KEYS FOR CREATING A CULTURE OF EMPLOYEE ACCOUNTABILITY IN HEALTHCARE

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Keys for Creating A Culture of Employee Accountability in Healthcare

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About Me

Personal

Professional

Why this work matters

Our Conversation Today

Apply concepts to real-life scenarios	Evaluate and challenge our current approach
Celebrate what we are doing well	Determine what we can do differently

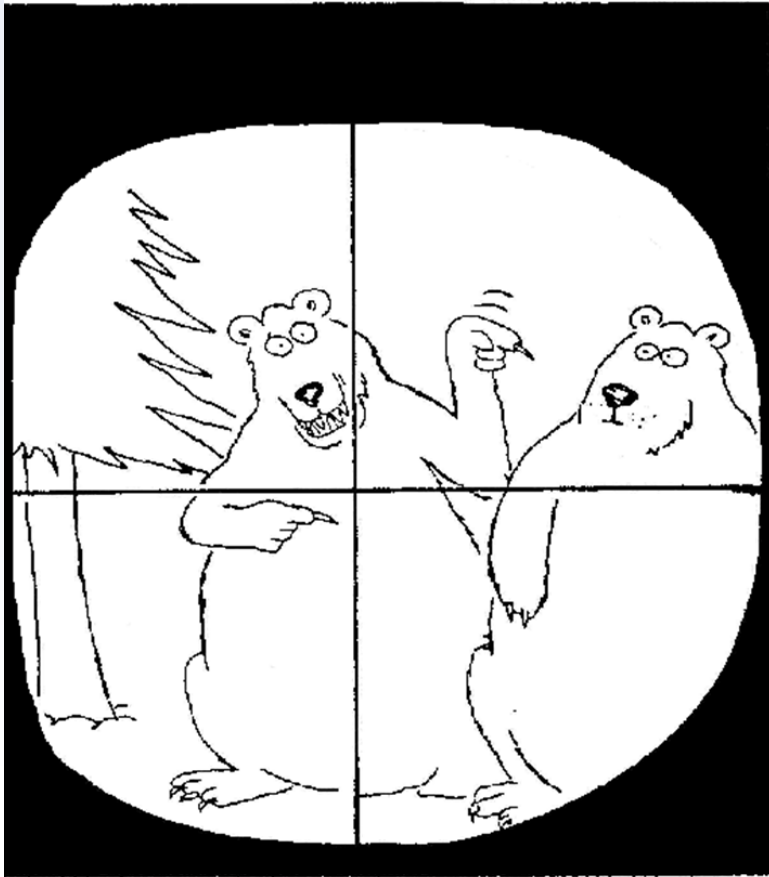# Keys for Creating A Culture of Accountability

- Defining accountability

- Demonstrating accountability

- Holding others accountable

What is Accountability?

