

**Live your values  
Transform your culture  
Achieve your mission**

**Leading with Power**

Jeff Thompson, MD

**GUNDERSEN**  
HEALTH SYSTEM®

# GUNDERSEN HEALTH SYSTEM® STRATEGIC PLAN

**Our Purpose is to bring health and well-being to our patients and communities.**

**Mission:** We will distinguish ourselves through excellence in patient care, education, research and improved health in the communities we serve.

**Vision:** We will be a Health System of excellence, nationally recognized for improving the health and well-being of our patients, families, and their communities.

**Commitment:** We will deliver high quality care because lives depend on it, service as though the patient were a loved one, and relentless improvement because our future depends on it.

**Values: Integrity** – Perform with honesty, responsibility and transparency.

**Excellence** – Measure and achieve excellence in all aspects of delivering healthcare.

**Respect** – Treat patients, families, and coworkers with dignity.

**Innovation** – Embrace change and contribute new ideas.

**Compassion** – Provide compassionate care to patients and families.

## Superior Quality and Safety

Demonstrate superior Quality & Safety through the eyes of the patients & caregivers

## Outstanding Patient Experience

Create an outstanding Experience for patients and families

## Great Place

Create a Culture that embraces a passion for caring and a spirit of improvement

## Affordability

Make our care more Affordable to our patients, employers, and community

## Growth

Achieve Growth that supports our mission and other key strategies

- Purpose – Why?
- Mission – How?
- Vision – Where we will get to?
- Values – What will be the culture?

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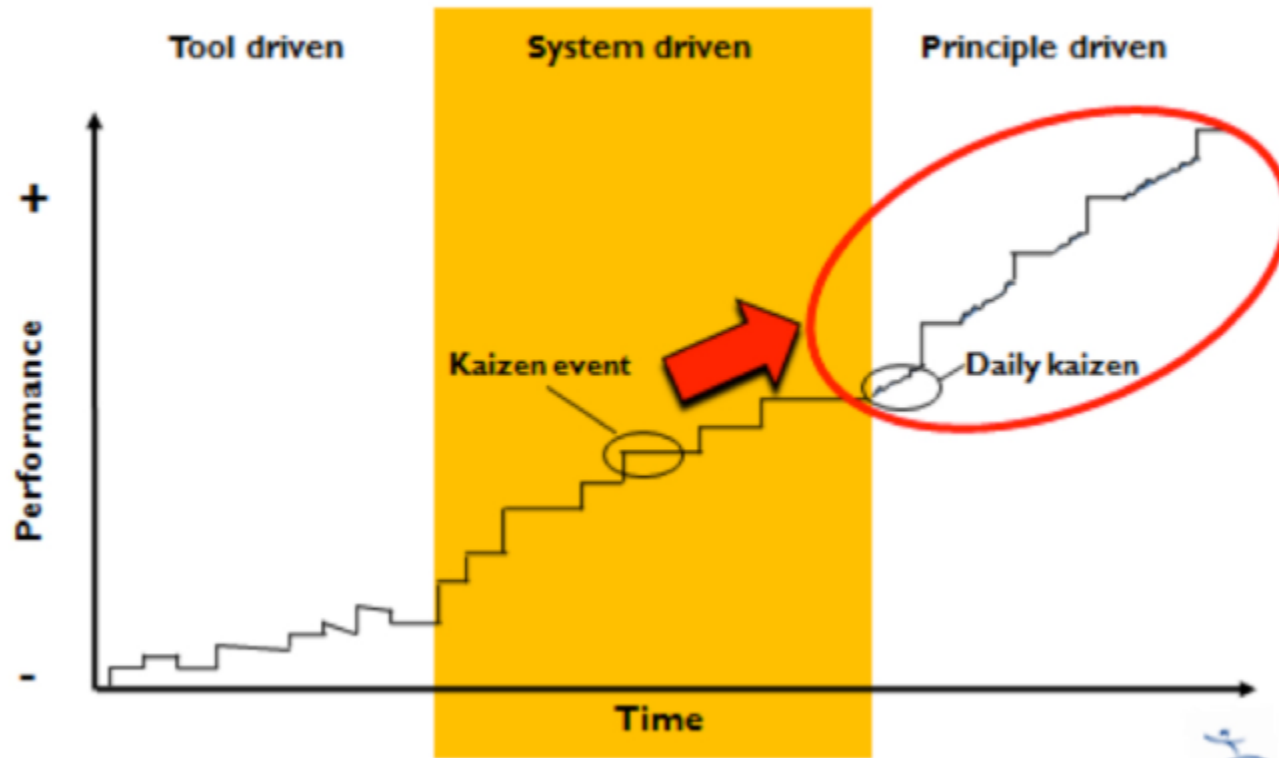
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# Kaizen True North



Source: K&S

# MEDICAL STAFF COM

## GUNDERSEN HEALTH SYSTEM'S RESPONSIBILITIES

## MEDICAL RESPONSIBILITIES

### ACHIEVE EXCELLENCE

- Recruit and retain outstanding physicians and staff
- Support career development and enhance professional satisfaction
- Acknowledge and reward superior performance that enhances patient care and improves Gundersen Health System
- Create opportunities to participate in quality improvement, research, and improvements in community health

### COMMUNICATION

- Communicate information regarding organizational priorities, business decisions, and strategic plans
- Provide opportunities for constructive dialogue, clarity of goals, and regular evaluation

