



Building Culture and Achieving Organizational Objectives

Paul S. Viviano, President and CEO

- Patients and Families at the CENTER of everything we do and say.
- Health Care is a team sport.
 - Clarity and alignment of mission, vision, values and strategy are critical touchstones
 - Physicians and Administrators are agents of progress and change - position them to lead
 - Structures and processes exist to support planning, execution and performance management

- Physician, Administration, and Team driven; Board inclusive
 - Vision statement development clarifies aspiration
 - Strategic planning process sets tangible direction
 - Vigilant and consistent communication with every level of the organization assures clarity

Children's Hospital Los Angeles

Mission, Vision and Values

Mission

We create hope and build healthier futures.

As a leading pediatric academic medical center, we fulfill our mission by:

- Caring for children, adolescents, young adults, families and each other
- Advancing knowledge
- Preparing future generations
- Building CHLA's financial strength

Vision

We will be the pediatric health system of choice by offering transformative compassionate care and life-changing discoveries.

Values

- We achieve our best together.
- We are hopeful and compassionate.
- We are learners leading transformation.
- We are stewards of the lives and resources entrusted to us.
- We serve with great care.



Enterprise Strategic Growth Plan



Help leaders lead change

- You've recruited agents of progress and change for medicine; position them to lead
 - Leadership development for ALL leaders
 - Change narrative is a critical resource
 - Aligned, collective incentives for individuals and leadership teams
 - Culture of high performance and performance management sets expectation

- Structures and processes exist to support planning, execution and performance management.
 - Transparent decision making, especially investment engages physicians and staff
 - Rigorous and disciplined execution through visibility and accountability
 - New modalities forums, and venues for communicating decisions and progress
 - Balance accountability with appreciation
 - Increasing emphasis on enterprise approach; de-emphasis on hospital v. medical group