Accountability

Personal accountability

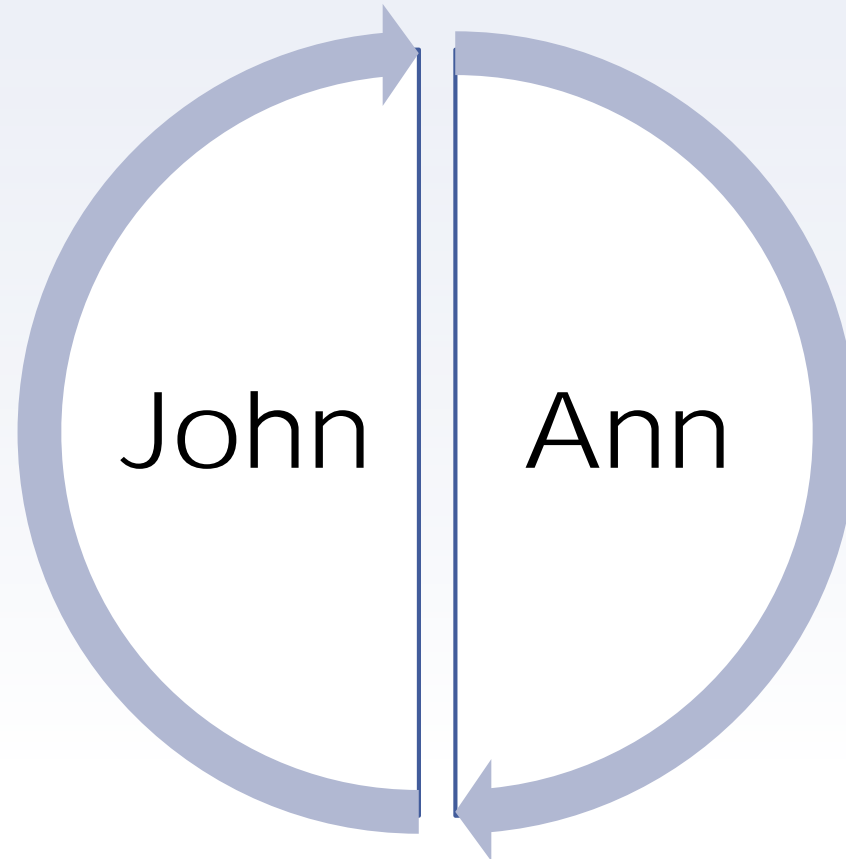Holding others accountable

Personal Accountability

Gives
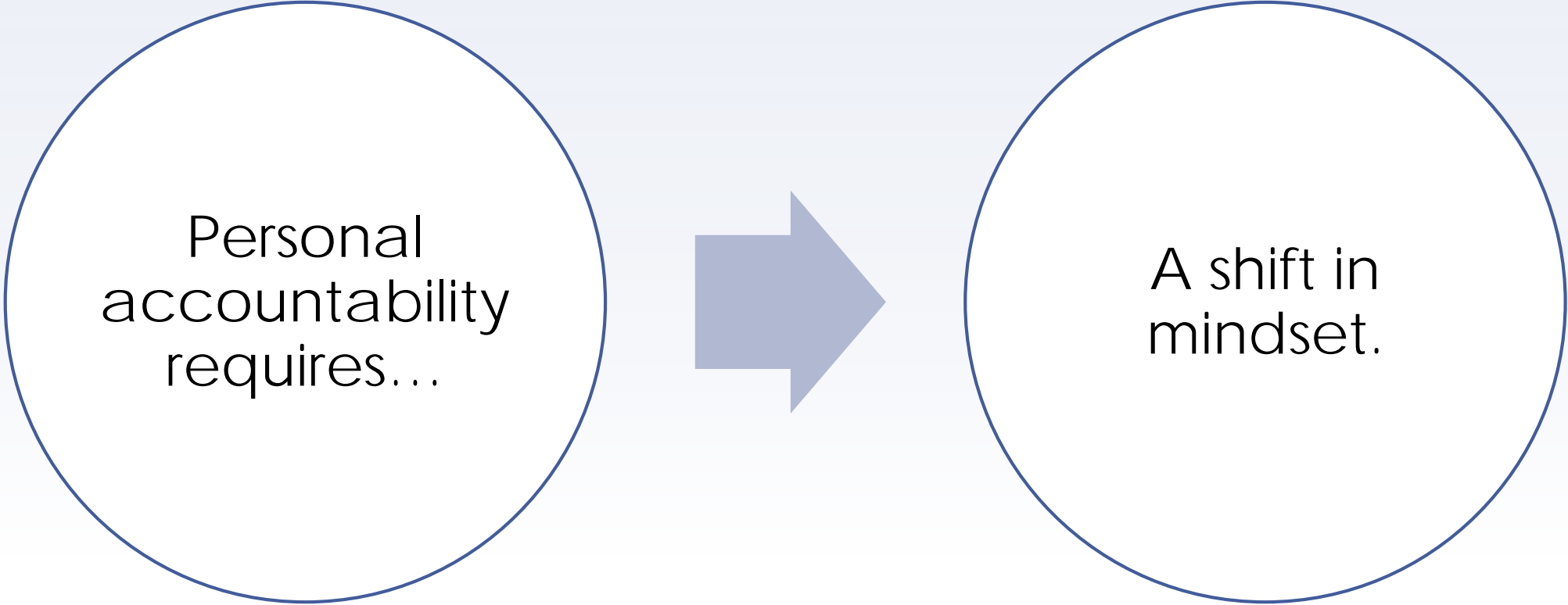- you control over your own actions and your own success.

