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**Huron Hospital: Leading with
Sustainability to Create a High-
Performing System**

**CEO Publication
G 10-18 (587)**

Arienne McCracken

*Center for Effective Organizations
Marshall School of Business
University of Southern California*

Susan Albers Mohrman

*Center for Effective Organizations
Marshall School of Business
University of Southern California*

November 2010

The case detailed in this chapter stems from CEO's continuing research program on sustainability. We focus especially on complex problems that can best be solved through cross-functional, inter-organizational and multi-stakeholder collaboration. Learn more at <http://ceo.usc.edu/sustainability>. We greatly appreciate the support of the Cleveland Clinic.

Pre-press version of a chapter accepted for publication in the 2011 book *Lessons in leadership: Learning from real world cases*. Edited by D. D. Warrick and J. Mueller. Chicago: Rossi-Smith.

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Huron Hospital: Leading with Sustainability to Create a High-Performing System

Arienne McCracken
Susan Albers Mohrman

Center for Effective Organizations
Marshall School of Business
University of Southern California

Brief Bios

Arienne McCracken is program manager and research associate for the Sustainability Program at USC's Center for Effective Organizations (CEO) in the Marshall School of Business. She lives in Los Angeles. (Center for Effective Organizations, Marshall School of Business, University of Southern California, 3415 South Figueroa Street, DCC 200, Los Angeles, CA 90089-0871, United States. Tel: +1 213 740 9814. Email: amccracken@marshall.usc.edu)

Susan Albers Mohrman (Ph.D., Northwestern University) is senior research scientist at USC's Center for Effective Organizations (CEO) in the Marshall School of Business. She is co-author of *Self-Designing Organizations*, *Designing Team-Based Organizations*, and editor of *The Handbook of Collaborative Research* and *Doing Useful Research: Advancing Theory and Practice* (in press). She is co-faculty director of CEO's program in organization design and of its Sustainability Program, a program based on collaborative research and the creation of an international learning community involving practitioners and academics. She lives in Altadena, California. (Center for Effective Organizations, Marshall School of Business, University of Southern California, 3415 South Figueroa Street, DCC 200, Los Angeles, CA 90089-0871, United States. Tel: +1 213 740 9814. Email: smohrman@marshall.usc.edu.)

Major Focus of the Case

Gus Kious arrived at Huron Hospital and set out to turn this struggling inner-city hospital into a high-performance system. Starting in the late 1950's, participative management has been documented as leading to higher organizational effectiveness and outcomes, as people "are motivated by a sense of involvement and commitment" (Lawler, 1986, p. x). The presence or absence of the following key characteristics at lower levels in the organization reveals how participative a workplace actually is: 1) power/decision making, 2) information flowing both downwards and up, 3) rewards, 4) knowledge of the organization and skills/training. A fifth characteristic is how much of the organization is actually involved. Kious explicitly had the development of a high-performing organization in mind as he took the reins at his hospital in 2004.

In a twist on earlier high-performance transitions, Kious used a focus on sustainability as a lever to change the mindset of people and stimulate a focus on high performance. A commonly cited definition of sustainability comes from the UN Brundtland Commission's 1987 report, which called for "meeting the needs of the present without compromising the needs of future generations" (UN General Assembly, 1987). Current thinking fleshes out this definition by specifying the so-called triple bottom line of sustainable ecological, economic, and social outcomes. Although there is no standardized "recipe" for a sustainable organization, there is a core realization that sustainability requires a complex and systemic approach, since "all boundaries are permeable" (Mohrman & Worley, 2010).

What do high-performance systems and sustainability initiatives mean to a leader's role? In this case, we introduce a leader, Gus Kious, who took the reins of a poorly performing hospital and describe his actions and successes. We also touch upon the issue of the shifting strategies of the larger health care system in which Kious operates, which may eventually lead to

Kious' hospital being repurposed or shut down—a casualty, ironically, of the national search for sustainable health care delivery approaches. This leads us to a recognition that in today's world of rapid and dynamic change, globalization, and resource shortages, effective leadership may look far different from the past.

Gus Kious, Huron Hospital, and the Cleveland Clinic

The man was drowning, and he didn't know if he was going to make it. He had been swimming off the coast of South Africa when a riptide suddenly dragged him away from shore. Terrified, he frantically fought against the current without much success. The man understood that he was indeed beginning to drown and felt a myriad of things at the same time: he was aware that his energy was almost used up, and he was pessimistic about getting out alive. As a physician, the man had seen death and was accepting of it. But at the same time, he somehow knew that it wasn't yet his time, and in his mind he saw what he had to do. With the last bit of energy he had, he reoriented the direction of his movement and made it to shore.

