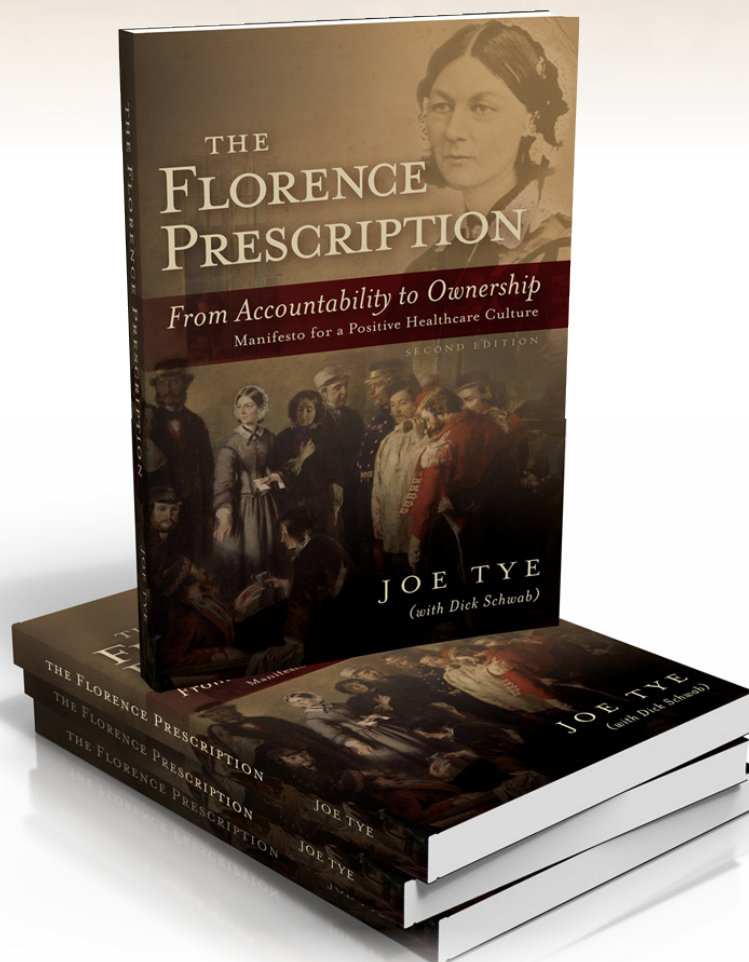


# HIGHLIGHTS FROM THE FLORENCE PRESCRIPTION

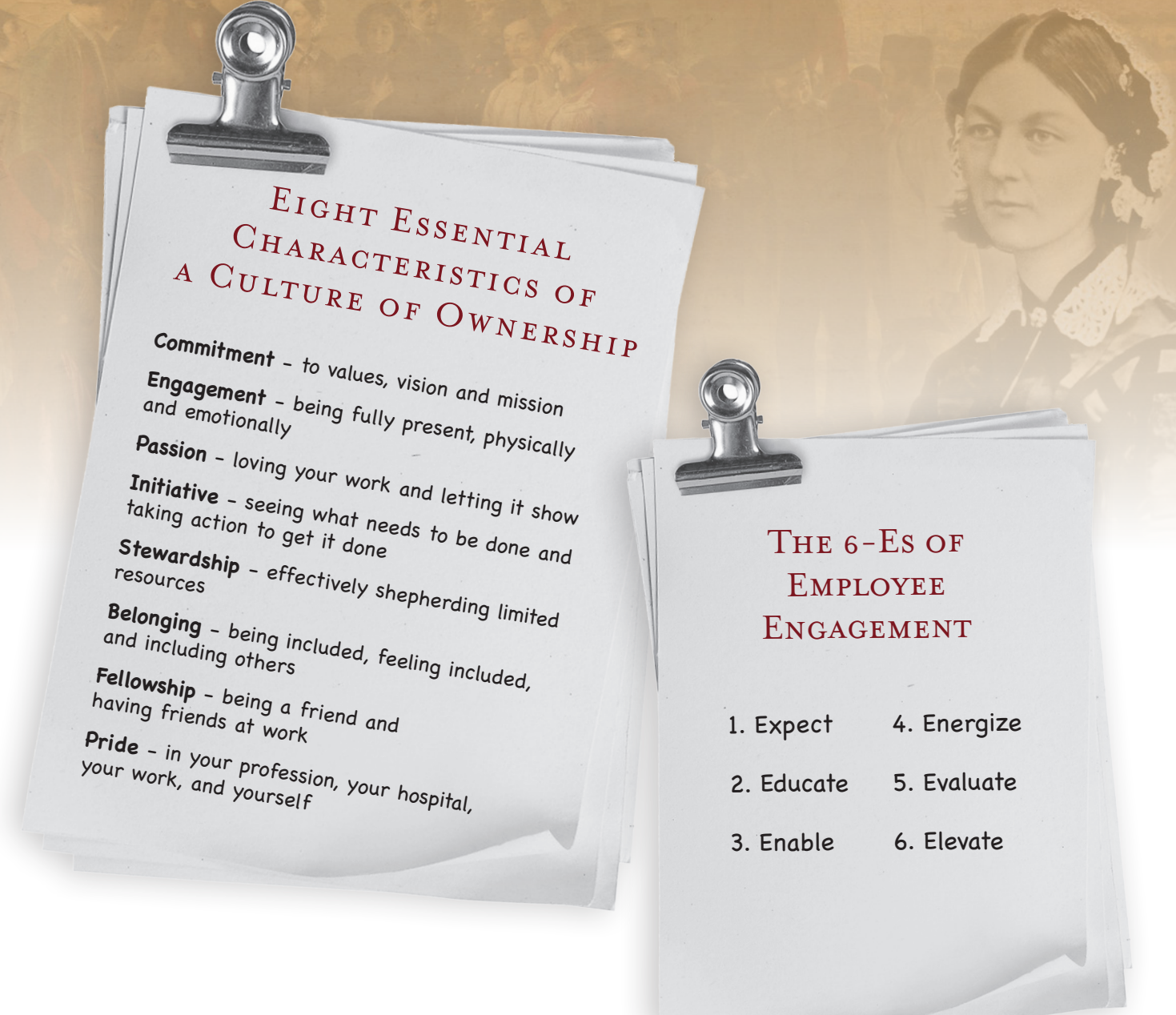


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## EIGHT ESSENTIAL CHARACTERISTICS OF A CULTURE OF OWNERSHIP

**Commitment** - to values, vision and mission

**Engagement** - being fully present, physically and emotionally

**Passion** - loving your work and letting it show

**Initiative** - seeing what needs to be done and taking action to get it done

**Stewardship** - effectively shepherding limited resources

**Belonging** - being included, feeling included, and including others

**Fellowship** - being a friend and having friends at work

**Pride** - in your profession, your hospital, your work, and yourself

## THE 6-ES OF EMPLOYEE ENGAGEMENT

1. Expect
2. Educate
3. Enable
4. Energize
5. Evaluate
6. Elevate

You can't be cynical and negative sitting in the cafeteria or break room and then somehow flip an inner switch and become genuinely caring and compassionate when you walk into a patient's room.

And patients see right through the fraud.

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Invisible architecture is to the soul of your organization what physical architecture is to its body. Invisible architecture, not the buildings, determines whether you are a good hospital, a great hospital, or just another hospital.

You can hold people accountable for showing up on time and for fulfilling the terms of their job descriptions, but you can't hold them accountable for being committed and engaged. You can't hold people accountable for caring. It takes a spirit of ownership for those things to happen.

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The left brain counts and the right brain matters.  
Part of the art of leadership is knowing how to balance, and how to integrate, left brain discipline and right brain creativity.

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Every organization has a culture – it is to the hospital what personality and character are to the individual. Your culture will be defined by what you expect and by what you tolerate. And over time, what you tolerate will dominate what you say you expect.

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When patients overhear caregivers complaining and gossiping, it violates the integrity of the caregiver and shows a lack of respect for the patient, not to mention the person who's being complained or gossiped about.

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At the personal level, a core value is a deeply-held philosophical commitment to a pattern of attitudes and behaviors that define and shape how you think, how you set goals and make decisions, how you develop relationships, and how you deal with conflict. At the organizational level, a core value should define your non-negotiable expectations regarding how your people behave, the goals toward which you direct your collective efforts, and how you work together.