### EDUCATE

- Support and facilitate teaching and learning opportunities
- Provide the tools necessary to continually improve medical practice

### REWARD

- Provide competitive compensation consistent with market values and organizational goals of quality, service, and efficiency
- Maintain clear organizational responsibility and integrity to those it serves

### CHANGE

- Manage the inevitable rapid changes in healthcare so that staff have an opportunity for participation, for clarity of goals, and continuous modification of the process as well as the outcomes

### FOCUS ON SUPERIOR PATIENT CARE

- Practice evidence-based, high-quality care
- Encourage increased patient involvement in care, and treatment
- Achieve and maintain optimal patient outcomes
- Insist on departmental focus
- Work in collaboration with other staff and management across departments and patient care improvement
- Demonstrate the highest level of professional conduct
- Participate in or support education

### TREAT ALL PEOPLE WITH RESPECT

- Listen and communicate both ways of information in a clear, respectful manner
- Provide and accept feedback in a respectful manner from all staff and our patients

### TAKE OWNERSHIP

- Provide leadership to improve patient care and service quality
- Work to ensure personal, departmental, organizational compliance with regulatory and educational requirements
- Steadily improve the efficiency and effectiveness of your practice

### CHANGE

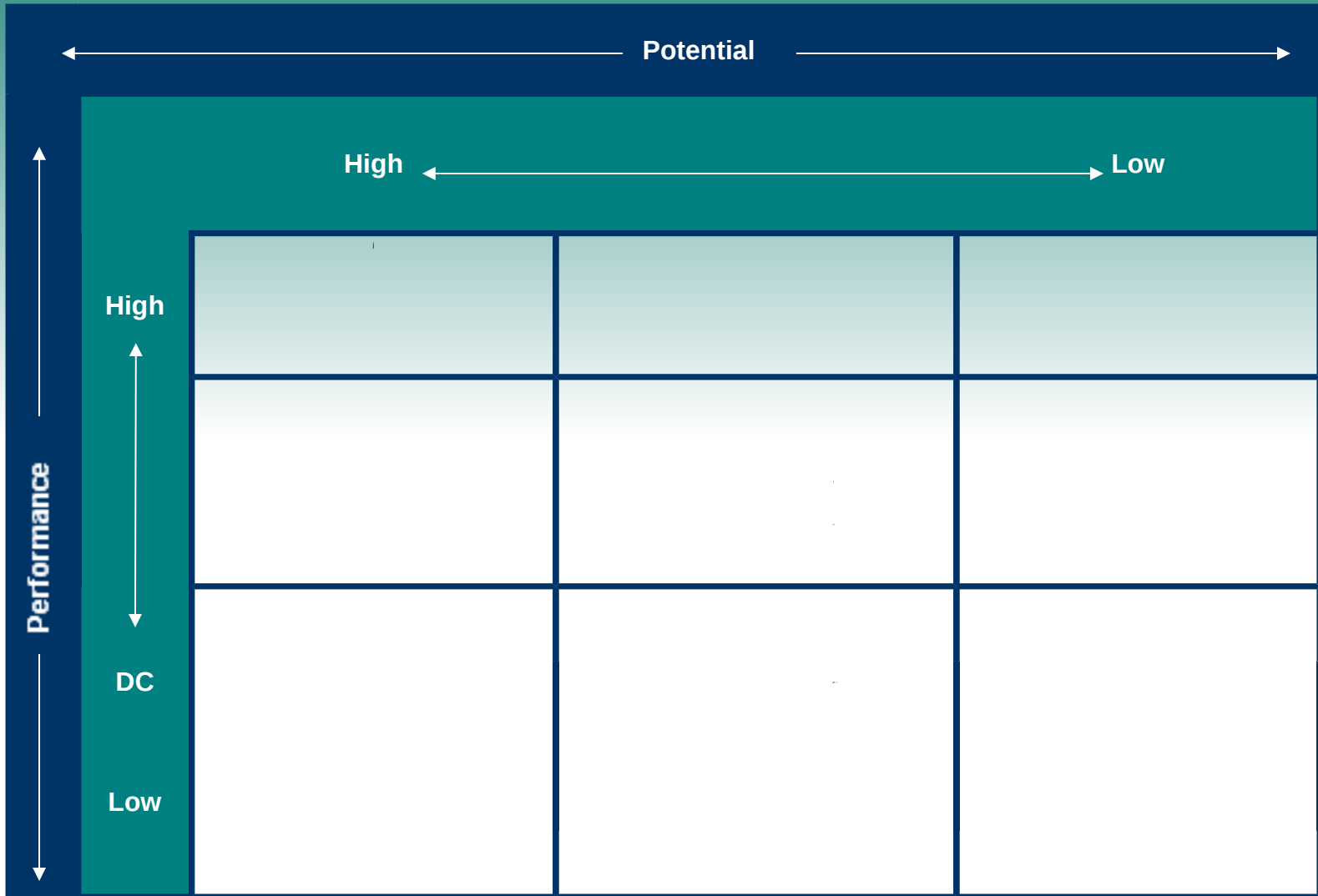
- Embrace innovation to continually improve patient care, service and organizational performance

Gundersen Lutheran Medical Center, Inc. | Gundersen Clinic, Ltd.