Gus Kious had cause to remember that day in his past when he took on the role of president and medical director of Huron Hospital in 2004. Huron is a 211-bed acute care teaching hospital located in East Cleveland, Ohio and is one of the regional hospitals in the Cleveland Clinic system.

The non-profit Cleveland Clinic is an internationally recognized hospital system. Its accolades include being cited as an exemplar of health care by President Obama during his fight to pass the health care reform bill in 2009. It was lauded in a *Newsweek* article as being the future of healthcare and a model of effectiveness both in the realm of curing and in its method of doing business (Adler & Interlandi, 2009), and is currently ranked #4 in the U.S. News & World Report "Honor Roll" of best American hospitals (Comarow, 2009). The Clinic, which was

founded in 1921 by four doctors, now employs 2000 physicians and scientists and systemwide sees 4.2 million patient visits per year. Centered in Northeast Ohio, the Cleveland Clinic system has or manages facilities in Canada, Las Vegas, Florida, and Abu Dhabi. The main campus building of the Cleveland Clinic is a gracious, ergonomic, art- and light-filled structure with handsome patient rooms and a state-of-the-art nether level filled with robots that move supplies throughout the main campus.

The laurel wreathes heaped upon the Clinic may seem fairly incongruous when taking a cursory glance at Huron Hospital. Huron is clearly an old, small facility in East Cleveland, the poorest part of a struggling city in the heart of the so-called Rust Belt, that part of the U.S. that was the erstwhile manufacturing center of the country but is now mostly known for its weak economic base and depopulation. Huron Hospital has for many years been a major provider of charity care and thus a money loser for the Clinic system. In addition, when Kious became head of the hospital, it was also struggling profoundly with quality issues, long lengths of stay, and employee morale.

Kious at Huron

Kious set out first to get to know people at every level in the hospital. He made it a habit to take long walks throughout the facility. Staff, patients, and family members saw the big, amiable, bald guy in the hall, and he talked to them. You want to talk to him – he’s just that kind of person. “Never better!” he’d reply when asked, “How are you, Dr. Kious?”

The walk arounds were a sign that Huron would no longer operate as a stratified and siloed organization. Now, Huron people speak to everyone else, no matter the function, the department, the title, or the level. Tommy Anastasio, a manager in facilities engineering,

mentioned that now it's "easier to get your point across. [Michael] O'Connell is my VP. I can come up and talk to him any time."

Gus had clear objectives in his mind as he began his tenure as president the hospital. First was the goal of developing the hospital into a high-performing organization. Kious also wanted the hospital to become a valued referral center (especially for chronic diseases), in order to attract a broader population of patients. He was strongly committed to identifying, developing and promoting talent. These goals coalesced into one overarching goal: to become a sustainable hospital: financially, strategically, and environmentally (Kious, 2009).

Kious began to associate the feelings and attitudes prevalent among hospital employees with how he had felt during his near-death experience so many years earlier. The mounting despair and frustration against something seemingly unconquerable was obvious to him. And yet again, he somehow knew that it wasn't time for the hospital to give up the fight. His Huron people had talents, and the hospital would need them all to make a turnaround. He worked primarily with the existing staff, although he did fire a few people, including doctors who did not want to "get it right"). What needed to change was, rather, his people's mental models as to what was possible. As Senge (1990, p. 8) has written, mental models are "deeply held internal images of how the world works, images that limit us to familiar ways of thinking and acting." Extremely powerful, outmoded mental models need to be exposed to daylight so that real change can be effected.

Kious first challenged the old mental models in place at Huron by steadily developing the talents of his employees. Katie McGhee, director of case management and co-chair of the Operations Council, says that he taught her to talk to physicians, not always an easy thing to do. Kious says, "My promise to my people is that I will help develop them if they sign on to make Huron a great place – and I see it as success if they move on and are promoted." Kious held

voluntary monthly one hour education session aimed at helping staff and physicians “learn the business.” The first ten minutes of every management council meeting was spent on learning something new to the group. Kious created a process for what he called “charettes”—intense participative design processes using full knowledge of the system being redesigned. A very large bulletin board made information accessible to all staff, physicians, and any patients, family, or other community members who walked by. It contained all the relevant information about the community being served, the challenges being faced by the hospital, and all current operating statistics and accomplishments of the system. Passersby could post questions and ask for more information, and initiate and participate in design projects.

