

WILEY



Pulling Healthcare Teams Together with
The Five Behaviors of a Cohesive Team™

A case study featuring :

**LEE MEMORIAL
HEALTH SYSTEM**

What do you do when your patients are happy...but your hospital staff isn't? A healthcare leader at one of "America's 50 Best Hospitals"* turns to *The Five Behaviors of a Cohesive Team*™ to transform a diverse department into a healthy team.

THE RADIOLOGY DEPARTMENT OF a major hospital is already expected to be technologically impressive and organizationally efficient. Walk down the hallways of the Radiology Department at Lee Memorial Health System's HealthPark Medical Center in Fort Myers, Florida, though, and you will see another side of healthcare innovation. Hand-painted, tranquil scenes of nature are thoughtfully placed on the ceiling, just where patients on gurneys are gazing as they anxiously await their procedures.

Creative solutions like these have helped Radiology Director Jessica Lindsey and her staff raise their patient satisfaction scores from low 50s to mid-80s, becoming the only Radiology Department in the health system to exceed the standard. But even as her patients' experiences topped the charts, those of her staff sounded alarms. Her largest unit's (Diagnostic Radiology) annual employee engagement assessment showed that employee engagement and satisfaction had reached an all-time low.

THE NEED

Lindsey was stunned and concerned about the results for the Diagnostic unit. "It was heartbreaking to me that people were pouring their hearts and souls into their patients, but coming to work feeling that they were in an environment that did not support them," she says. Seeing how serious Lindsey was about making significant change, her hospital's Chief

Administrative Officer arranged for her to work with Leadership Development Specialist Julie Sanders.

THE SOLUTION

Sanders is part of an 11-person Leadership and Organizational Development team that had just experienced *The Five Behaviors of a Cohesive Team*™ together at their annual team retreat.

Sanders also was reading Patrick Lencioni's *The Five Dysfunctions of a Team* book and suggested that Lindsey read it, too. Lencioni's "leadership fable" immediately resonated with Lindsey. "The book helped me realize that this wasn't just a 'Jessica Lindsey problem,' but one faced by many other managers and leaders." Lindsey and Sanders agreed to use *The Five Behaviors*—a comprehensive team development program based on the work of Patrick Lencioni—as the framework for addressing the Diagnostic unit's dilemma.

The Five Behaviors of a Cohesive Team helps both team members and leaders understand how they can work together to build a more effective team and achieve sustainable results. The facilitated sessions enable teams to comprehend where they fall within five distinct behaviors of teamwork: Trust, Conflict, Commitment, Accountability, and Results. *The Five Behaviors* assessment includes the *Everything DiSC*® behavioral assessment,

* Healthgrades 2015 America's 50 Best Hospitals Award



which establishes a neutral language that helps participants engage in productive conversations to develop within these five competency areas.

THE RESULTS

Lindsey and Sanders initiated the process with the Five Behaviors assessment. Teams see their responses to questions charted on a color-coded triangle: Green indicates that a team scored well, or high, in a behavior area; yellow indicates the medium range; and red flags a low score. Lindsey was prepared for negative results.

“We were red in everything but commitment. That was actually reassuring,” reports Lindsey, “because I knew that I had the right group, people who were willing to be honest with each other and not minimize the problems. The team was admitting, ‘Yes, we have some things to talk about.’”

Over the course of three workshops, supplemented by interviews that Sanders conducted with employees, the group found itself on a journey of genuine discovery. Sanders observes that when the members of the leadership team began the workshop, “they didn’t think of themselves as a team, but rather as leaders of separate shifts and specialties who simply reported to the same person. They had never met purposefully as a group,” Sanders points out.

Under the facilitator’s guidance through the first workshop, which focused on Trust, the

team’s eyes were opened to the fact that the poor results weren’t limited to a few employees or a single shift. Sanders brought feedback from the employee interviews, and the leadership team worked to create a standard to address the employees’ concerns across all shifts. As the workshop progressed, the participants came to see that they were indeed a team whose problems were shared by all.

Other breakthroughs followed.

“We got past the really uncomfortable conversations, had more effective one-on-ones, and became comfortable bringing up issues that previously we would be afraid to address,” reports Lindsey.

By the time the second workshop came along, the team members had made so much progress working through the Trust module that they created a visual collection of their accomplishments. Their insights filled up the walls of the entire room.

Just as the process began with a surprise, it wrapped up with one as well. “Before we got to the third and last workshop,” says Sanders, “we conducted the employee engagement survey again. It was the same group of employees, six months later, taking the same survey.”

The results were impressive. Every single measure of employee engagement had improved, with the majority of scores in the

Pictured above, Lee Memorial Team (L-R): Julie Sanders (Leadership Development), Kayla Kozi, William Harris, Teresa Haugh, Director Jessica Lindsey, Patrick Fuchs, Teri Marker

Today, the Diagnostic Radiology unit has a waiting line of people applying for each vacancy. *What better sign of a healthy healthcare organization could a leader wish for?*

high 80s and 90s. “The whole thing was a big warm hug!” gushes Lindsey. The employee engagement survey results are now proudly displayed on the department’s door.

The third and final workshop was a true celebration. The group shared examples of successes and engaged in one of its favorite exercises, where participants sit face-to-face and tell each other about what they can improve on.

THE OUTCOMES

The changes among the Lee Memorial Radiology team have been long lasting. Improvement can be seen not just in assessment scores, but in the day-to-day experience in the hospital. *The Five Behaviors* program “really changed the way we conducted business in our department,” Lindsey admits. When my supervisor and I review an incident or an issue, we now label it as one of those five behaviors. It’s become our way of talking about our work.”

Confirmation of their success also came from another, less expected front: As a teaching hospital, Lee Memorial Health System receives feedback from its radiology students regarding quality of all the teaching sites in a tri-county program. In its clinical area, Lee Memorial HealthPark Medical Center rated #1 for student rotations. Lindsey proudly recounts that the comments “just blew me away this year.” “This was the best group of technologists I worked with in my two years,” wrote one student. “It is a great learning environment where patient care, safety, and constant improvement are a priority,” said another.

“Students want to work here now because they can feel the spirit,” says Lindsey. “You can’t turn it off; it’s the culture.”

Today, the Diagnostic Radiology unit has a waiting line of people applying for each vacancy. What better sign of a healthy healthcare organization could a leader wish for?

To learn more, contact your Five Behaviors of a Cohesive Team™ Authorized Partner.