

## Motivate and Inspire

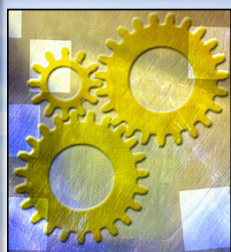


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What can boards of  
trustees do to help ensure  
a successful hospital  
future?

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## Mission, Values and Vision Are the Gears that Drive Organizational Success



- The foundation of a solid strategic plan
- The board is the “keeper”
- Must be unique, meaningful, powerful and compelling
- Should be at the forefront of board decision-making

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Vision

The Strategic  
Triangle

Mission

Values

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## The Mission

is the core purpose of the hospital.  
It should be a ***unique description***  
that clearly defines the hospital's  
***distinctiveness and differentiation.***

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## Great Mission Statements



Short, memorable and enduring



Unique and vivid description that  
defines why the hospital exists



Compelling and passionate

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## Great Mission Statements



**Drives vision and strategic development**



**At the forefront of dialogue and decision making**



**Focal point for clarifying roles**

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## Keeping The Mission Alive

**Top of every agenda**

**Allow "mission moments"**



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## Keeping The Mission Alive

**Basis for decision making**

**End of meetings – have we advanced the mission?**



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## How Does Your Mission Measure Up?



**Dynamic and meaningful?**

**Resonate with all key constituents?**

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## How Does Your Mission Measure Up?



**Differentiates your hospital?**

**Does everyone know what your mission is?**


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## The Vision

is a vivid description of what the hospital seeks to ***become in the future***. It considers future challenges, possibilities and choices, and serves as a ***"high bar"*** for organizational success.

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## The Vision



- Inspiring, unique and visual
- Enduring, empowering
- A "stretch," yet realistic and attainable

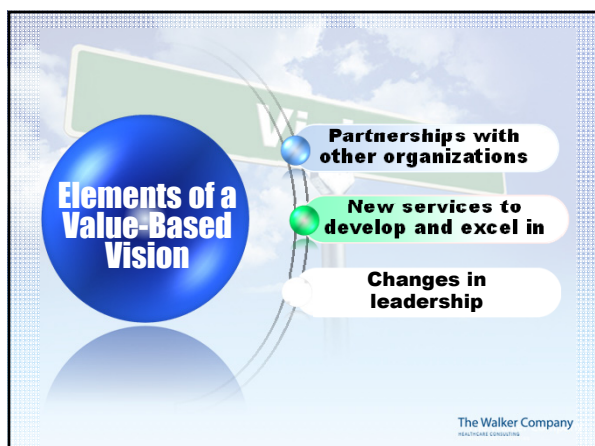
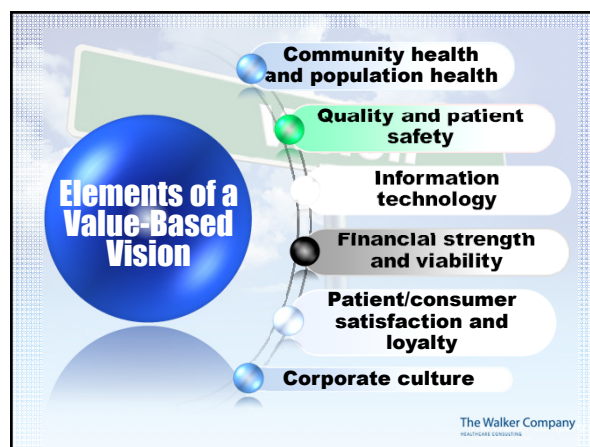
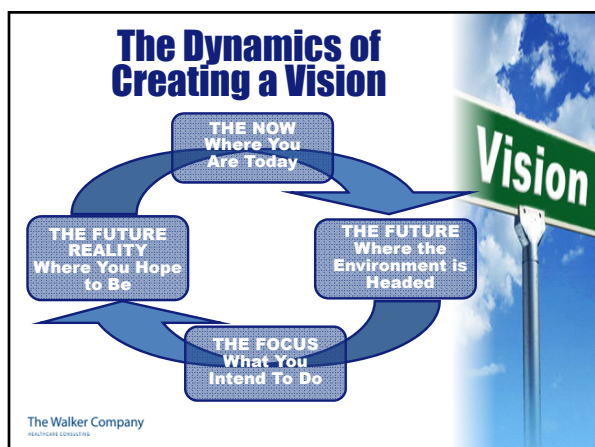
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## The Vision