Sustainability Enters the Picture

Sustainability came into Gus’ awareness through the consciousness raising of his daughter-in-law. Their talks began to merge in Gus’ thoughts with the latest accoutrement to his walk arounds: the “Kious bag” – a trash bag Gus would fill with expired or old medicines, supplies, and equipment. The Kious bag was a tangible symbol of the unnecessary waste that the hospital was generating.

Gus soon saw that issues of sustainability, especially “green” or environmental issues, found fertile ground in all levels of the Huron staff. Kious provided several managers with opportunities to be trained in leadership for sustainability by the local group E4S (Entrepreneurs for Sustainability). These leaders in turn set up a "Green Team" to shepherd improvements into how the hospital operated. The Huron employees who constituted the Green Team quickly became personally committed to environmental sustainability and rapidly involved many others in the initiatives. Kious challenged his staff to eliminate 50% of the hospital's solid waste within four years. It was a very ambitious goal, and they achieved a 37% reduction. The Green Team

introduced many more environmental improvements into the hospital, such as focusing on energy efficiency, reduction of toxicity, the elimination and consolidation of the myriad of redundant printers and other electronic equipment that were scattered in offices throughout the hospital, and the introduction of a community garden and of organic foods into the patients' menus.

The green aspects of sustainability proved to be a springboard for Huron's overall collective vision. It instilled the value of using resources carefully and with an eye to reducing waste and leveraging resources. This value began to permeate all decisions. For example, the lab team initiated a sharing process with another Cleveland Clinic hospital, whereby each would do analyses for each other during very busy periods, thereby removing the necessity to increase the staff in either lab. Green sustainability unleashed a positive energy and pride that spilled over into other areas – it was a truly powerful reshaper of mental models. It also provided a vehicle to start to break down barriers with the community, which had been mainly distrustful of large institutions.

Teams Making Decisions

Kious is a strong advocate for management by teams, and he pushed decision making down to middle managers in his hospital. The Operations Council, which is composed of approximately 25 middle managers from all functions, has decision-making rights over day-to-day operations and accountability for the hospital's bottom line. The Green Team works closely with the Operations Council and with other leadership groups, all of whom are collectively accountable for making progress toward the goals and achieving excellence in all aspects of hospital functioning. Together they have identified the various elements of sustainability and

established goals, initiatives, and measurement systems that ensure that there is continual focus on ecological, financial and patient and employee outcomes.

Front-line workers meet as a team every morning to coordinate patient information, care, and check-ins and check-outs. This team includes floor nurses, admissions staff, orderlies, and others who see to it that people are treated and discharged in the most efficient way possible. A residents group meets with the head doctor daily to discuss cases and treatments. These teams share information and learning with each other while striving to effect the best care. Greater integration both within the hospital and with surrounding community agencies has led to greater financial sustainability, as patient stays that had been the longest in the system now are among the shortest.

Where does Kious fit into decision making? He has stated that he and his executive team: 1) exist to remove barriers for the Operations Council; and 2) have decision rights only over policy and strategy. Kious has clearly pushed decision making very far down into the organization.

Fitting into the Clinic System

All of Huron's efforts didn't go unnoticed by the rest of the Cleveland Clinic system. Many of their pioneering efforts have now been implemented across the hospital system. For example, the Clinic's main campus now offers a farmers' market. Huron was the pilot for the networked printer concept, which is now a commonplace in the hospital system. Tommy Anastasio in facilities engineering noted that he gets asked all the time, "How much would it cost us if we went green? – Call Tom – Huron already did it. Ask him." Kious reports with pride that a number of Huron's managers have served on Clinic-wide councils, many have received

system wide visibility, and some have been promoted into positions throughout the Cleveland Clinic System.

Huron Hospital had a positive EBIDA (earnings before interest, depreciation, and amortization) four quarters in a row for the first time in 2007-2008, is steadily becoming a referral center for chronic illness throughout Cleveland, and has greatly increased patient satisfaction metrics. In June, 2010, the hospital broke ground for an outpatient community health center focusing on chronic illness. However, even with Huron's high-performing culture, willingness to pilot, and dedication to excellence, Kious says, only half joking, "We're in the red, so word is always out that they're out to get us and close us down."