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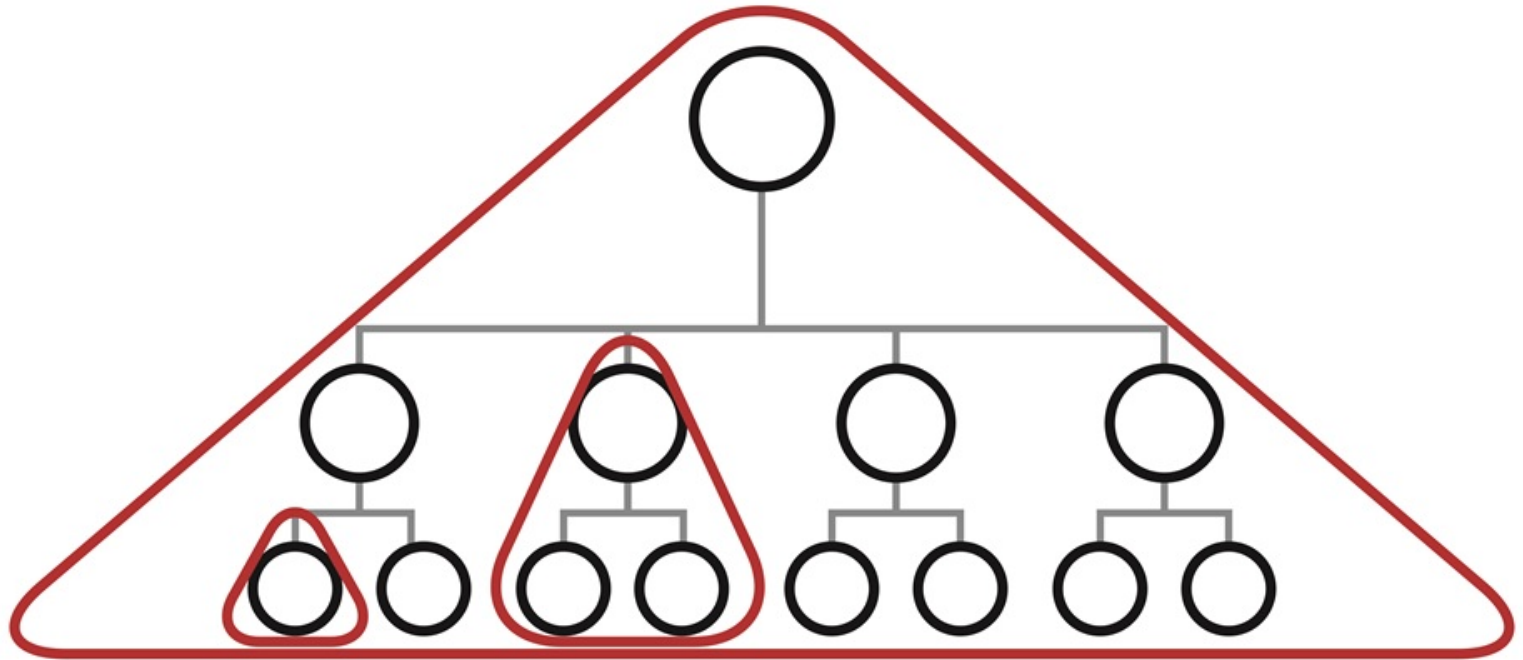
# Culture of Development: Talent Review Nine Box