- Prepares leadership thinking and resources for future challenges
- Powerful and inspiring, but with a "gulp factor"
- Drives measurement of strategies and objectives

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## An Ideal Vision



- Challenging but realistic
- Inspires enthusiasm and commitment

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## An Ideal Vision



**Provides purpose and focus**



**Drives creative strategic thinking**

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## What's Your Destination?



**Not a simple, general statement**

**Multiple visions in key areas that are meaningful, useable and measurable**

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## Vision for Improved Community Health

**Our hospital will measure its success in large part based upon achieving community health improvement goals. Working with the community we will establish health status benchmarks, and regularly assess and report progress toward achieving community health improvement.**

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## Vision for Public Trust

**Our hospital will be acclaimed for the quality, effectiveness and appropriateness of the services we provide to improve the health status of our community. Opportunities for growth through service improvement will be the result.**

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## Vision for Organizational Efficiency

**Our hospital will provide services more efficiently and cost-effectively than any other provider in the market. We will be recognized as a "model hospital" for our delivery of care and efficiency of service. Our process improvement initiatives will classify the hospital as among the "best of class" in the region.**

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## How Does Your Vision Measure Up?



**Defined most critical areas?**

**Powerful statement of organization's future?**

**Connect with mission and values?**

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## How Does Your Vision Measure Up?



Realistic, yet a "performance stretch"?

Relatable to every area and person?

Do you measure progress?

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## Values

are the principles and beliefs that ***drive organizational behavior*** at every level throughout the ***entire organization.***

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- Communication
- Respect
- Integrity
- Excellence

These are fine *values...*  
*or are they?*

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## Good Values Create Better Organizations



- Reflect unchangeable, bedrock core principles and ethics
- "Cultural cornerstones"
- An "ethical compass"
- Set the organization apart

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## Good Values Create Better Organizations



- Limit freedom and behavior
- Leave the organization open to criticism – set a high ethical bar
- Demand vigilance

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## Putting Your Hospital's Values to Work




Integrated into every employee-related process

Form the basis for every decision the organization makes

Promote at every opportunity

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### Putting Your Hospital's Values to Work



- Tell stories
- Celebrate

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### How Does Your Values Measure Up?



- How distinctive are your values?
- Make a positive difference?
- Support the mission, vision and strategies?

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### How Does Your Values Measure Up?



- Used when evaluating employee performance?
- Do you showcase them?
- Do you enforce your values?

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### Practical Leadership



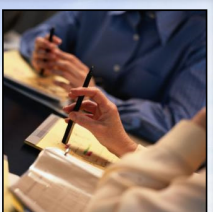
- Ensure that the mission, values and vision are prominent elements of decision making
  - Include on agendas
  - Connection to agenda items
  - Discuss decisions in relation to how they fulfill the mission, values and vision

### Practical Leadership



- Test all policy and strategy decisions
- Regularly examine strategic progress
- System is in place to measure progress

### What Do We Know Today that We Didn't Know Then?



- Review on a periodic basis
  - Challenge assumptions
  - Modify based on today's realities
- Ensure a continual flow of new information and assumptions

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## Seek Leadership Involvement

- Ensure medical staff leadership involvement in strategic planning
- Demand well thought-out strategic options and alternatives from management



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- Examined the mission, values and vision?
- Appropriate and forceful?
- Prominent elements of decision making?

- Annually reviewed at the board retreat?
- How/if they will strengthen the hospital's ability to achieve its mission and vision?
- Regularly review the progress of strategies and objectives?

## Driving Change

*Integrating Mission, Values and Vision into Board Leadership*

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