The vast transformation being undertaken in American healthcare at present must be kept in mind as a looming presence and constraint on all healthcare systems and actors. The Cleveland Clinic as a system is steering through unknown waters at the same time that Kious and his hospital are remaking themselves into a high-performing organization, but the two efforts are not always meshing. The Clinic, as a fee-for-service health care institution, is in the midst of a system-wide transformation to create sustainable healthcare delivery and position itself for the future by greatly increasing its efficiency and the leverage of resources to provide more affordable, high quality health care. It thinks about volume and numbers of procedures and the quality and reach of care across the greater system. Simply put, Huron's mission may not be in alignment with the Clinic system's strategy—a strategy formed for broader scope and leverage, with less focus on local communities and sub-populations. The recession that began in 2008 has negatively impacted Huron's case load and made it more difficult to achieve financial viability even with its new found efficiencies. The 2009 Cleveland Clinic annual report writes about "cost measured against need" and the "progressive alignment of Cleveland Clinic's many parts into a fully integrated healthcare delivery network." Delos Cosgrove, the CEO of the Cleveland Clinic,

said in an interview in *Newsweek*, that “The days of the stand-alone hospital being able to be all things to all people I think is gone—it winds up being a duplication of effort and duplication of cost, and it doesn’t engender high quality.” (Interlandi, 2009). Thus, Huron Hospital’s future status is uncertain. At least in its current form, it may not be able to significantly contribute to the overall sustainability and effectiveness of the larger Cleveland Clinic system.

Leading During Difficulty

Gus Kious continues to be proud of and fight for Huron, but he is keenly aware of the uncertainties of the situation. He speaks thoughtfully about the latest developments in healthcare in general and in the Cleveland Clinic in particular, and he recognizes that decisions will come from his Cleveland Clinic bosses. But come what may, whether facing a recession, or a system-wide transition that may fundamentally change Huron Hospital as it is currently configured, Kious grows, supports, and promotes the talented people who do him proud every day. He now says that it’s not the hospital per se that is important, but the people, and their opportunities to use their talents to provide high quality health care. And he worries for both the community and The Clinic because if Huron were to be closed, it would send a bad message about The Clinic and its intentions to the community, since Huron’s patients are mainly economically disadvantaged and African-American.

Gus’ approach to leadership has changed. Always a spiritual and philosophical man, Kious clearly is drawing upon a deeply held belief system as he exudes a stillness and receptivity in his commitment to leading in a time of greater difficulty without letting fear or reaction rule him. Whatever the changes to come, unknown or inexorable, he will strive to remain true to his values. He is not the “heroic” fighter of old. At this point in time, Kious feels it is important for him to model and promote these values:

- Know who you are as a spirit
- Be true to your values
- Speak with truth and from the center, without being reactionary
- Be present and give feedback
- “Doing” periodically, but “being” always

Huron’s staff remain motivated and committed, although aware that change may come. Perhaps Kious’ experiences show that in today’s world, developing people and building commitment and capabilities to support the principles of excellence and service is the most lasting contribution to a sustainable future. Building a particular high-performing institution may be best understood as one of an ongoing shifting of journeys and venues in which that happens.

Discussion

1. What approaches did Gus use to build the characteristics of a high performing system (as described in the first paragraph of the case) into the way Huron operates?
2. Evaluate Gus Kious’ decision to use a mental model of sustainability to get to a traditional high-performance system and a new way of thinking.
3. To what extent was this transition dependent on Gus Kious? How easy or difficult it would be for other leaders to lead such a high-performance transition?

4. Gus came with a deep set of values and commitment to people. In what ways was this integral to the high performance transition, and how do you think it will be integral during the current period of uncertainty and probable change?
5. How did Gus help the people at Huron change mental models, and what were those changes?
6. Consider the transformation of Huron Hospital and compare it to what the larger Clinic system and environment at large are experiencing. Do you think the same leadership skills are required to create system wide change, or does that require a different mode of leadership?
7. How do leaders sustain energy and commitment in the face of uncertainty?

Key Leadership Lessons

1. In any system, we can no longer assume stability; change is inevitable, and one's leadership should not be based on assumptions of permanence.
2. A leader has to implement change in several areas for a high-performing system to emerge. Per Lawler (1986), these include 1) power/decision making, 2) information flow, 3) rewards, 4) knowledge of the organization and skills/training, and 5) how much of the organization is actually involved.
3. Transformation requires changing mental models. Success stems from breaking away from the closed mindset of how things were done previously. Leaders play a key role in helping organizational members change mental models.
4. In an economy of scarcity, leaders have to learn to do more with less or with nothing and help the greater system do that as well.

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