



CEO News & Views

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The Road to Happy Patients and Happy Employees Starts Here...

A lot of research links happy, satisfied employees and customers (or in our case, patients) with organizations that have clear missions and visions. The best missions and visions are encapsulated in statements employees can live, breathe and understand. So many organizations spend a lot of time—even years—crafting *perfect* statements that are promptly put on a Web site, slapped on some brochures and then dropped in a drawer where, soon thereafter, they are forgotten.

As many of you know, we recently finished examining our mission and vision. Happily, it did not take us years to complete (although we did spend about six months on the project). And while it is difficult to call our new statements “perfect,” I believe they accurately reflect the meaning of what we do and shine a light on where we’re going.

Advancing, Not Retreating.

Last May, I spent a couple of days on retreat with my Kitchen Cabinet – the people who work directly with me on a daily basis – and we devoted a good part of them discussing, exploring and hashing out our future.

My gut had told me that this was an important time to have these talks. Dynamic organizations regularly review their mission and vision statements to keep pace with how the world is changing around them and to clarify where they hope to go. When we talk about mission, we are talking about the basic reason we exist, our fundamental purpose, the meaning of what we do every day.

When we talk about vision, we are thinking about where we are heading. A vision statement is a blueprint for what we are trying to build. It should be aspirational as well as inspirational; it sets the direction for our planning.

The nation’s best. The discussions were vibrant; sometimes hard, sometimes philosophical. But at the end of the day, we focused on how to be the best. The Kitchen Cabinet mixed it up again at another day-long meeting in August. Then, in September, Leadership Forum – the monthly meeting of all our managers, directors and vice presidents – offered its reactions. We got some terrific feedback, and were able to incorporate its thoughts. Following that meet-

ing, we sent yet another draft to managers and directors, asking them to gather feedback from everyone.

I shared the most recent versions at Tuesday’s Board of Directors meeting, where the board endorsed these statements that it felt captured our essence, and allowed us to stretch.

Without further adieu, our new mission and vision statements are as follows:

Mission

Advancing healthcare for our patients and their families through healing, discovery and education.

Vision

By 2020, the University of Colorado Hospital will be recognized as one of the top 10 academic medical centers in the United States.

Our visionary model of care will:

- Exceed the expectations of patients, families, staff and faculty
- Deliver seamless and compassionate care
- Foster a highly-spirited, collaborative team
- Educate the next generation of healthcare professionals
- Lead the nation in quality outcomes and patient safety
- Advance discovery and innovation
- Ensure a strong financial base
- Provide flawless service in unparalleled facilities

I especially like the vision of us as a national leader in medical outcomes, patient safety and staff collaboration. UCH ought to be a patient’s unquestioned choice for care, and it ought to be *the* place anyone in healthcare wants to work. These are hardly easy goals to achieve. As a result, they are also the reasons to feel proud when looking back on our life’s work.

In many respects, the real work starts now: as an organization how can we make sure that these statements are not simply read and forgotten? How do we make them real, and use them to reinforce as well as change behaviors?

“We were talking about our very mission, our fundamental purpose, the meaning of what we do every day.”

As we roll this out, you will see and read a lot about how we hope to accomplish this, but I need your help. I need you to *own* the mission and vision. That is why I am going to be soliciting your ideas on how best to carry them out.

Watch for details in the coming weeks and months about sharing your thoughts with me, and thank you for your help with this very important project.

A little fun...

Two annual events are approaching. The most frightening one happens Friday when Boo Bash, our third genuinely silly celebration of a genuinely silly season, unfolds in the AOP. Colleagues, their kids and grandkids, and yours truly will be there from 3:30 to 5:00 pm with treats and maybe a *few* tricks) and costumes that, I suppose, are going to require some remedial reputation-building. Please join us.

Following soon is the hospital’s turkey day. Each year we provide Thanksgiving turkeys as an expression of our own thankfulness for working with you. This year we’ll be distributing the birds at the AIP and delivering them to 10 of our off-campus locations. Details are on iAmaze.

Don’t Let the Turkeys Get us Down...

Each year, many of you elect not to take your turkey. Given the state of the economy this year, we would like to formalize the process for donating it.

We will be giving any remaining turkeys to needy neighbors from either Paris Elementary School or Montview Elementary School. School administrators say the need is real, and that they can pass our donations along in a discreet and thoughtful manner.

If you won’t need your turkey this year, send an email to AskAboutEvents@uch.edu, and know your donation will be much appreciated.

Sincerely,

Bruce

