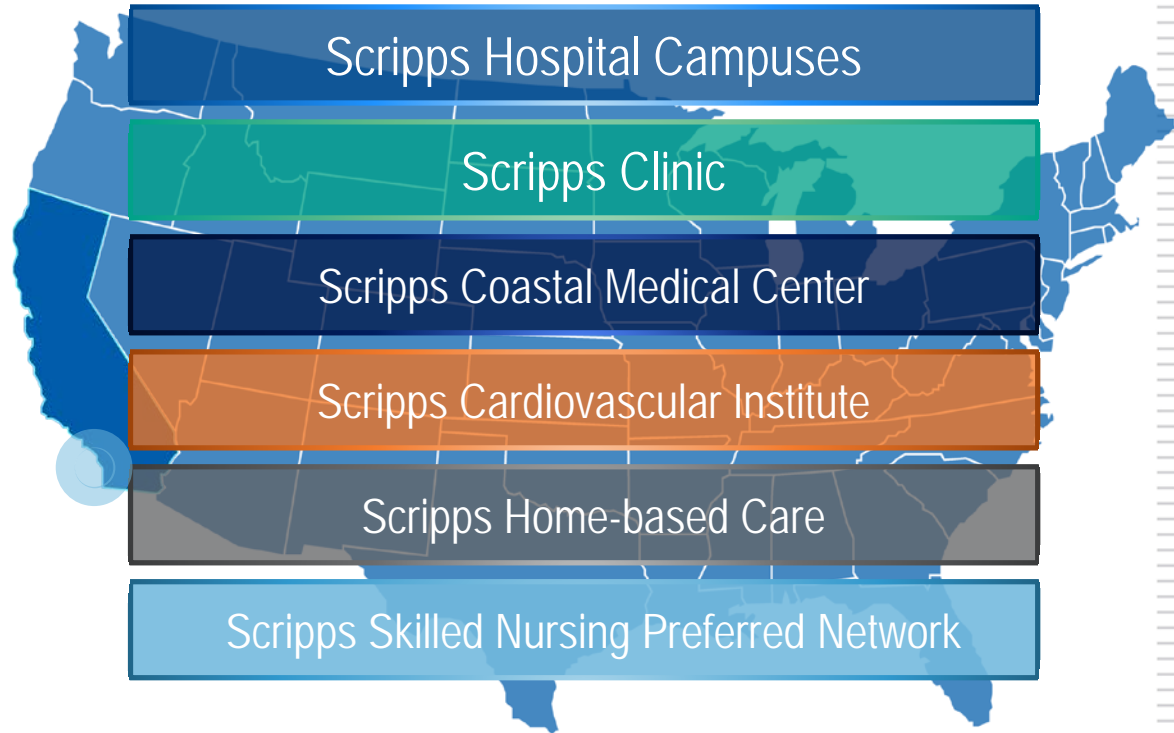
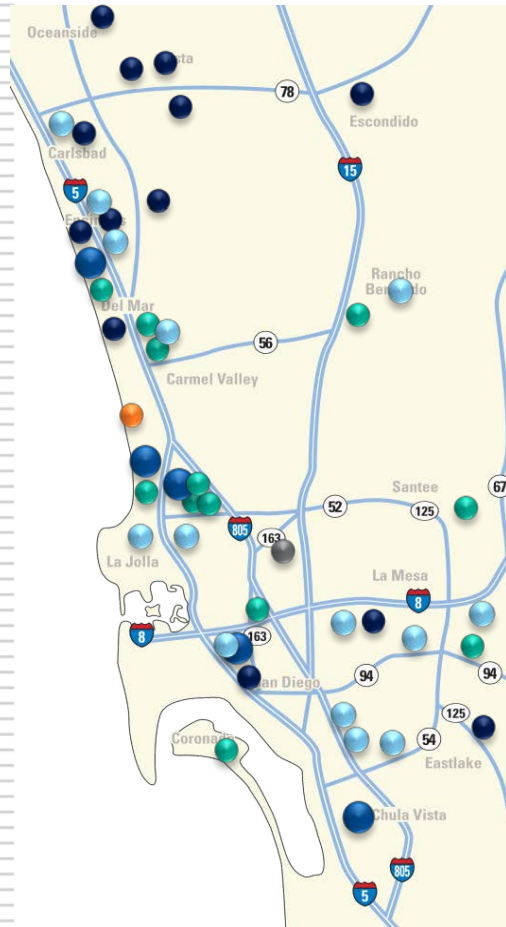


