

Building Culture and Achieving Organizational Objectives Paul S. Viviano, President and CEO



#### Set the Tone

- 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 ands 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



#### Take the Time to Engage

- 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 Wission, 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.

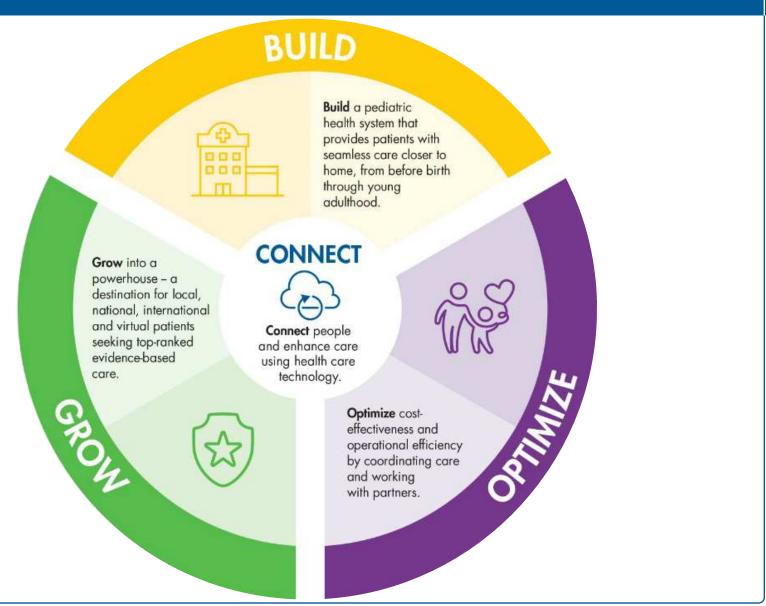
## Values

- 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



#### Structure and Process as Enablers

- 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; deemphasis on hospital v. medical group