

*Respiratory Care - A Fresh Look  
at What We Do and How We Do  
It*




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*Why did you become a  
Respiratory Therapist?*



*Are you still having fun?  
Do you still enjoy coming to  
work?*

*If your answer is no, come walk  
with me . . .*

# *Respiratory Therapy - The Traditional Approach*

- Report for work
- Wait for assignment
- Get report
- Gather supplies/equipment/medications
- Cover one or more units
- Handle what you started with and anything new that gets ordered

*A day in the life . . .*

Sound familiar?

## *The Way We Were . . .*

- In the midst of a leadership “void”
- Many leadership positions based on experience or tenure - not ability to lead
- Staff morale at or near all-time low
- Very high “call-in” rates
- 11% position vacancy rate - 6 positions
- A very good mediocre department . . .

## *Our wake-up call . . .*

- Realized that “good enough” wasn’t . . .
- Lots of folks in the wrong seat of the bus
- Researched other staffing models - blew up our organizational chart
- Met individually with majority of staff
- Identified list of obstacles and frustrations
- Engaged staff in identifying who they would follow

## *More Details . . .*

- Developed a model based on “servant-leadership” of our patients and staff
- Rebuilt our leadership from those who could identify/practice/support this model
- Removed a vast majority of obstacles and frustrations through process redesign
- Tailored positions to individual strengths

# *Finding the “Sweet Spot”*



- Talents
- Knowledge/Skills
- Passion
  
- It's all about connecting people with their giftedness . . .


# *A Fresh Approach . . .*



- Team Leaders and Shift Leaders arrive 1/2 hour before staff
- Goal is to equip staff members for success
- Print assignments as well as contact numbers for teammates
- Staff arrives with prep work done

## *A Fresh Approach . . .*

- Staff members report for work, get this information, get report and begin caring for patients
- Breath-actuated nebs
- “What you see is what you get!”
- New starts handled by Team Leaders, Shift Leaders and Coordinators
- “No one stops ‘til everyone stops!”



*Our leaders are committed to giving each staff member and each other the best chance of having an uneventful day every day they come to work!*



*Remembering our roles as  
Servant Leaders . . .*

# *Characteristics of Great Leaders*



- Compassion
- Contemplation
- Cheerfulness
- Concentration
- Creativity
- Courage
- Clear Conscience
- Conviction

*Maybe the most important for  
Servant Leaders. . .*



Humility

# *Leading an Organization “On Purpose”*



- Uncompromising explicit values and performance standards
- Open Book Management Practices
- Commitment to Leadership Development
- Commitment to Staff Development
- Succession planning
- Continuous Coaching/Mentoring

# *Challenges of leading “on purpose”*



- Engaging our peers is not always easy . . .
- Consistently and frequently provide evidence that “this time will be different”
- Professional jealousy
- Chronic “armchair quarterbacking”
- Convincing our peers that one person CAN make a difference. . .

# *Rick Warren's Philosophy of Leadership*

- Nothing happens until someone leads
- Leadership is influence
- The test of leadership - Is anybody following?
- Foundation is character, not charisma
- Leadership can be learned
- When you stop learning, you stop leading!

# *Thinking About Our Purpose . . .*



- It's not about me . . .
- Living on purpose is the path to peace
- There is more to life than just here and now
- Life is all about love
- I need others in my life
- Community requires commitment
- It is my responsibility to protect the unity of my group

*And more . . .*



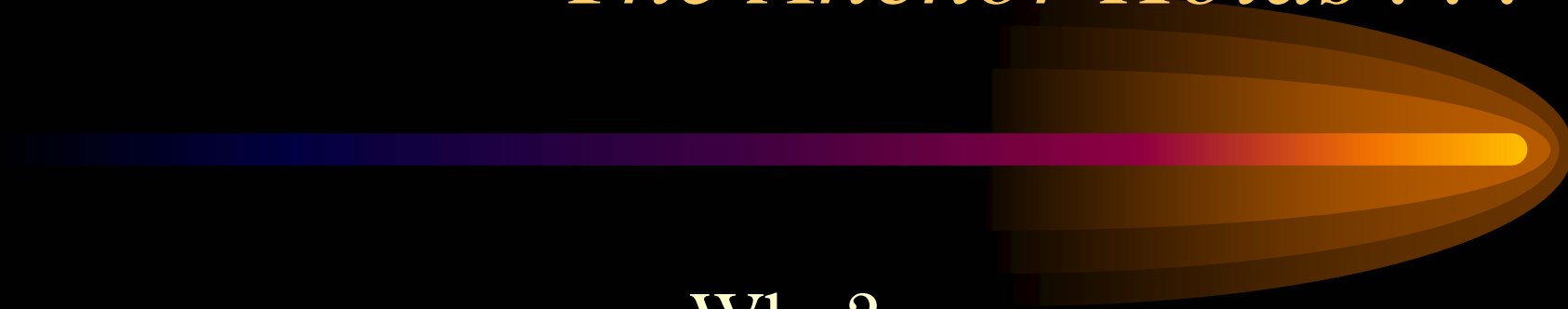
- It's never too late to start growing
- There is a purpose behind every problem
- There is always a way out
- There are no shortcuts to maturity
- Service is not optional
- I was made for a mission


# *2004 - 2007 at St. Dominic - The Model is Tested . . .*

- Several physicians have relocated their practices secondary to legal climate
- Emergence of “boutique” facilities
- Marked decreases in ADC as a result
- Record contractual adjustments
- All have resulted in incredible fiscal challenges
- Visits from a productivity consultant

*The Anchor Holds . . .*

Why?