Helps
- you be more effective and more successful with peers and coworkers.

The Math of Accountability

John | Ann

Personal accountability requires… → A shift in mindset.

The New Math of Accountability

100% | 100%
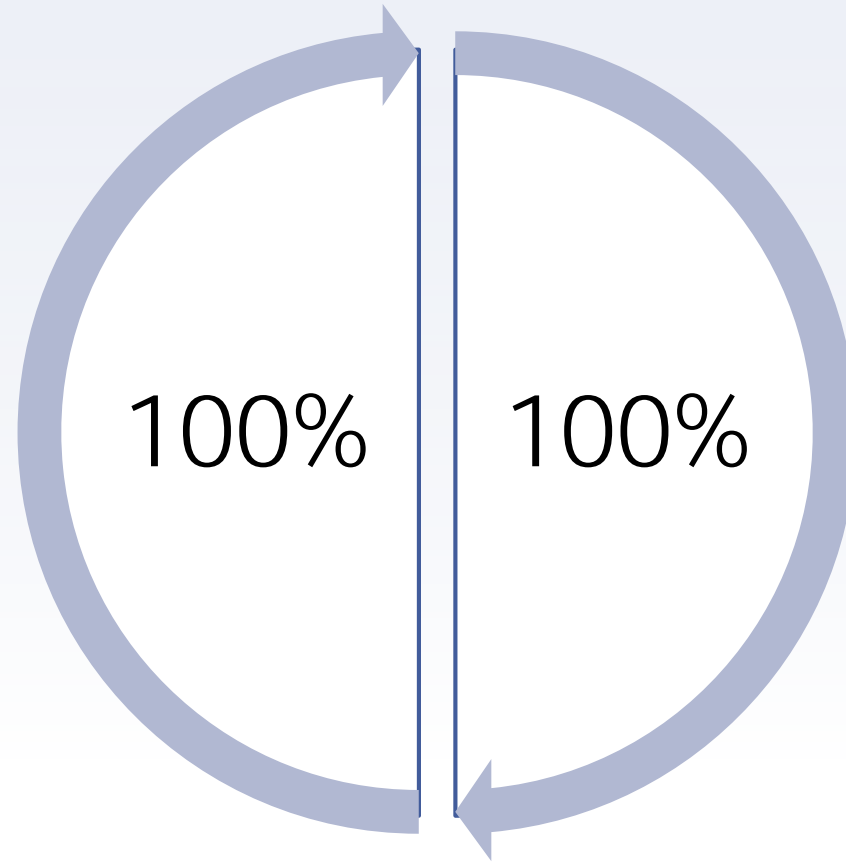
The Accountability Cycle

Responsibility

Taking ownership for getting something done, before you know how it will turn out.

Self-Empowerment

Doing what is necessary to successfully deliver the results you've taken responsibility for.

