satisfaction
- *Front-line training*: to have employees at all levels help create and act consistent with Cone's new future



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Catalyzing Breakthrough Results

## A Breakthrough In Performance



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Catalyzing Breakthrough Results

## Cone Health Today: Operating Practices

I keep patients safe by practicing the 4R's

- Right Patient      • Right Time
- Right Place        • Right Service

In every patient interaction, I practice our new method of communicating with patients called AIDET.

- Acknowledge      • Explain
- Introduce         • Thank You
- Duration

I assume the best intention and seek to understand.

I do not gossip; I take issues to the person who can do something about it.

I do what I say, when I say and communicate. If I can't, I clean it up.

I thank someone everyday.



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## Cone Health Today: Operating Principles

**In Caring for our patients, each other and our communities:**

- I use evidence-based practices to provide safe and exceptional patient care.
- I communicate honestly and directly with care and respect.
- I include people with diverse backgrounds, experiences and points of view.
- I see it, own it, solve it, do it and celebrate it!



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## Cone Health Today

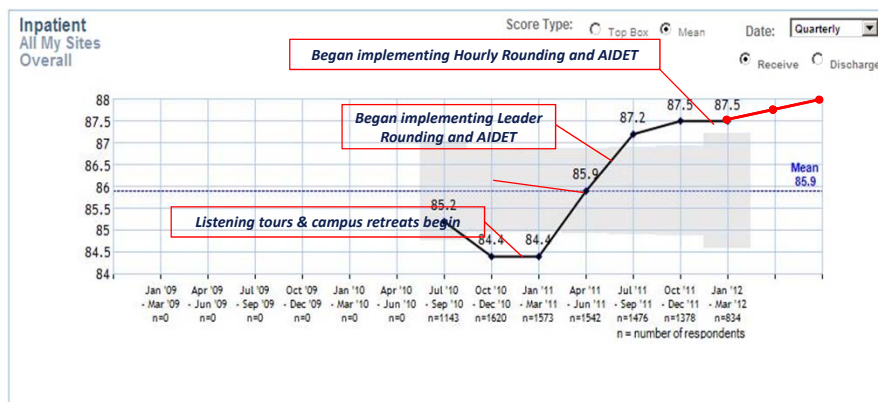
- 87% employee satisfaction
- 85% patient satisfaction
- Press-Ganey “Honorable Mention” on Top 50 list
- 38% decline in patient falls
- Pneumonia readmission for elderly patients decreased from 21% to 9% in 4 months
- *A focus on the patient*



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## Cone Health has improved 6x more than the average national hospital