*In today's healthcare arena, a clear and concise vision has never been more important!*

# *Why is a Vision Important?*

- Establishes a picture of what “could be” and what “should be”
- Provides a clear direction for all to see
- Establishes a standard by which we can measure our decisions
- Provides a passion and a motivation to make the differences we can

# *St. Dominic's Department of Pulmonary Services*

- We will establish ourselves as the premier provider of our available services in the state of Mississippi and throughout the Southeast. This will be accomplished through:
  - Providing exceptional patient experiences
  - Focusing on how we might better do our jobs
  - Continued diversification of available services
  - *Amazing Technology, Graceful Care . . .*

*Challenging times demand  
visionary leadership . . .*



Here's what can happen when leaders  
“lead” and the “vision” is clear:

## *“No secrets, No excuses. . . .”*

- I shared the facts with my staff and **THEY:**
- Identified process changes which could eliminate waste
- Identified and eliminated the “sticky-wickets” in our charge structure
- Responded with creative ways to meet new productivity standards without sacrificing quality patient care

# *The Power of Engagement. . .*


## *A Tale of Four Initiatives*

- Revision of Code 99 Charge Processes -  
4/27/04 – 8/31/07    Impact: \$682,793
- Comprehensive Charge Audit/Supply  
Tracking Process - 4/19/04 - 8/31/07  
Impact: \$493,944
- “Save an Hour” effort - 3/10/04 – 8/31/07  
Impact: 10,413 hours = \$312,390 Saved;  
Results in \$10,413,000 avoidable revenue

## *And yet another . . .*

- Implementation of evidence-based vent weaning protocol
- LOS reduction on ventilator from 7.89 in 4Q 2003 to 2.97 days from 1/05-8/31/07
- 4.92 day reduction for 2453 patients results in savings of app. \$66.4 million in last 32 months!

# *Other initiatives that have made a difference . . .*



- Implementation of “ventilator bundle”
- Impact on VAP’s
- Rapid Response Team
- Clinical Ladder
- Staff Development Incentives - 108 specialty credentials earned since 4/05
- ResQPod – 59% survival rate vs 19% national average

# *Need More Evidence?*

- June '03 - 6 vacant FT positions
- '03 FT Turnover - 15%
- August '07 - 0 vacant FT positions (none in last 28 months)
- '05-'06 Turnover - 1.6%
- Press-Ganey scores up 23 percentile points
- ALOS down 0.41 days
- Call-ins down 58%



*Top Ten Lessons Learned*

## *Lesson #10*

- 10. “Servant leadership starts with a vision and ends with a servant heart that helps people live according to that vision.” - Ken Blanchard

## *Lesson #9*

- “People don’t care how much you know until they know how much you care.” - Zig Ziglar
- People want what’s real; they’re starving for authenticity
- It’s okay to be vulnerable . . .

## *Lesson #8*

- “He who is busy helping the one who is below him doesn’t have time to envy the person above him.” - Henrietta Mears

## *Lesson #7*

- “He who thinketh he leadeth and hath no one following him is only taking a walk” - John Maxwell

## *Lesson #6*

- “People will support a world they help create” - Unknown
- The vast majority of issues we face as leaders each day may be solved with the input of the people involved in the processes every day

## *Lesson #5*

- “It’s easy to make a buck – It’s a lot tougher to make a difference. . .” – Tom Brokaw

## *Lesson #4*

- “There’s no deodorant like success!” -  
Sam Giordano
- Our department played a huge role in turning our hospital’s operating margin from 3.6% in 2004 to 7.9% in 2005 and 6.1% in 2006

## *Lesson #3*

- “Anyone who isn’t confused really doesn’t understand the situation!” -  
Edward R. Murrow

## *Lesson #2*

- “You have to seize the opportunity of a lifetime during the lifetime of the opportunity” - Unknown

## *Points to Ponder . . .*



- Was it worth the risk?
- Was it worth the pain?
- Is this something that might work for you?
- Are you frustrated enough with the status quo to try something radically different?
- Does your staff need a hero?

# *Lesson #1*

- “Where there is no vision, the people perish.” - Proverbs 29:18

# *Sage advice - Mary Anne Roadacher-Hershey*

- Live with intention.
- Walk to the edge.
- Listen hard.
- Practice wellness.
- Play with abandon.
- Laugh.
- Choose with no regret.

*And more . . .*



- Continue to learn.
- Appreciate your friends.
- Do what you love.
  
- Live as if this is all there is. . .

*Thanks!*

