

Ken McGeorge

Workshops/Consultations

Mr. McGeorge has over fifty years professional experience in health care delivery systems and models in three provinces. Throughout his long career he has been in situations in which he has had to offer leadership to organizations in working through issues of governance and culture. In his experience, the two go hand in hand in that outstanding, informed governance normally lead to outstanding culture.

So why is it that so many health and health-related organizations do not enjoy a great workplace culture?

Each workshop consists of two-three hours of presentation and discussion. The workshops can be combined into one 3-hour presentation and discussion.

Based on his years of experience with many organizations in health and long term care, Ken will help you work through the following questions:

Governance:

- Governance defined (clue, it starts with the board but does not rest entirely with the board)
- How organizations with outstanding governance function
- What makes them different from the average?
- What is the role of Vision and Mission (clue: most often confused by health organizations)?
- What do you know about Vision and its role in governance excellence?
- Diagnosing your governance model; are lines of accountability clear?
- What model is appropriate for your organization and why? Carver? Municipal? Hybrid?
- Where does CEO performance review fit in? how does a board assess the performance of its CEO?
- How do we improve the CEO's performance?
- How do we improve corporate performance?
- How do we create the culture that our clients deserve?

Creating a Culture of Caring:

Most health organizations were formed years ago by people who have long since left the scene. In many organizations, terms like "patient care" or "the patient or resident comes first" are quoted often. And many homes work hard to get a great accreditation rating and inspection score.

And most organizations that I have connected with give pretty good care. But then you look at the numbers and you see high rates of absenteeism, high rates of Worksafe claims, high staff turnover. There are some organizations that stand apart from others in that they have taken deliberate steps to establish a true culture of caring and excellence. I first noticed the difference when Mt. Sinai hospital always had positions filled while all surrounding hospitals in Toronto had serious recruitment and retention problems. Jim Sinegal, the founder and first CEO of Costco, said: "Culture is not the most important thing; it is *the only thing!*"

Assessing the condition of workplace culture is not rocket science and a negative culture can be changed to one of excitement in which the organization becomes a staff magnet. The American Nurses Association demonstrated that 40 years ago with the Magnet Hospital movement.

This workshop explains:

- What is corporate culture? Workplace culture?
- How would you describe yours?
- How do you ascertain the reality of your culture?
- What culture would you like for your organization?
- Culture can be radically changed, but requires
 - Buy-in and direction from the senior most governing authority
 - Strong executive leadership that understands the transformational power of culture
 - Deliberate consultation and diagnostic process
 - External help (Eden, Planetree, Character First, or some similar knowledgeable group)
 - Courage to move resources a bit
 - Disciplined strategy

This workshop is like an accordion! We can hit the high points in two hours or it can go much longer.