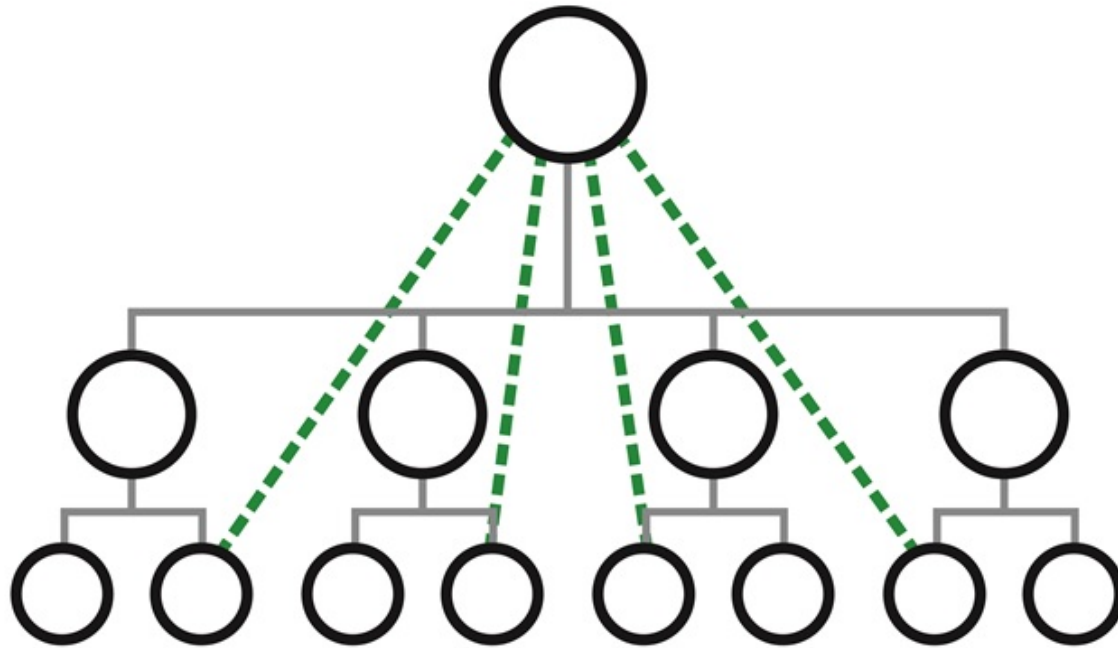


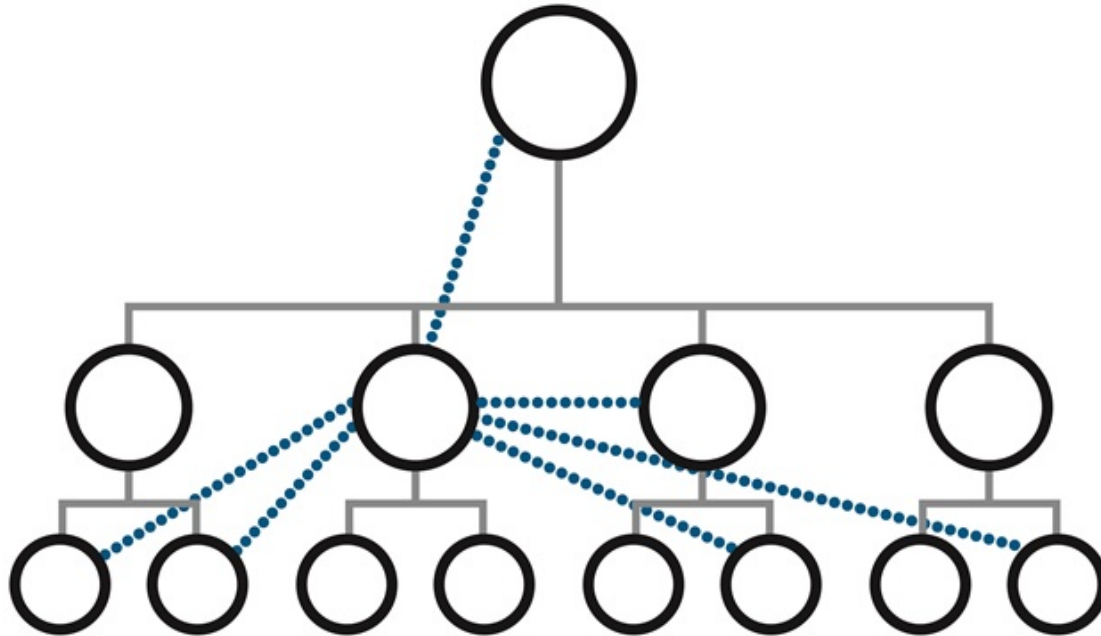
GE Nine Box System

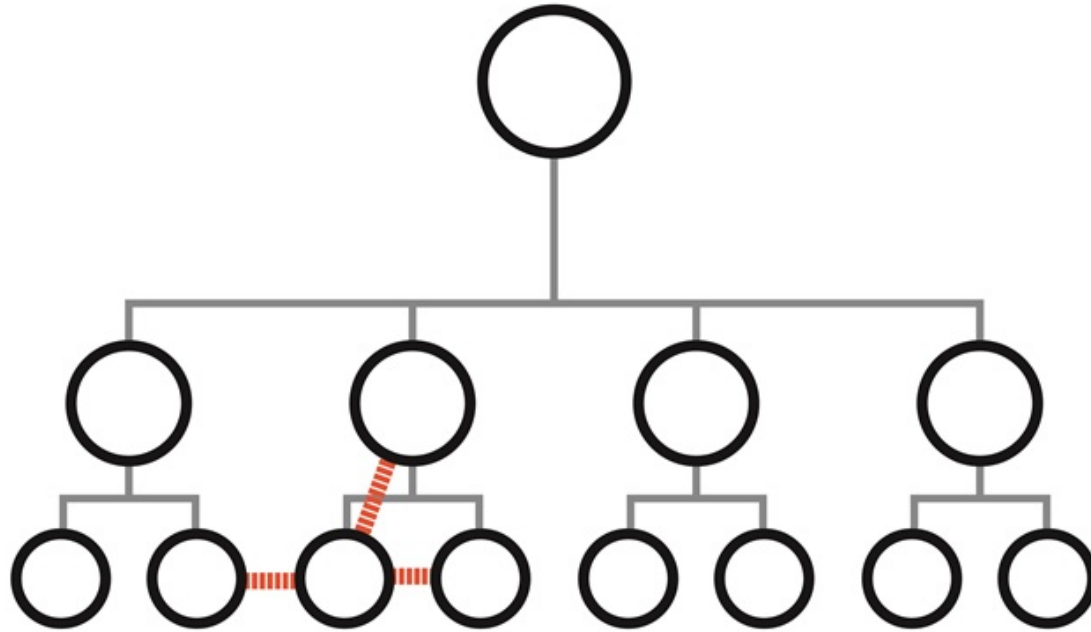
**“You cannot give what you do not have....if they don’t feel cared for...they can’t care...to embrace...you have to have been embraced. To respect you have to have been respected....don’t be stunned by your staff’s lack of care, connection , or respect if they have not, through their eyes, been cared for...connected with...and respected.”**

