You Can’t Be Extraordinary without an Extraordinary People Development System

Andrew Reed, CPA/System Analyst Multi-View Incorporated
Evolution or De-Evolution?
Anyone that thinks teaching and developing people is easy or comes innately needs to do some serious “self-work.”

Teaching Well...takes tremendous energy and work as you will ideally be going beyond intellectual understanding and address emotional/spiritual understanding. You will be addressing the essence of human behavior...
Effective Teaching is Perhaps the Greatest Accomplishment in Life

Why not base our People Development System on the most outstanding practices known?
Why is this so important?
It is a complete fantasy to think an organization can be extraordinary without an extraordinary People Development System because the mission is only accomplished through people.
People can’t give what they don’t have.

You can’t be what you are not.
The Variability of Care Problem in Hospiceland

There are tremendous differences in the quality of care provided by different hospices as well as individual clinicians within hospices.
Variability of Care/Quality

• RN A
  – Creates an excellent patient/family experience

• RN B
  – Creates an average patient/family experience

• Hospice Aide A
  – Creates a great patient/family experience

• Hospice Aide B
  – Creates a horrible patient/family experience
The Paradigm Shift to a Teaching Organization, First & Foremost

A Composite of the Practices of the 90th Percentile
We are a Teaching Organization, FIRST, that provides care...
The Paradigm Shift to a Teaching Organization, First & Foremost, is a Strategic Decision.

Most hospices will NOT do this, so don’t worry. The hospice herd is slow...
People Development

Is the center of the Universe!
The Model Organizational Chart

- **Team A** (All functions)
  - Team Leader 60/40
- **Team B** (All functions)
  - Team Leader 60/40
- **Team C** (All functions)
  - Team Leader 60/40

**COO 30/70**

**Structure Support**
- Centralized & Objective Monitoring Function
- Monitoring of individual performance independent of leader

**People Development Group**
- CEO 70/30
- CFO 50/50
- CMO 50/50
- Education Manager
- Others

**Key Points:**
1. Leadership/People Development centered
2. Emphasis on positive aspects of leadership
3. De-emphasis of negative aspects of leadership
4. Team Leaders held in high esteem
5. Team Leaders are selected based on leadership capabilities
6. Automatic monitoring of individual performance throughout entity
7. Revamped HR Function
8. Based on human behavior and maximization of human potential
9. The “System” is used to manage
10. 2nd's are identified

**Supporting Services**
- Profiles & HR - Finance - IT - Medical Records - Marketing Leadership - Board of Directors
- Compliance/QAPI - Development
Our Training Commitment: You will be trained in the habits of performing your job to 100% of the standards, 100% of the time and at 100% census volume. We will never put you in situation where you can’t succeed. You will always know if the standards of your job have been met. You have the power to correct any process or activity that deviates from the standards.
The 3 Elements in the Creation of Habits

Every habit you have, good or bad, follows the same 3–step pattern.

– **Cue/Trigger/Reminder** (the trigger that initiates the behavior)
– **Routine/Action** (the behavior itself; the action you take)
– **Reward** (the benefit you gain from doing the behavior)
What is a Standard?
A Standard is NOT a goal! It is a norm. It is an everyday activity or result.
100% is the only acceptable Standard! Why?

If Standards are not Standards, call them suggestions...

Compound a 10% knowledge deficit by 100 employees and your screw-up factor is exponentially multiplied.
There can be NO meaningful discussion of Accountability w/o clear Standards!
BAD IDEA: When you train people, you should expect them to make mistakes. In fact, new staff need to make mistakes in order to learn... If this is the case, your standards are not high enough.
The 3 Attributes of Great Standards

- **Clear** – Everybody understands our standards.

- **Impressive** - We take pride in our standards.

- **Sustainable** – Our standards do not burn people out. They are doable within our system of care. Our standards rarely change. They are so well thought-out that we can do them for decades.
Standards

• “I can do that!” is what you want.
• “I want to do that!”
• Standards unite a team.
• “I know at any time, whether I am “in” or “out” of our standards.” – Self-Control
• “I know at any time, whether anyone else is “in” or “out” of our standards.” – Self-Control
How Do People Learn?
How People Learn?

• _____ % from Self-Study
• _____ % from Education Department
• _____ % from the Immediate Manager
• _____ % from Informal means
• _____ % from IDT
• _____ % Annual Testing
• _____ % Audio Reinforcement
• _____ % IRM Tools
Can we boil People Development down to this...

How will people remember what to do and do it?

“This” being whatever is being taught.
The Revelation or Damascus Experience

Ultimately, we all have to turn our own lights on...
All working policies and procedures must be able to be memorized or recalled in order to be operationalized.
Out of sight, out of mind
= not done...
Steps to Create

1. Define What  (Habit Creation: Action)
2. Explain Why   (Habit Creation: Reward)
3. Attach a Visual Image  (Habit Creation: Cue/Trigger)
4. Attach a Word or Phrase  (Habit Creation: Cue/Trigger)
Teach Rather than Do

IRM
Eye-Level
Lean-In
IRM
A People Develop System has 4 Processes

- People Attraction Process
- People Selection Process
- People Development Process
- People Retention Process