Front-Line Leadership

Chris Van Gorder, FACHE, President & CEO, Scripps Health
Reserve Assistant Sheriff - San Diego County Sheriff's Department



About Scripps Health



About Scripps Health



\$3.1 BILLION
IN REVENUE

15,000
EMPLOYEES

3,000
PHYSICIANS
2,000 IN INDEPENDENT PRACTICE

Not-for-Profit, Integrated Health Care System in San Diego, California
Operating Two of San Diego's Six Trauma Centers

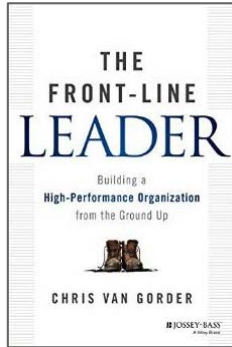


Change Your Perspective

What do we see if we look at our organizations differently?



Port-au-Prince, Haiti - January 2010



Tell your stories.

Openly share your experiences.
Always reconnect with why you're here.

Caring for Claire



Caring for Miranda



Make the most of adversity.

In every organization there arise tensions that can power innovation and growth.

Scripps: At the Beginning

1999

- Long-term CEO retires after 25 years
- New CEO named — physician/consultant
October 1999: Van Gorder hired as COO

MAJOR CHANGE INITIATIVES LAUNCHED

- Budgets cut — End to employee “Scripps Shares” — Move to align all physicians

RESULTS IN UNREST

- Employees/physicians question leadership
- Employee morale/culture at all time low
- Quality scores fall; income drops; regular news coverage; philanthropy suffers
- Physicians & Board vote no confidence
- May 2000: CEO resigns under pressure
- May/June 2000: Van Gorder named CEO

2000



Scripps: Transformation

From there...



To here...



Fill the information gap.

When people have the same information,
they reach similar conclusions.

Recruiting Others to Your Cause



Physician Leadership Cabinet

Leadership Academy

Emerging Leaders

Employee 100

Front-Line Leadership

Connect with your people.

Share a piece of yourself.
You can't be effective as a distant boss.

Go to the Front-Line

- Keep it casual; no entourage
- On-site coffee chats
- Department visits
- Volunteering at events
- Participate in staff training
- Walk in employees' shoes



“One of the greatest benefits of all in connecting with the front line is the significance it brings to the work of leadership. Every day we’re inspired to work even harder to earn their trust. Every day we feel that what we do has meaning.”

Be “situationally” aware.

Actively seek to know and understand.
Empathize with others.

Stay in Touch

- Emails / Open door policy
- Ear to the ground
- Get a feel for the mood of your organization
- Body language
- Influences timing of announcements, policies, strategic changes

“Situational awareness directs your attention away from yourself and all that you are. Your executive ego seems to evaporate as you put yourself right there with others, empathizing with their concerns.”



Take care of the “me” first.

Provide for your employees.
Give them the freedom to put others first.

Accept Responsibility for Your People

- Changes driven by open feedback channels/survey and focus groups – investments even in tough times
- No layoff philosophy
- Lifecycle approach to benefits
- Wellness program
- Innovative recruitment programs to attract the “best”
- Twice-annual salary reviews
- Staged retirement options

Overall employee turnover down
to 8.9 percent from more than
30 percent 11 years ago



It's an all or nothing deal.