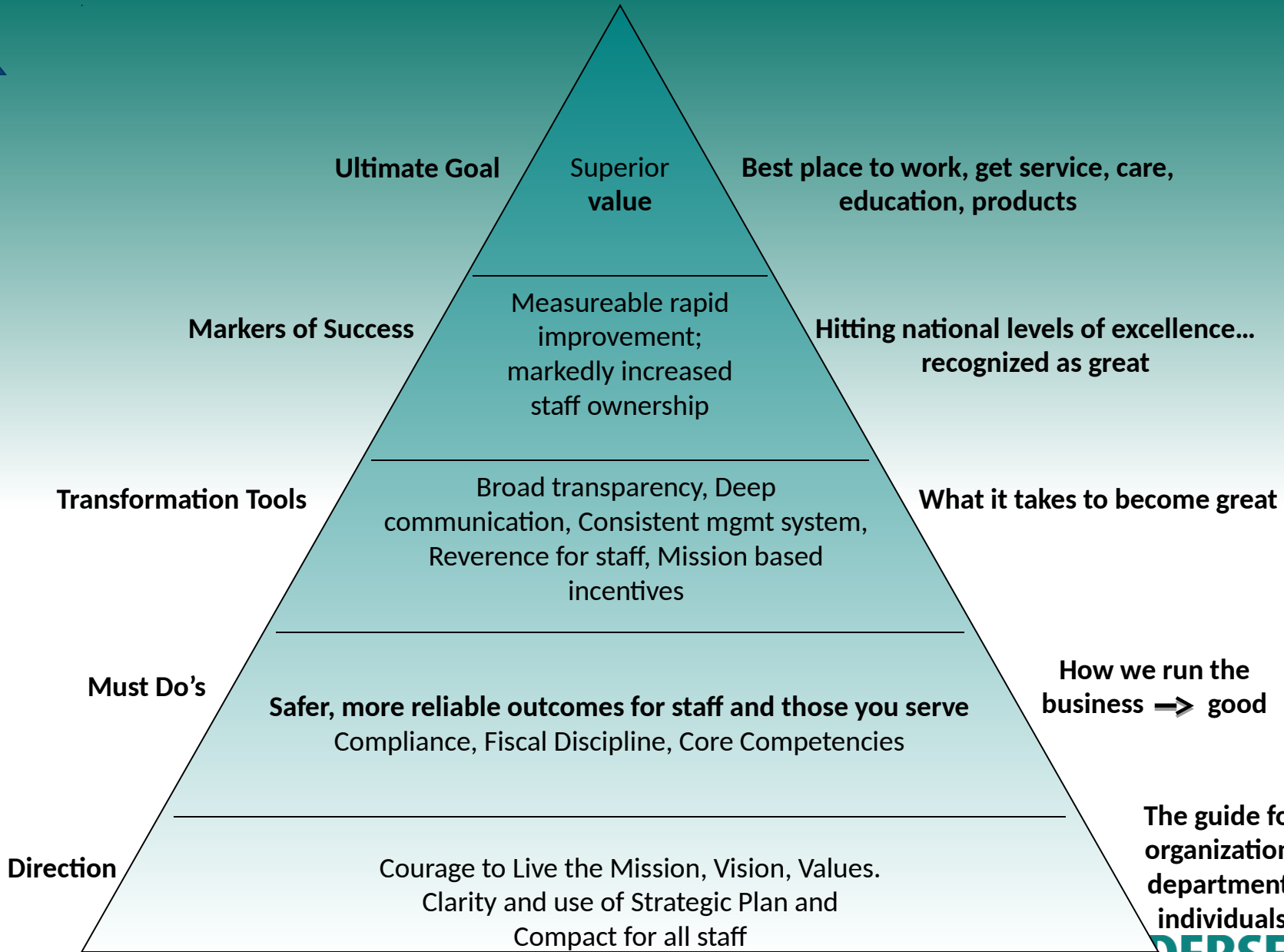
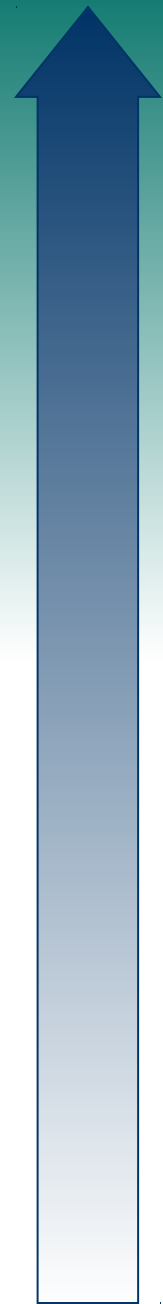
**- Maureen Biganano**