Accountability

A personal willingness, after-the-fact, to answer for outcomes produced. Take ownership for results, good or bad.
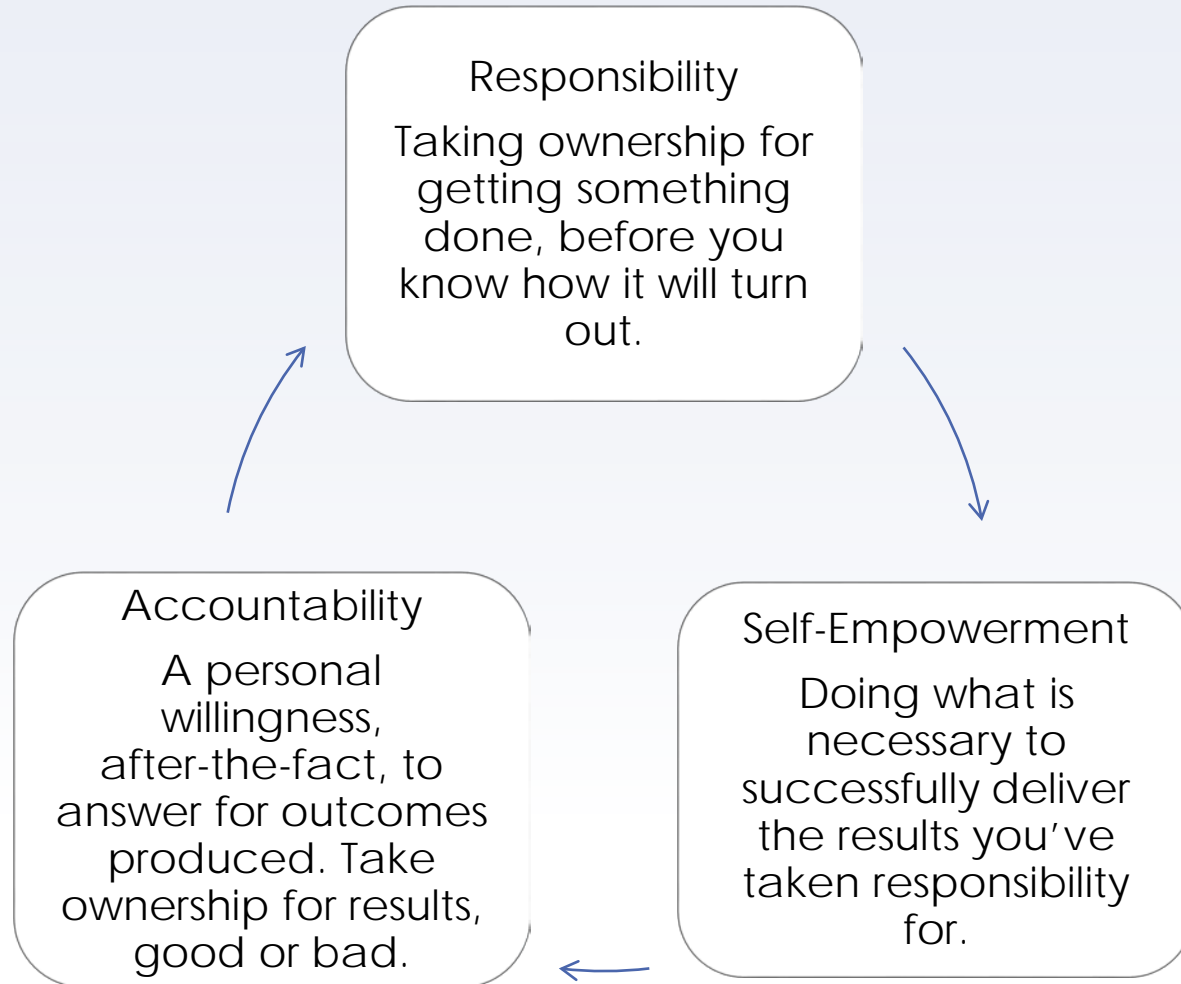
Four Tenants of Personal Accountability

1. I am responsible, self-empowered and accountable for understanding the role, the task, the final deliverable, and the due dates of every assignment given to me or that I take on.

