

FIRST TRANSITIONS

NEWS & INSIGHTS

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TRENDING NOW! Transformation From Within

How healthcare insiders are renovating their industry

We started with a simple question. What's trending in healthcare? We thought we were in for a bleak ride down a very dark path. Instead, we found a beacon of light shining hope for the healthcare industry and providing a model for transformation from which much can be learned.

The Challenge

The seismic shift from “fee for service” to “value-based pay” is what's trending in healthcare. Moving away from payments based on the number of services provided regardless of patient benefit to a system where the right care is provided at the right time in the right place for the right cost; producing the right outcome. The greatest challenge with this change is getting the patient population, providers, and community partners prepared and aligned. This includes making high quality care accessible, teaching patients when and where to access the appropriate services, improving population health, reducing hospital readmissions, having enough trained providers at all levels, and streamlining and standardizing processes and tools within and across provider groups. It is as daunting as it sounds. Daunting; but not impossible.

Systemic Transformation

The Staten Island Performing Provider System (SI PPS) is an example of how the healthcare industry is achieving this dramatic systemic transformation. SI PPS is an alliance of clinical and social service providers focused on improving the quality of care and overall health for Staten Island's Medicaid and uninsured populations. Bill Myhre, Senior Director Workforce Transformation/HR, explained the highly collaborative innovative approach SI PPS has taken to make great strides in just a couple of years. They started by assessing and identifying gaps. Using blended training as well as certificate and masters programs provided by College of Staten Island they are skilling up community healthcare workers. An apprenticeship program with local high schools is being explored, in conjunction with organized labor, to provide a pipeline for entry-level jobs. LEAN is deployed for process redesign throughout their partner organizations. SI PPS meets and partners with union, political, and community leaders to open lines of communication and enlist their support.

Bill points out that SI PPS focuses on breaking down silos and building relationships to achieve results. They talk to people about options. They

engage with them. The results with one group inspire the involvement of others.

Workforce Integration

John August, Director, Healthcare Labor Relations, Cornell-ILR, Scheinman Institute on Conflict Resolution, is researching SI PPS's work – especially the extent to which the workforce has been integrated into the change process. He is impressed with how SI PPS turned hierarchies on their heads and engaged the workforce; giving them a voice in the change process. He believes their success lies in the following factors:

- Wisely tapping into and fostering a sense of community
- Leadership commitment to a whole-system approach
- Strong consistent effort to involve community leaders
- Partnering with CUNY for the certificate and masters programs
- Promoting innovative adaptive labor-management relations
- Giving people a true North right from the start
- Helping workers on the front-lines see how their role connects to the bigger picture

Many industries are facing a similar crisis to that in healthcare. They must transform to survive. The SI PPS story of vision, integration, collaboration, communication, training, and process improvement provides a framework for others to follow; within healthcare and beyond.

We encourage you to learn more about the work of SI PPS. Visit: www.statenislandpps.org

Be Bold. Break the Mold.

DEAR FRIENDS AND COLLEAGUES:

I bet you've seen this. There is a huge line of people queued up at a checkout or service desk. There appears to be another empty line just waiting for some brave soul to step over. But, no one does. Each person is thinking that if the empty line were an option there would be people over there. Since no one is in the line, it must not be open. Of course, no one dares to step out of the line to check. Just imagining this scene calls to mind the sound of woolly "bahs."

Maybe people don't step into the empty line because they are afraid to lose their place in the long line? A polite request to the person next to you to hold your place would solve that; but that entails interaction with strangers. Maybe it's a fear of looking foolish? Stepping into the empty line only to find out it's closed. I guess it is a legitimate concern. The world is filled with people wielding cellphone cameras like Pulitzer hungry journalists at a political convention; just waiting to immortalize another's painfully human moment of vulnerability.

My biggest fear is the long line/empty line scenario is symptomatic of a far greater issue than fear of appearing foolish. I worry that we are seeing an erosion in independent thinking. There is an abundance of creativity happening in the world. New technologies are released at an astounding rate. However, these innovations are the expression of collective genius. One person may have had the spark. But, it takes a village and a lot of venture capital to bring an idea to market. I am talking about the everyday person in their everyday life not able and/or not willing to form or express a unique well-researched opinion.

JFK admonished us, "Too often we enjoy the comfort of opinion without the discomfort of thought." It is not enough to parrot the opinions of others and call it a day. Educated opinions are assets

available to all who are willing to invest the time. Decision-making thrives when watered with personalized, informed, and deeply considered opinions. Opinions founded in facts and analysis are more persuasive and boost credibility. Because carefully formulated opinions require us to see issues from many angles, a natural by-product is greater empathy and respect for others of differing points of view.

Though there are very brash and bold thinkers espousing what sound like profound thoughts, please avoid the temptation to simply adopt their point of view. Make time to consider and formulate your own opinion. It's worth the effort. Boldly break the mold. Explore topics, think deeply, and ponder issues. Liberate yourself from the long line.