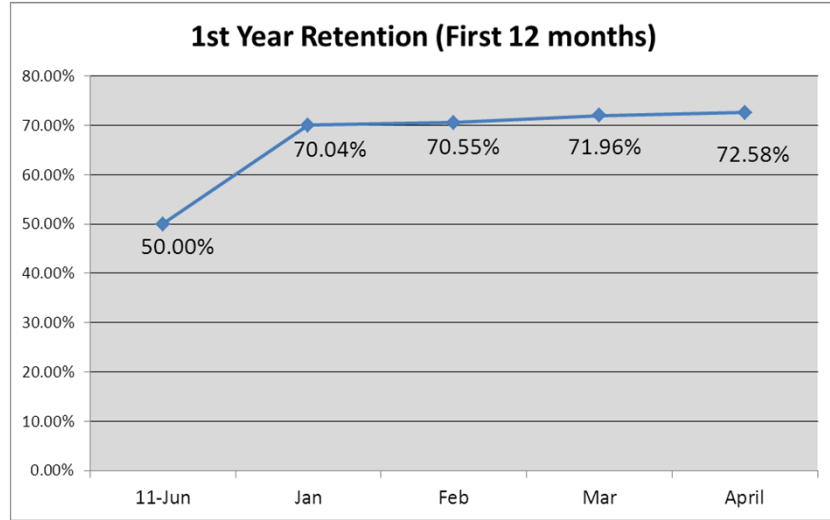


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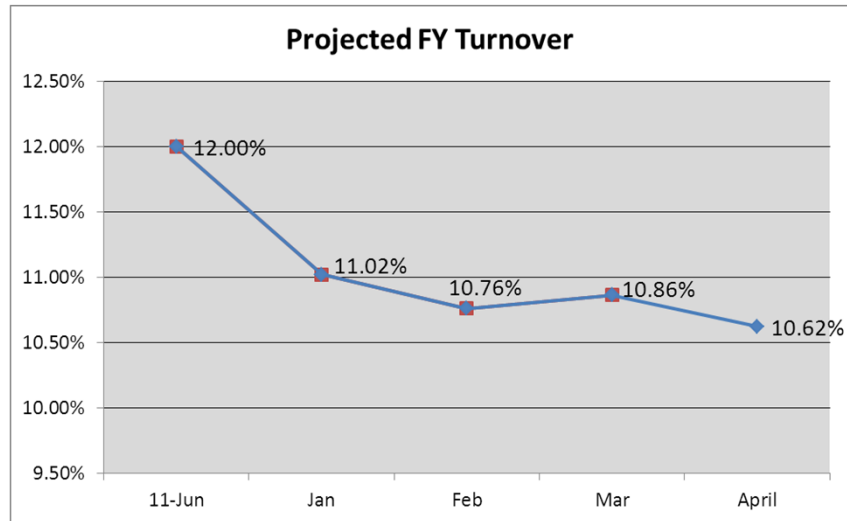
## Employee Retention



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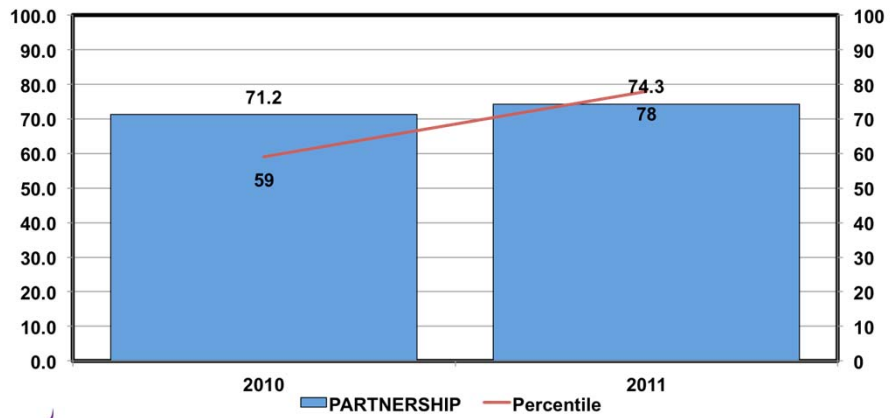
## Employee Turnover



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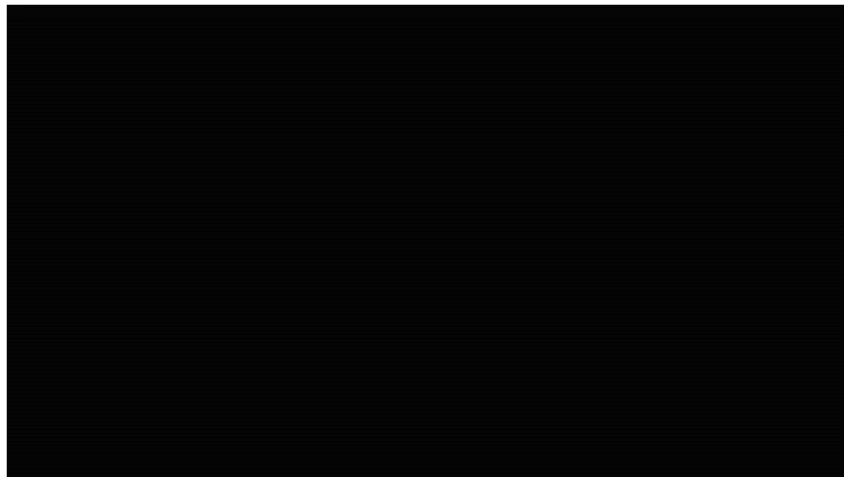
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## Employee Partnerships Climb Significantly in One Year



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## Cone's Prescription for Wellness

1. Declare a breakdown, take a stand
2. Co-create an inspiring future
3. Embed responsibility
4. Create practices



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## What Drives an Organization to be Reflective?

- A Breakdown
- An individual, or a small taking a stand for a new possibility



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## Co-Create an Inspiring Future

- “What would you set out to accomplish if the past had no impact on the future?”
- “What possibility would you declare if you knew you could not fail?”

*Allow people to create a possibility for themselves*



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## Embed Responsibility

- We are not built to be responsible
- Create an environment where:
  - People can tell the truth about ‘how things are’
  - Shame and guilt are absent

*A possibility makes taking responsibility worthwhile*



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## Create Practices

- Organizational wellness takes maintenance

### Practices include:

- Listening for Breakdowns
- Ask yourself: what can I be responsible for?
- Ask yourself: are my actions a function of the past or a function of the future we have created?



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Thank You

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