2. It is up to me to be clear and successful in my role.

3. If obstacles or conflicting priorities arise, it is still up to me to gain focus and create greater effectiveness.

4. No fault. No blame. No guilt.

Common Scenarios

How would/do you respond?

- Your organization wants to take patient experience and HCAHPS scores to the next level. Leaders at every level of the organization have been asked to recommit to best practices such as rounding.

- You overhear two employees talking in the elevator. Patients are there too. One employee says to the other, "That party last night was so much fun. I'm not sure how I'm going to make it through the day."

- A colleague says to you, "I have no idea how to prioritize everything that's expected of me. There's always something new and everything is urgent. It's really frustrating."

Possible Responses/Reactions

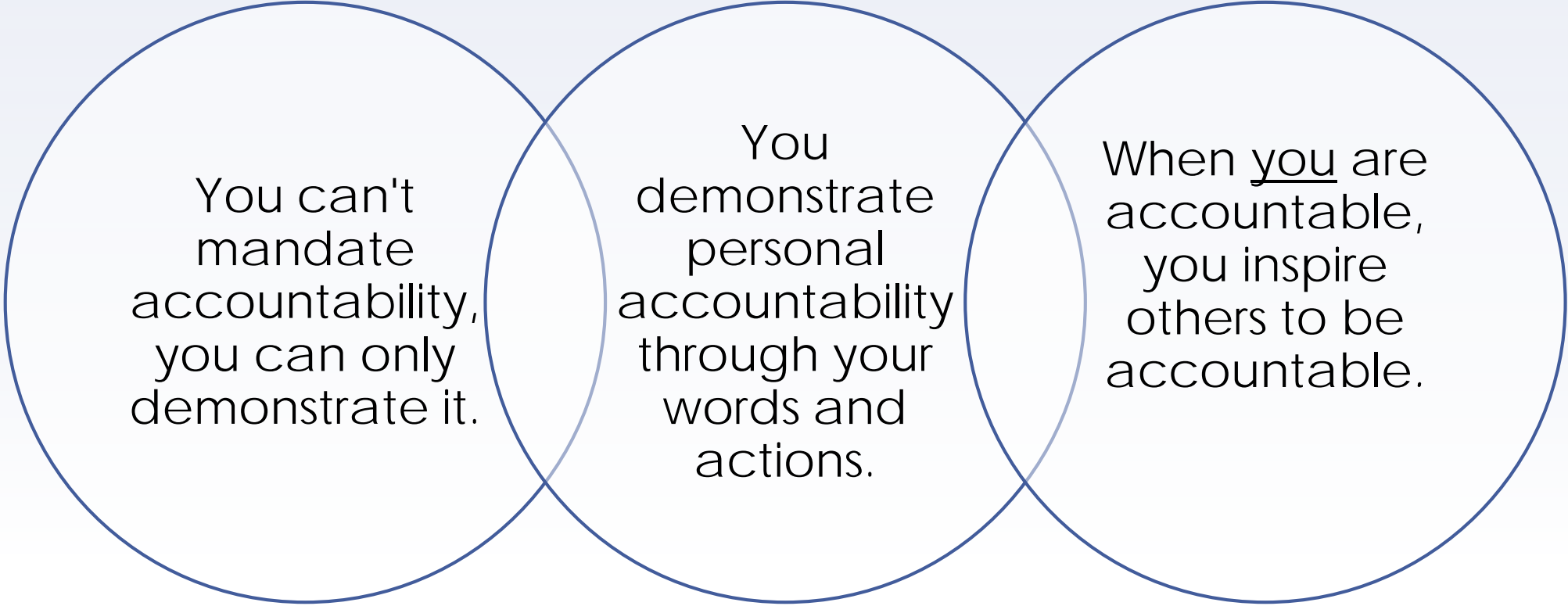| Not Personally Accountable	Personally Accountable
Complaining to peers that you're doing everything well. It's "those other units" that are bringing down the scores.	Evaluate how you are currently doing. Determine what you can do better. Engage your team so everyone knows the importance of the best practices and has skills/support to execute them.
Ignoring the conversation because the employees don't report to you.	In private, let the employees know how the conversation can be interpreted by patients and can cause them to lose confidence in your organization.
Gossiping about how leaders are out-of-touch and have no idea what it's like to keep up with the demands of your job.	Acknowledge your colleague's frustration and suggest that he work with leadership to get clarity.