The word “Talent” is a more powerful description than “People.”
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<td><strong>People Attraction Process</strong></td>
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| 1 | 1) Great Compensation  
2) Inspirational/Spiritual Atmosphere | HR | Educational Events  
Advertising/Internet  
Word of Mouth  
Public Speaking |
| **People Selection Process** | | | |
| A | Screening - Education Regarding Sunny Day’s Vision, Values and Ideologies | CLO/HR | Link in Website |
| B | Screening - Technical Competencies | CLO/HR | Link in Website |
| C | Screening - Cultural Fit based on Values/Judgment  
Hartman Value Profile/ Steve Byrum Method  
Will Brown (423) 505-2580  
will@brownigroup.com | CLO/HR | Link in Website |
| D | Phone Call to Determine Initial Impressions and Competency | 2 People including HR | Standard Set of Questions  
1) (2-5 seconds)  
2) 1-2 Characteristics |
| E | Formal Interview | HR & applicable leaders | Ask standard set of questions |
| **People Development Process** | | | |
| 1 | Introduce Self-Learning Modules | CLO | Web Learning |
| 2 | Sell Vision, Values & Ideologies | CEO | 1) Live Presentation  
2) Props  
3) Demonstrate |
| 3 | Overview of the “Sunny Day” Model  
-Why and How the Model was Created  
-Set Yourself in the Patient Seat  
-Meticulous Attention to Details of the Experience/Feeling  
-Model Portals for Your Input  
-Our Measurements and Why they Matter  
-Meeting Formats | CLO  
Chief Learning Officer | 1) Live Presentation  
2) Props  
3) Demonstrate  
4) Exam |
| 4 | Teach the Sunny Day Phone Interaction | Phone Talent | Use similar methods as shown in Step 2 |
| 5 | Teach the Sunny Visit Structure | Lead Visit Talent | Use similar methods as shown in Step 2 |
| 6 | Teach the Business of Hospice | Lead Financial Talent | Use similar methods as shown in Step 2 |
| 7 | Computer Curricula – Communications, Network | Lead Visit Talent | Use similar methods as shown in Step 2 |
| 8 | Basic Documentation (for Everyone!) | Lead Visit Talent | Use similar methods as shown in Step 2 |
| 9 | Demonstration in Synthetic Space | Lead Visit Talent | Demonstration of Competence in a Synthetic Space |
| 10 | Discipline Breakouts | Area Leader | |
| **People Retention Process** | | | |
| 1 | 1st Duty of the Clinical Leader | CLO | 1/3 of the Clinical Leader’s job is developing its people |
| 2 | Life-Skill Programs and Formal Personal Development Programs | CLO | Semi-monthly, non-mandatory meetings that teach life-skills and spiritual values |
| 3 | 1) Great Compensation  
2) Inspirational/Spiritual Atmosphere | Everyone! | The way we live and work every day! |
Where to Start?

Here is an example of a sequence and structure for the educational area.

1) Complete Basic Visit and Phone Interactions Work
   a. Open portals for best ideas
   b. Define each phase
   c. Define each action
   d. Attach IRMs
   e. Put into a visual format (this would be in every conference/training center and strategically positioned in tools and vehicles)
   f. Create an initial video of the BASIC structure
      i. Create “flawed” visits and have students find the mistakes/missing elements
      ii. Assemble the “best” and “worst” video library

2) Develop the 3 Core Curricula
   a. All Staff
   b. Leadership
   c. Board of Directors
   d. Develop Tests (Zip-Scan, Computerized On-Line Survey/Testing)
      i. Make it suitable for Annual Review Testing
      ii. 100% is the only acceptable standard

3) Create WOW! Instructors
   a. Base them on the practices of top educators
   b. Rehearse and video for critical review – these are serious teachers!

4) Create “Meeting” Structures that embody the characteristics of your hospice’s culture

5) Create a Conditioned Training Space! Give your space a face-lift.
   a. Colors
   b. Props

6) Create a Synthetic Patient Environment (for a more pronounced and physical demonstration of learning)

7) Cross Quality Preceptor/Preceptee Relationship – This is where the trainee is prepared to the extent that he or she can determine when the interaction/practice deviates from standards. This trainee actually becomes a quality control measure. The preceptor’s role remains the same.

8) The Preceptee reports back to class or to the teacher on what they “saw” and the experience that was created.
Where Does Learning Take Place in Our Organization?

- Self-Study
- Initial Formal Setting
- Immediate Leader
- Meetings IDT
- Self-Learning Modules
- Annual Testing

70%?
Therefore, the 1st Duty of all leaders or managers is the responsibility to train the people they lead.

This is the ONLY way excellence can be replicated and multiplied...
Recognized Truths and Ideals

1. All human activity is time-controlled.
2. Human behavior is based on habits.
3. The Clinical Leader will contribute as much as 70% to an employee’s development. The remaining 30% is done through other means.
4. The 1st Duty of the leader is the development of team members. “My job is to help you be successful in the Sunny Day System.”
5. All great teachers are self-educated. If teaching is what we do and those with teaching predispositions are the type of individuals we attract, then we can create self-learning modules and give people the time and tools to learn independently with re-enforcement in other settings.
6. Teachers must use visuals to minimize mental variability. Teachers must learn to teach to visuals.
7. Teachers must create experiential learning and teach to the “feeling.”
8. The system and leader must make the job easy to do. The standards must be easy to achieve. “I can do that!” is what we want.
9. The job must be sustainable.
10. We must have people with excellent judgment as much of our work is done independently.
Lead by Example