

# CEO NEWS & VIEWS



Dear Colleagues:

Last week I delivered my annual State of the Hospital addresses. More than 370 of you joined me as I outlined some of the crucial issues, challenges and opportunities we are facing, and I want to thank those who were able to make it. But in case you were unable to attend (or just can't get enough of me) you can find it on the Hub. A recap of the March 1 address is also in the current issue of the *UCH Insider*.

Not surprisingly, parking was one of the topics I covered. Last week we took steps toward breaking ground on our new patient parking structure and inpatient tower. The architectural plans are close to completion. More than 900 of our colleagues, who will be moving to temporary parking on the south side of Colfax during construction, were informed of where their new parking spaces soon will be for up to the next year or more.

In addition, the Epic Wave 1 entered its fifth week Monday, and while we are still moving forward, we are facing inevitable challenges (more on that later).

As I said last week and will repeat here, we really are all in this together – staff, faculty, patients, families, our vendors and business associates, neighbors and our community at large. The “this” may be different for all of us, but let me be clear; we are going to need each and every one of you to help each other, our business partners and most importantly, our patients and their families through the change and transition we have begun to experience with Epic, and will experience in earnest when we break ground on the new tower in a few weeks.

**Out of the comfort zone...** Business guru John C. Maxwell has a great quote that I have been thinking about a lot. “If we are growing,” he says, “we are always going to be outside our comfort zone.” I love that quote even though, ironically it makes me a little uncomfortable! At the end of the day, I am no different than any of you. I have my comfort zone – my habits, my driving patterns, and many other routines reside there — and I don't like it when anything in it is disrupted.

When we completed our move to the Anschutz Medical Campus almost four years ago, I said that in the coming years we would face monumental changes that will affect this entire hospital, as well as the delivery of and expectations for health care throughout the Rocky Mountain region and beyond. I felt then that the opportunities in the next three to five years would be great – perhaps greater than most hospitals encounter in their entire histories. Little did I know just how profound those opportunities would be!

**Help! I need somebody. Help! Not just anybody...** There is a great book by bestselling author and management consultant Mark Sanborn (who happens to live right here in Denver) entitled *You Don't Need a Title to Lead*. In fact, Suzanne Sullivan, vice president ambulatory services, and her team have used Sanborn as part of their service excellence training. The premise, as you might surmise, is that each of us can be a leader, make positive changes, influence others and make a difference in the world, no matter our title or position. When you put that idea together with today's trend toward team leadership, you have a very powerful combination.

But for now, I want you to think about the phrase "influence others" and what a positive statement that can be. When you influence someone, you produce effects on the actions behaviors, beliefs, opinions and attitude of others. It goes beyond being positive to really proactively thinking about how we can affect others.

**Walk a mile in my shoes...** In the coming months, we are going to need all employees to influence not only one another, but also – even especially – our patients and their families. It is my hope, in fact, that you will become radically focused on – even obsessed with – helping our patients through these challenges. If you think about it, many of our patients come here already afraid, ill, stressed, and worried. If you add to that, the inconvenience of parking farther away, learning to use Epic, or running late because they didn't realize we were under construction, you have a population that is not only very vulnerable, but also frustrated. That's not a combination we want for our patients.

I don't care what your title is, what department you work in or what shift you are assigned to, we need all of you to help lead this organization through the change and transition that is upon us. Help lead! Be an influencer. Be positive.

**An Epic Wave that keeps rolling...** Sticking with the current topic of change, transition and maybe a bit of frustration, I want to give a brief update on Epic. Recently, I was talking with some of our faculty colleagues who told me that maybe I was being just a bit too positive with my Epic outlook, that my glasses were perhaps a bit too rosy. I am quite aware how difficult and time consuming it has been for our entire care team, I have been involved with many IT implementations over the past 30+ years and this is the best I've seen. Unfortunately, they are difficult and time consuming, but we chose the best system in the country and this will, after lots of frustration, provide a better "product" for our patients.

By this – week 5 – the low-hanging fruit has been picked. There remains, however, that fruit at the top of the trees causing some real frustration, namely issues with medication workflow.

Let me start by saying thank you. The entire enterprise needs to recognize the efforts of our Wave 1 pioneers and the tremendous work and the long hours they have put in taking care of our patients and putting their safety first. I know Steve Hess and the Epic team are working hard to fix the remaining issues (by the way, we owe them a round of thanks whenever we encounter them!) and will be shadowing some of the trouble spots this week.

I know the last thing you want to hear from a bureaucrat like me is that these changes are never simple. But they just aren't; it's natural as we move into a new system to hit bumps, to experience these types of frustrations and challenges. We are working hard to get them fixed and I just want those of you who are at the heart of this to know how grateful your colleagues are and how lucky your patients are!

I hope you all have a great week – I am dreaming of springtime in the Rockies!

Regards,

Bruce

Your feedback is important, so if there's something on your mind, write to me at [talktome@uch.edu](mailto:talktome@uch.edu)