It Boils Down to This

When you are personally accountable...

You own it!

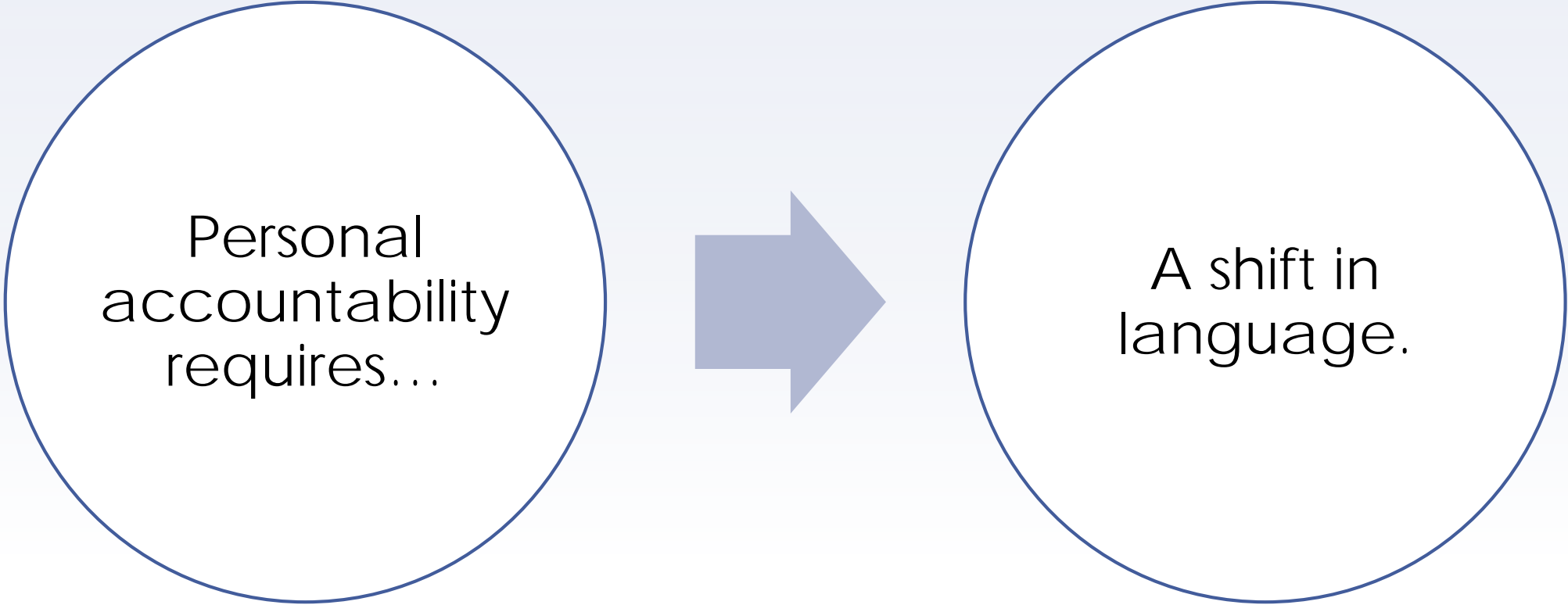# Demonstrating Personal Accountability

You can't mandate accountability, you can only demonstrate it.

You demonstrate personal accountability through your words and actions.

When you are accountable, you inspire others to be accountable.

Personal accountability requires…

A shift in language.

