

Moving from Good to Great: Infusing Strategy with Vision

The Presenting Problem

Kittitas Valley Community Hospital (KVCH) was trying to decide, “What next?” The hospital had just completed a long-term building project, resulting in a beautiful new healthcare facility. With that behind them, KVCH now wanted to build a future that engaged the energy, imagination and commitment of their community and stakeholders in the same way that building their new facility had – but they weren’t sure how. KVCH contacted Pacific Integral for help in a strategic planning process.

Pacific Integral’s Involvement

Pacific Integral began their work with an Integral Assessment of the organization, identifying existing strengths and opportunities for development. Among the findings was the acknowledgement that community physicians worked very independently of any sense of community and often referred patients out of the area hospital for procedures that KVCH could perform. This, of course, had an impact on KVCH’s financial health. KVCH and the community physicians both had strong commitments to provide excellent care to their patients – but the physicians and KVCH clearly were not aligned on where that service might best occur. Pacific Integral recognized the opportunity for KVCH and the physicians to take on the challenge of exploring the barriers and the possibilities to better align their shared commitments to excellent, well-coordinated patient care. With the help of PI, a team of leaders from the hospital executive team, the physician community and the Board met to explore this idea.

Pacific Integral helped these leaders identify their compelling, shared interests *and* some existing barriers to working well together. Based on their desire to pursue their share interests, these leaders became the Joint Leadership Group of a new “Community Medical Enterprise”: a partnership for providing excellent care to their community. PI worked with the group to identify six specific, measurable objectives to accomplish within the following six months – objectives that required that the leaders work through the existing barriers and across their historical boundaries to be successful.

To meet the objectives, Pacific Integral coached, facilitated and provided just-in-time training to the group to develop new skills and strengthen their ability to communicate effectively, generate shared commitments, have hard conversations, create and sustain accountability, and realize their desired objectives.

Results

The group accomplished all six of their objectives in their six-month time frame, including such things as developing guidelines for communication and complaint management across all participating groups, increasing providers' market share, aligning on an acceptable physician call system, and developing shared goals and actions in creating an effective mix of physician specialties in the community. Because of their success with the objectives *and* in creating strong clinical, business and personal relationships among participants, the Board designated this group as a Steering Committee for KVCH. Two years later, this Group continues to work together on complex issues that serve shared goals.