

Pathway to Proven Performance

Transcript

Claudia Douglass

When you're talking, you feel the love for the team, and you can see it in your face.

Dr. Peter Pronovost

Yes, yes. So good for it.

Claudia Douglass

Why do you think ... you can't just deploy tech, you have to have the right leadership governance. Can we close on that, and you can talk a bit about that?

Dr. Peter Pronovost

Yeah, sure. This is, Claudia, a really great question. And though this is about tech, I think we've largely failed just deploying tech. It won't work. We ... I personally believe deeply that the secret of great care is love. And love is defined as the energy that is within and connects us all. And what we try to do is leverage that power of love within and between people to radically improve health and healthcare.

And the way we operationalize that is bringing together three philosophies of ... three management philosophies ... that are well known but not linked. The first is what we say "believe," and that is see every employee as caring and competent, and that they are treated with dignity, and they have the resources to do their job. (It) doesn't exist in health care right now.

The second is "belong," and you've probably heard it in all of our stories. What that says is we know innovation flourishes when you bring diverse people and ideas to meet, mate and multiply, right? There's not rocket science. You just bring like ... the brainstorming we

did. But too often, organizations don't have the structure to house those ideas or a safe culture to speak up. And so we spend — we call it our fractal model, bringing them together.

And the last part, which I talked about our management system, is the overwhelming data that good management matters and good management is almost entirely absent in healthcare. And that's not my words, that's (Stanford Economics Professor) Nick Bloom's from a ton management research. And accountability is literally nonexistent. I mean, my docs generally do what the heck they want to do, and even though it's evidence based.

And so we've put that together to create this cultural transformation, because once you hand that ... these kind of tools, it's like rocket fuel. But if we didn't have that culture where the social worker and the case manager and the MA and the hygiene specialist all see each other as equals and peers and are innovating to think, the magic would never be there. We'd be in the old model of "I'm a nurse. This is my job. That's all I do." So ...

Claudia Douglass

And we've been working on this together and we're deploying it at other health systems. We've done three or four projects right now, and we'd love to talk to you more about spreading it across the whole industry, because we believe it's transformational.

Dr. Peter Pronovost

Yeah. And Claudia, let me just ask, because some of you may hear like this sounds like the soft stuff. And I could assure you it is the essential stuff. So, in three years at my organization, deploying this, just so you know, we went from being average or maybe below average in quality to winning the American Hospital Association quest for quality, Top Quality in America.

We won the International Hospital Association award for the top leadership and management system. Our Net Promoter Score, just to give you ... like if 30 is considered good, it went from 62 to 82. That's higher than Google, Apple, Chick-Fil-A. I mean, it's off the charts because we did this and we took 35% off our annual Medicare expenditures,

we were spending \$12,800 a year on Medicare patients. We now are \$9,600. And that's not counting inflation ... has been about 8% a year. So that's like a 50% reduction. We still ... it's still riddled in waste. But it just shows you what's possible, and it was all fueled by unleashing and inspiring people in this culture of love.