The Language of Accountability

Responsibility	"We should…."	"I will…"
Self-empowerment	"That's not my job."	"What can I do to help?"
Accountability	"They should have."	"Next time I will."

Reflect and Share

What are some phrases that you use or hear that do NOT demonstrate responsibility, self-empowerment or accountability?
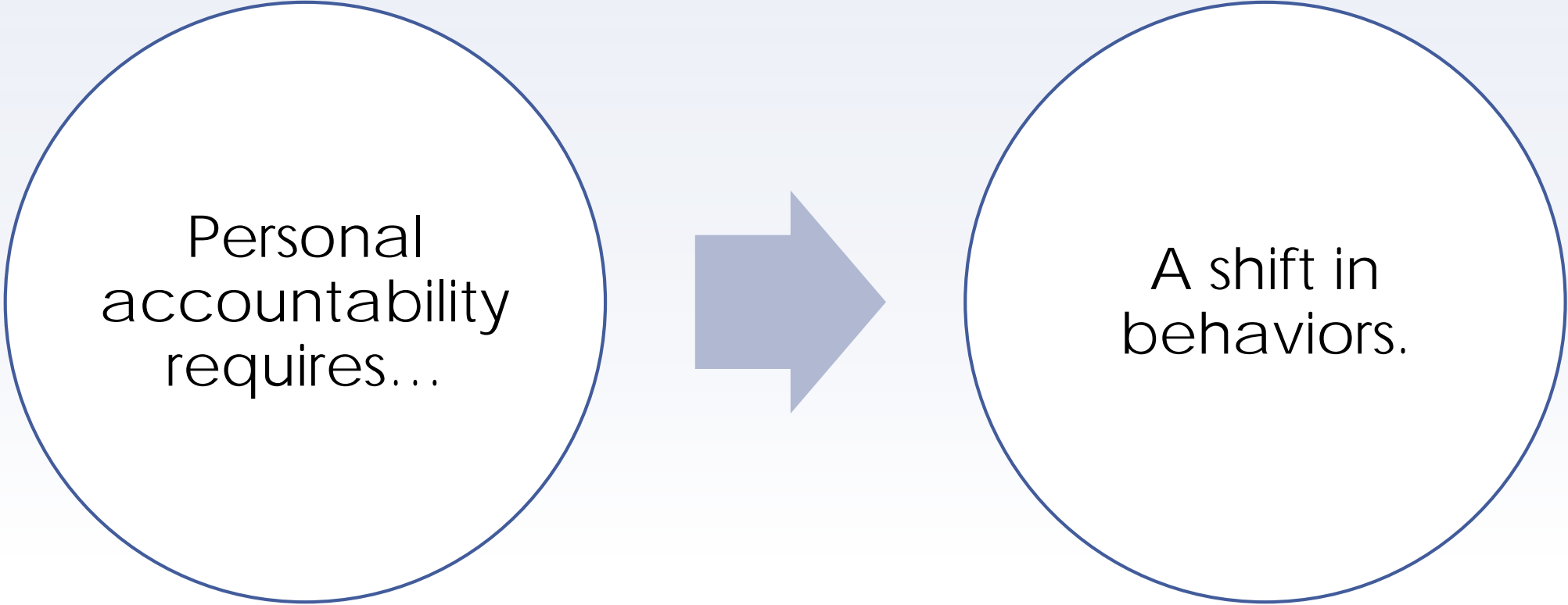
How can that language be changed to be more responsible, self-empowered and accountable?

Questions that Facilitate Accountability

- Who's going to own that?

- When can you commit to having that done?

- Can you share your progress?

- How can you overcome that barrier?

- What have you learned from this?

Personal accountability requires… → A shift in behaviors.

High-Performance Behaviors

17 behaviors that demonstrate your level of personal accountability

→

Behaviors confirm your credibility and commitment

→

Assessment allows you to determine where you are strong and where you can improve.

Examples

- Talk to people not about people; don't gossip.