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Taking care of the sick should be a mission, not just a business.  
Being a healthcare professional should be a calling, not just a job.  
Our hospitals are at risk of losing their souls.

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Every organization has a culture, though in many cases that culture has evolved haphazardly rather than by conscious design. Culture is the only sustainable source of competitive advantage, and cultural blueprinting is more important than designing buildings.

Any time someone says 'not my job,' walks by a patient room where the call light is on, or does not stoop down to pick up a piece of paper on the floor, that person is renting a space on the organization chart, not taking ownership for the work itself.

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Once a critical mass of people makes the commitment to their personal transformation, it will inevitably have a positive transformative impact on the entire organization.

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Our attitudes, beliefs and behaviors are not shaped by the buildings as much as they are by the values, the culture, and the emotional climate of our organization. These are the key elements of invisible architecture.

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What any of us call our own era depends upon what we choose to see – the best of times or the worst of times. And what we choose to see today – and how leaders choose to frame reality when speaking with their people – will profoundly shape the future they create. Perspective shapes reality.

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Empowerment isn't something that can be given; it's a choice that must be made. No one can empower you but you, and once you've given yourself that power no one can take it away from you.

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If you knew it would change your life for the better, help you be a better manager, help you be a better parent, and create a much more positive and productive hospital environment, would you take *The Self-Empowerment Pledge*?

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If we each do our part, we will change our lives for the better.  
If we all do our parts, we will change our organizations for the better.

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Toxic emotional negativity is the spiritual equivalent of cigarette smoke in the air – as harmful to the soul as smoke is to the body. Just as we once eradicated toxic smoke from our hospital environments, it is now our obligation to eradicate toxic emotional negativity.

Left brain and right brain are metaphors that represent important aspects of the organization's culture. Left brain and right brain are endpoints on a continuum; it's not left brain OR right brain, it's where you fall on that continuum, and whether it makes sense to move in one direction or the other.

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Some of the most influential leaders in an organization don't have a management title. They are leaders because they see what needs to be done, they're willing to take the initiative, and they're able to influence others to work with them.

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The things we measure are less influential in how patients evaluate their stays than are the things which can be seen but not measured. Invisible right brain factors largely determine patient and staff satisfaction.

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One toxically negative person can drag down the morale and the productivity of an entire work unit. It is a core leadership responsibility to create a workplace environment where toxic emotional negativity is not tolerated.

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Can you imagine how Florence would react if she were here today and heard things like nurses eat their young and nursing is its own worst enemy, or read a nursing journal article about how badly nurses can treat each other?

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Toxic emotional negativity – complaining, gossiping, finger-pointing and the like – is both malignant and contagious. It's bad for your health, and one caustically negative person can suck the energy out of everyone else in the room the way one person lighting a cigarette will pollute the lungs of everyone else around. It's the emotional and spiritual equivalent of cigarette smoke. Cigarette smoke for the soul! Just as we once eradicated toxic smoke from our hospital environments, it is now our obligation to eradicate toxic emotional negativity.

Our negative attitudes can cause iatrogenic anxiety and depression for our patients – and that’s not just unprofessional, it’s malpractice.

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The Pickle Pledge:

I will turn every complaint into either a blessing or a constructive suggestion.

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Asking the right questions and then probing to understand the answers is usually the first step toward the correct prescription.

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To foster a culture of ownership, you must treat people like owners and not just employees, like they are partners in the enterprise and not just hired hands doing the work.

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We need to see opportunities where others see barriers.

We need to be cheerleaders when others are moaning doom-and-gloom. We need to face problems with contrarian toughness because it’s in how we solve those problems that we differentiate ourselves from everyone else.

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The core cultural characteristics that you define inevitably become central to the brand image of the hospital as it is perceived by the community.

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People will act out an organization’s values only to the extent that they perceive them to be coherent with their personal values.

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We need to be more efficient in systems and operations so that there is more time for the things that really matter, like compassion and listening.

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Some people aren’t going to buy in to a culture of ownership and a few will actively seek to sabotage the effort. Are you willing to raise your expectations, lower your tolerance level for deviation from those expectations, and perhaps lose some people who have good technical skills but a bad attitude?