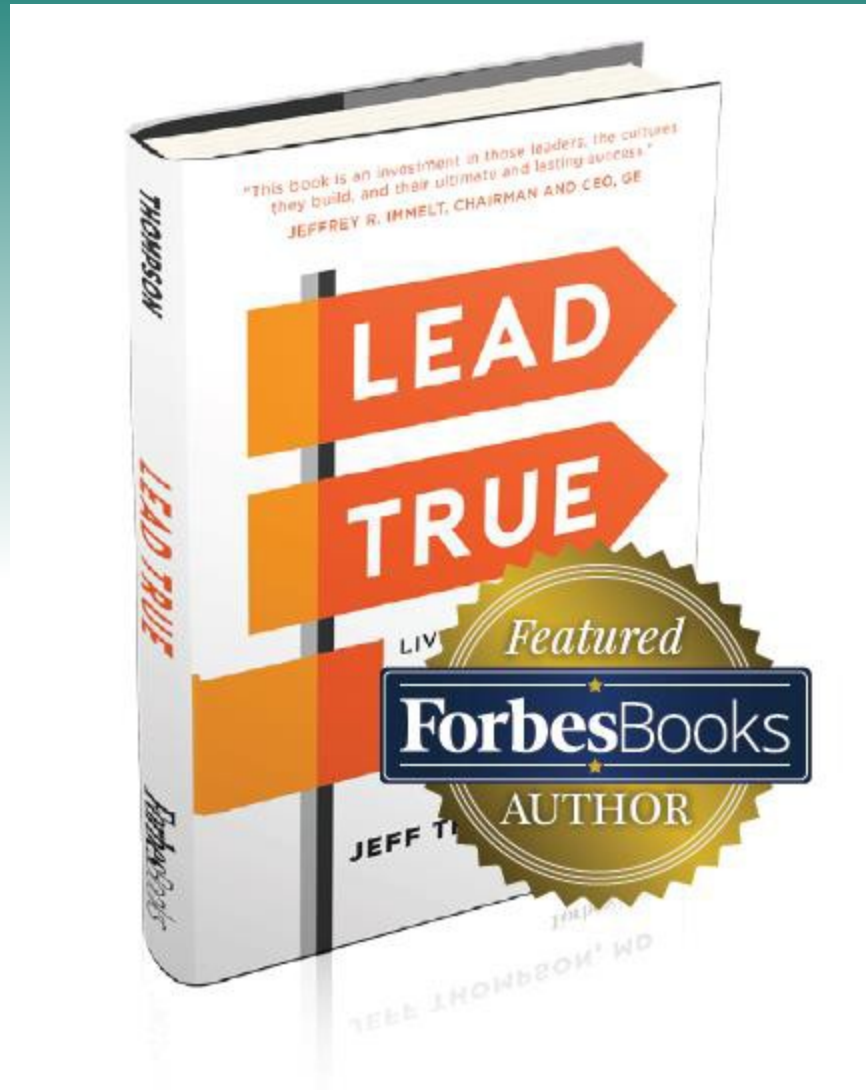












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# Choices

*At each fork in the road, your decision  
changes you – and the world.*



# Lead with Courage

*Courage doesn't mean the absence of fear; it means fear doesn't get to make your choices*

# Takeaways

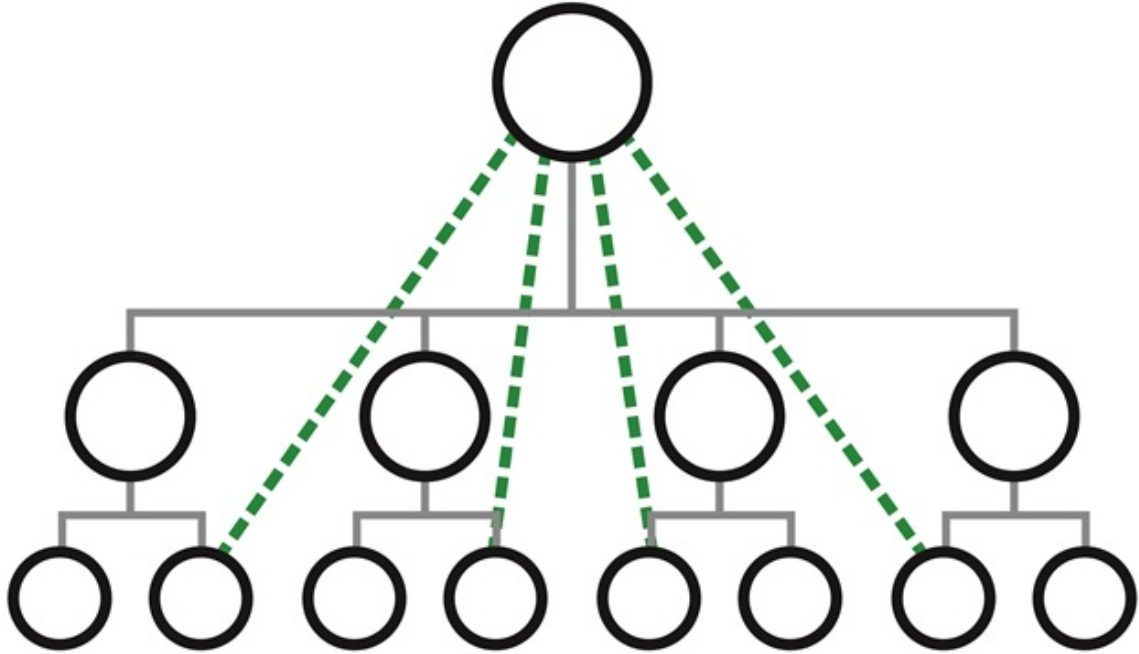
- Courage is not the absence of fear.
- Making a courageous decision puts vision and virtue ahead of your own interests.
- Courage is called the “first virtue,” because it is the foundation for all the others.