- Avoid "meetings after the meeting" by asking questions, getting clarity and/or respectfully pushing back during meetings.

- Admit when you have made a mistake and apologize.

- Look for solutions rather than placing blame.

- Avoid "rescue, fix and save" by setting clear expectations, removing barriers and providing ongoing feedback so that employees can effectively do their jobs/tasks.

Reflect and Share

PX High-Performance Behaviors

- I share my vision for patient experience in my organization/unit/department.
- I give patient experience the same priority as clinical care and financial stability.
- I am clear about my expectations for how to treat patients, visitors and coworkers.
- I inspire and motivate others by telling stories and personal experiences.
- I role model the expectations I have for others.
- I recognize those who meet PX expectations and goals.
- I support those who are struggling.

Real-life Examples

One CEO to his team:

- "After taking the High-performance Behaviors Assessment, I realized that I gossip. This behavior is unproductive and damaging. If anyone hears me gossiping, let me know. Hold me accountable."

Another Hospital Leader on his email signature:

- As a Senior Leader, I will achieve our promise by continuously role-modeling, without exception, all of the behaviors and values adopted by XYZ Hospital.

A Journey, Not A Destination

Personal accountability is an ongoing process of personal development.

Improvement comes with practice and by integrating what you've learned from each new experience.

Make a conscious choice to keep doing what works and to replace ineffective behaviors with high performing behaviors.

Holding Others Accountable

Holding Others Accountable

"Holding others accountable is not about finding fault or blaming people. It's about seeing the best in, and expecting the best from, those around you. It's about helping others bring their best contributions forward. This is a commitment you can make and an action you can choose to take – whether you are the person's manager or not."

Foundation for Holding Others Accountable

Establish Clear Expectations	Remove Barriers	Provide Feedback
• Resolve mixed feelings • Take a stance • Communicate your clear, high expectations	• Solicit barriers • Be realistic about possibilities • Involve employees in solutions • Communicate accomplishments	• Give timely, specific constructive feedback • Reward and recognize often!

And Now, Holding Others Accountable

Evaluate the situation.

What are the gaps between your expectations and what you observed?

Consider your contribution to the unmet expectation.

Were you clear about your expectations? Have you created inconsistencies by letting people "slide"?

Do you role model the expectations?

Discuss the situation in a timely manner, privately.

Be specific about how your observations impact you, coworkers, the organization, patients, etc.

Use strength and empathy

Example: Strength and Empathy (Leader)

Opening statement: "I couldn't help but notice…"

Empathy	• "I know that this can be difficult." • "I'm sorry you're having a hard time."
Strength	• "On April 1st we discussed and you agreed that…" • "I expect that you will…" • "This is important to me because…"
Empathy	• "What can I do to support you?" • "Thank you for taking this seriously."

Example: Strength and Empathy (Peer)

Opening statement: "I couldn't help but notice…"

Empathy
- "It seems like you are having a hard time."
- "I'm sorry that…"

Strength
- "Remember our manager said…"
- "It can help if you…"
- "Our patients depend on us to…"

Empathy
- "What can I do to help you?"
- "Thank you for talking with me about this."

Holding Others Accountable: Not Easy

- It's difficult to have those conversations.

- Everyone has a bad day, right?

- How many times do you have the conversation?

- You may feel unsupported by HR.

- Millennial have different personal standards and expectations for the workplace

- There are inconsistencies across your organization.

The Bottom Line

"When you choose to overlook unmet expectations, you hurt the person, the organization and yourself. By not holding others accountable, you undermine personal development and organizational results."

Summary

Keys for Creating a Culture of Accountability

- Defining accountability
  - A culture of accountability begins with ownership and commitment at the individual level

- Demonstrating accountability
  - Behaviors and styles of communication make accountability "real"

- Holding others accountable
  - Accountability is sustained when everyone gives and receives respectful, specific feedback, both constructive and positive

Thank You!

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