Warmest Regards,



Russ Jones

Please call our office near you or visit our website, www.firsttransitions.com, to explore opportunities to improve your culture, leadership, and organizational performance.

FOOD FOR THOUGHT

"The future belongs to those who believe in the beauty of their dreams"

-Eleanor Roosevelt



Redefining Retirement

"Retirement? I'm busier now than when I was in business!" declared Bruce Stickler when we asked him to write an article on the subject. That's when we knew we had the perfect guest contributor. Bruce is a former healthcare and labor senior partner with one of Chicago's top law firms and a dear friend of First Transitions. Here are his thoughts and insights for those nearing or amid this special career transition.

For me, it is about rebalancing my time and energies. I still enjoy professional consulting with organizations and senior executives as a trusted advisor, mentor, and teacher. But, I also relish exploring new passions and interests with friends and family. Time has taken on new meaning, direction, and dimensions. My advice to those nearing retirement or retirees still unsettled about their new status is a healthy dose of introspection.

I suggest looking deeply into and through the mirror. Introspection allows you to move past concerns and into a place where you reconnect with your wishes, desires, and interests. Experience, feel, see, and explore. Figure out what you enjoy and get rid of what you don't.

Introspection is followed by an outward response – how you will spend your time. Some may discover that they enjoy and maintain a daily schedule. They fill their days with exercise, classes, friends, and community service. Others prefer to let each day have its own ebb and flow. They go where the muse takes them.

Rebalanced time unencumbered by career and work offers retirees extraordinary possibilities and pleasures of life.

Contact our office near you or visit our website, www.firsttransitions.com, for more career transition strategies.

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3 TIPS: PUT YOUR INBOX ON A DIET

Is your email inbox so fat, so full of messages, your thumb cramps up trying to scroll to find the bottom of the list? Here are three strategies for thinning out the email onslaught:

1

Use Folders and Rules. Most email programs have options to organize your messages into folders. Create a folder for each of the important people or projects in your life. Set up rules so emails from or regarding those people and projects automatically go into the folder. Send coupons and newsletters to their own folders as well. Save time by focusing on the folders that matter most.

2

Stop sending one-word emails. Break the chain of senseless messages! If a message has nothing more than "thank you," "np," or some smiling emoji – don't send it. Let others know you would prefer not to receive one-word replies.

3

Unsubscribe and don't subscribe. Though you had great intentions of reading all those newsletters, face reality. They are just cluttering your inbox. Time to unsubscribe. Unsubscribe to sales offers and other emails from stores that are getting through spam. When you buy a product online or visit a website, be sure to "uncheck" any boxes that automatically sign you up for emails.

OUR SERVICES

FIRST TRANSITIONS

CAREER TRANSITION PROGRAMS FOR:

- Executives
- Senior Managers
- Directors
- Managers/Supervisors
- Exempt and Nonexempt Group Workshops

FIRST STRATEGIES

- Executive coaching
- Career Assessment
- Organizational career development programs
- Succession planning
- Retention strategies
- Leadership development
- 360° performance appraisals
- Selection process design
- Onboarding program design
- e-Coaching
- Pre Retirement Education Programs

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WHAT WE STAND FOR

Our day-to-day activities, our dealings with each other and our relationships with customers/clients must be governed by a passionate and unwavering commitment to a set of values, which are:

QUALITY: Take time to do things right the first time.

SERVICE: Render intelligent, timely and considerate service to all.

CONCERN FOR PEOPLE: Treat clients, program participants and employees with honesty, trust, fairness and respect.

COMMUNICATIONS: Communicate with our clients, program participants and employees in ways which will assure mutual understanding.

CONSISTENCY: Insure that our behavior each and every day supports our values, goals, and standards.

SIMPLICITY: Conduct our business in an easily understood manner.

REALISM: Acknowledge that our success will come through intelligence, hard work, patience and experience.

RECOGNITION: That our clients and participants trust us with the most highly confidential information they have.

RESPONSIBILITY: Encourage individual responsibility and decision making.

FLEXIBILITY: Recognize the necessity to be open to change for the mutual benefit of our clients, program participants and our organization.

RESPECT FOR TRADITION: Understand what created past successes.

INTEGRITY: Consistently practice the utmost modesty and integrity in serving our clients, our participants and ourselves.

COMMITMENT: Take the plunge - there is truth in the theory that there is "strength in numbers."

And finally, never sacrifice these precepts for the short term.

OUR LOCATIONS

FIRST TRANSITIONS

First Transitions, Inc. has been a provider of career-transition services since 1981. We have completed consulting assignments for more than 500 organizations in 46 states. Our uniqueness has been in the caring, nurturing approach we have taken in assisting individuals in attaining life goals, personal or professional.

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