# Lead with Discipline

*Discipline keeps you from drifting off  
the cliff*

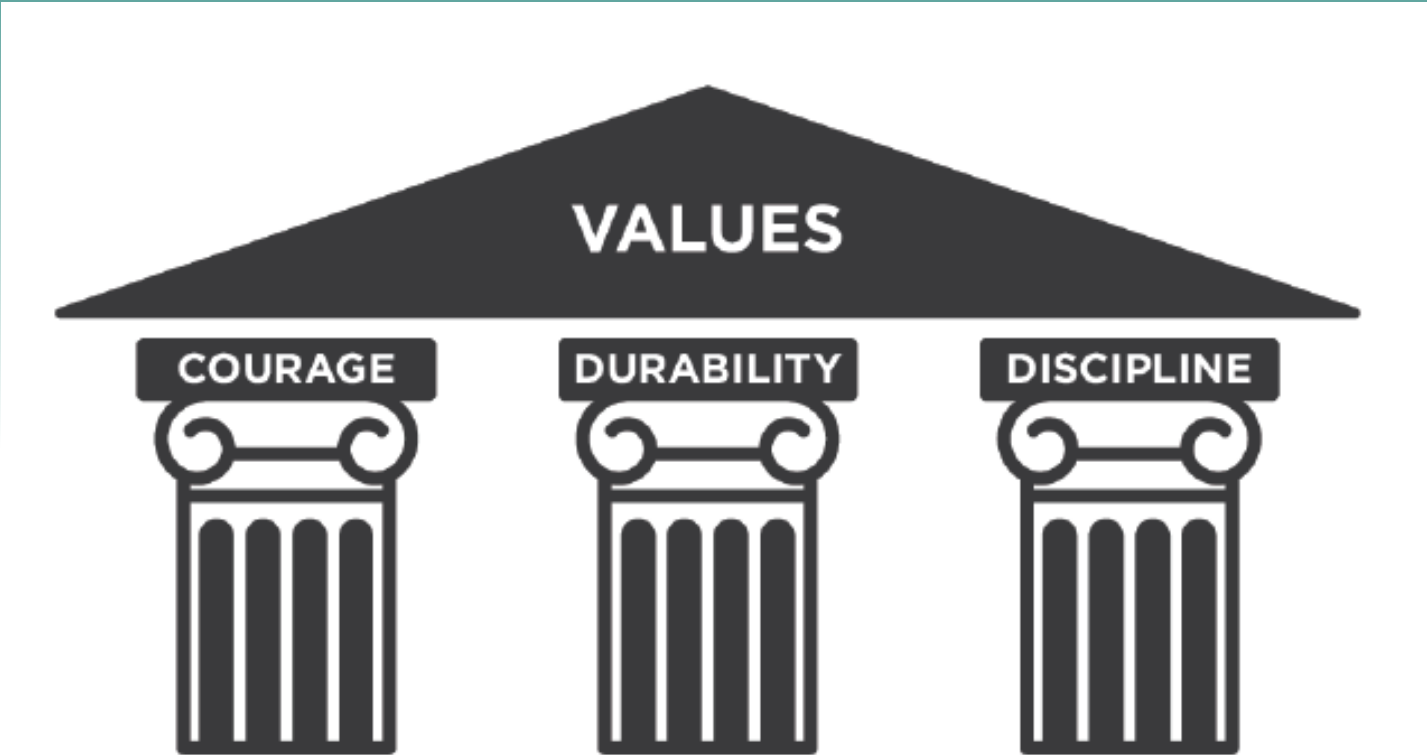
**Without discipline, courageous decisions go nowhere and will do little good.. Discipline gives courage legs.**

**The ripple effect of under  
managed poor performance of  
leaders is enormous**



# Lead with Durability

*Durability carries the courage and discipline through the struggle.*



# Lead with Reverence

*People won't remember your margins  
or your awards; they will remember  
how you treated them.*

**No one's ego is more important than the well-being of the patient or staff**

**What you tolerate you support.**

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**Holding accountable is looking  
backward, being responsible for  
their success is looking forward.**

**Holding people accountable is  
looking backward, being responsible  
for their success is looking forward.  
Optimal performance will happen  
with balance.**

**The more special and protected we  
treat our executives, the less special and  
afraid the staff feel.**

**The chain of command is always a  
weak link in the communication  
chain**

**Humble listening builds strong  
bonds to deeper values.**

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# Lead to Exceed

*Have the courage to measure and  
improve on excellence*

**Being better than your mediocre  
past is not excellence.**

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**There is often a big gap between  
doing something and  
accomplishing something.**

**We need to move past the notion of excellence on the basis of reputation, marketing budgets, or size, and expect greatness to be described by broad outcome measures across time, demographics, and sectors of the community**

# Innovate to Serve Values

# Innovation Keys:

- Get close enough to the work to feel the moral imperative.
- Use structure to improve innovation.
- Maintain a disciplined disregard for conventional wisdom.

**We had to ignore the conventional wisdom of the day, which says a choice must be made either between jobs and the environment, or between cost savings and the environment.**

**Small-market competition is best replaced by disciplined, values-driven systems that commit to transparent, measurable improvements in the community's wellbeing.**