Responsibility and authority must come
with accountability.

Accountability is Worker Friendly

- Everyone has the same seat in your organization
- Three legs – all necessary
- No one asks for accountability
- Be clear about expectations and consequences



"A front-line executive who cares about the average worker can't afford to give a pass on poor managerial performance. If he or she does, the organization suffers and people lose their jobs."

Leave no one behind.

Protect and serve your people by being their greatest advocate.

Work/Life Balance

- Employee Assistance & Crisis Team
- Corporate Movie and Theatre Nights
- Scripps Night at the Ballpark
- Parenting, Financial and End of Life
- Passport Community Discounts



"My kids now think I'm the coolest mom because they get to see advance screenings at Scripps movie nights before their friends do. Thank you Scripps!"

Always ask, “What if?”

Think long-term and big picture.
Be ready to fall up.

Contingency Planning

- Just like the Pentagon – always have a plan
- Be ready – plan for the good as well as the bad
- What problems might you face?
- What opportunities may come your way?



"If you don't take time to imagine the future, you have no hope of proactively addressing possible threats."

Bring your mission to life.

Genuine, heartfelt actions speak louder
than words.

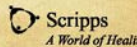
Scripps Medical Response Team

Hurricane Katrina | San Diego Wildfires | State Mobile Field Hospitals | Haiti Earthquake | Nepal Earthquake



SPECIAL REPORT:

Mission Haiti
JANUARY — FEBRUARY 2010



Your emails move me to tears, especially the story about the two girls who were orphaned. The brief moment they held your hand was probably the first time they felt comforted after the earthquake. Thank you so much for our Scripps presence in Haiti. It's really humbling to see how much the people have lost and how much we have, yet they are still so appreciative and joyful.

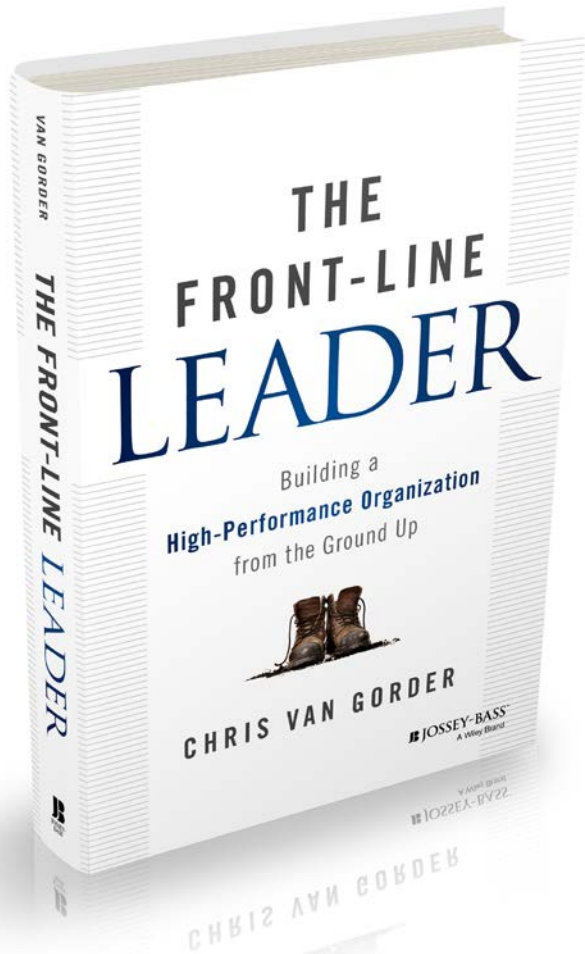
—AMY ZAMORA, RN, OPERATIONS SUPERVISOR
SCRIPPS GREEN

Scripps Medical Response Team



Caring for Miranda Klassen





Thank you.

Chris Van Gorder, FACHE,
President & CEO, Scripps Health
Past Chairman,
American College of Healthcare Executives

@ChrisDVanGorder