# Funds and Foundations to Serve Your Values

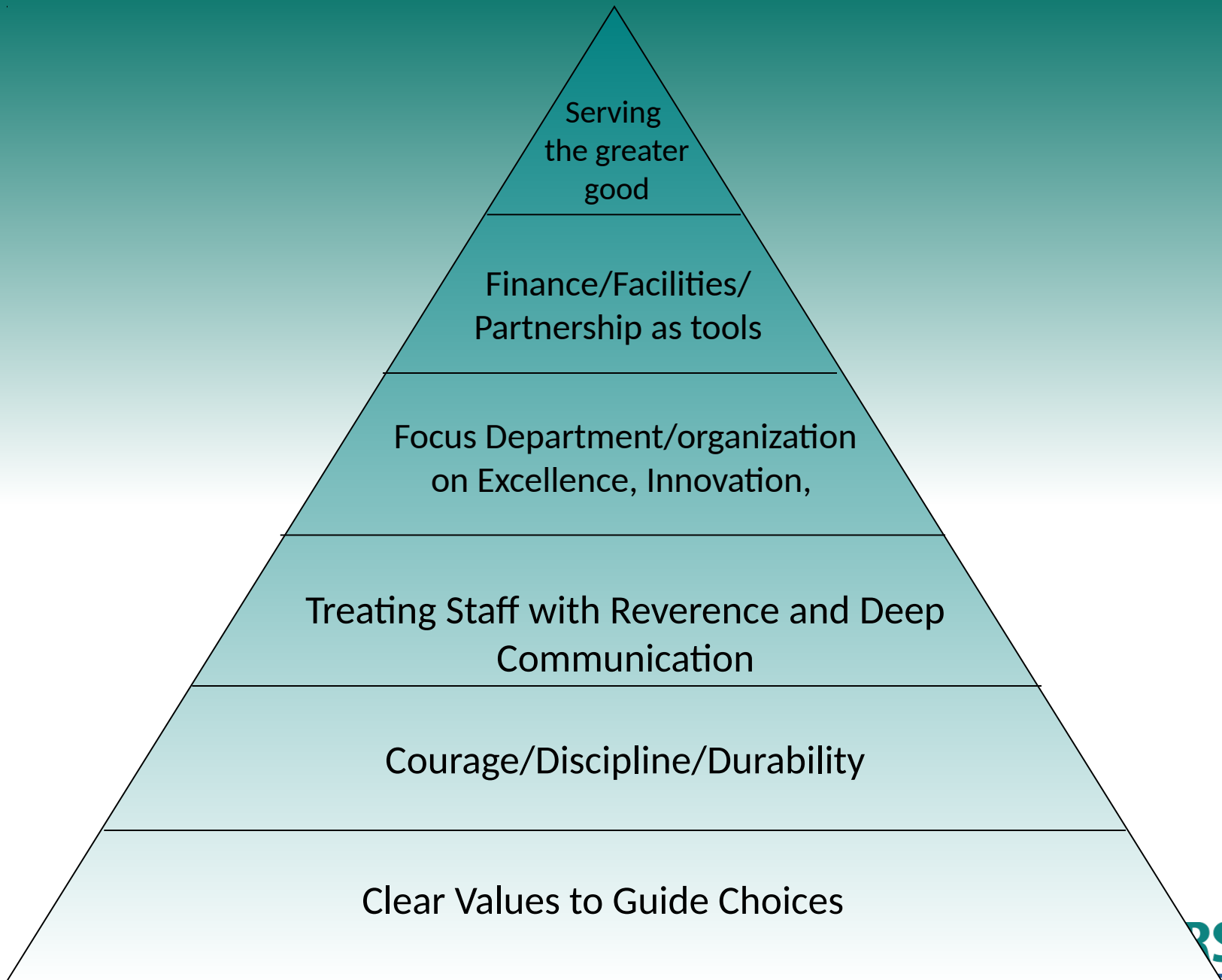
*Finances and facilities are tools –  
important, useful tools, but just tools*

# Lead Across the Divide

*Same values + big tent = great strengths*

**Coalitions of competitors can find  
common values and common goals.**

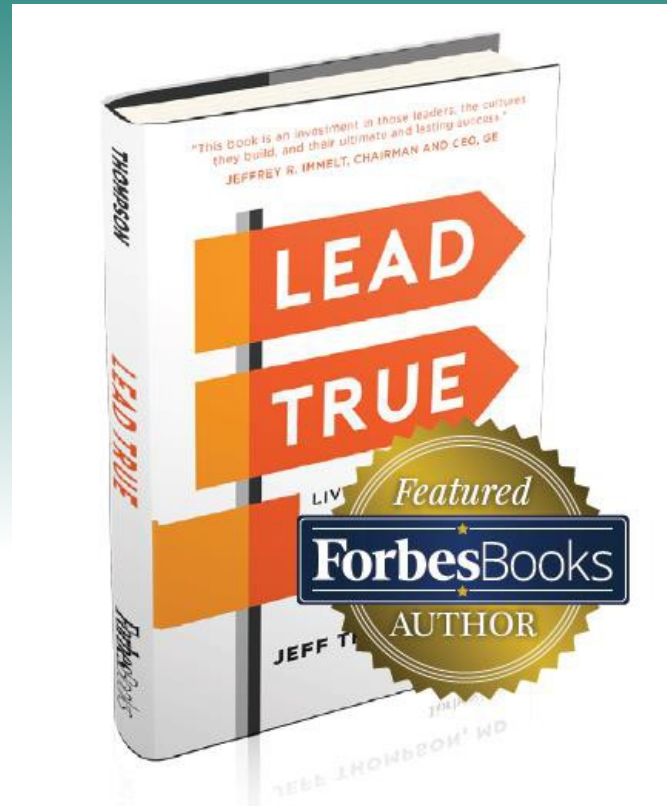
**The cultures of the partners don't have to match exactly, but you have to have similar values and similar goals. If you don't have similar values, then working together is going to be a mess, and if you don't have the same goals, then you won't be heading in the same direction and the partnership will lose focus and disintegrate**





# Conclusion

*When values lead, we all win.*



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