



Paying Attention to the Quality of
Collaboration Efforts at
Harvard Pilgrim Health Care

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HPHC Story

- Harvard Community Health Plan and Pilgrim Health Care merged in mid-1990's – but infrastructure never integrated
- > \$200 MM budget deficit in 1999 – sent into state receivership soon after
- Charlie Baker and his turnaround team arrived – introduced a “can do” team and project-oriented culture
- Better oversight and infrastructure created – resulted in \$50 MM surplus in 2002
- The next challenge: create a sustainable collaborative culture that continues to produce outstanding results

The Expected Behaviors Process

- Charlie comes out with the Expected Behaviors – rationale
- The Leadership Committee Assessment – interviews and Team Process Check – identified “camps”
- Subcommittee 1 – 6 VP level members of both “camps” – skit, “Do’s and Don’ts”
- Highlighted at Corporate Event 2004
- The Leadership Committee Offsite Retreat – 3 areas (Feedback, Rollout, Incentives)
- Corporate Project – how things get done around here

HPHC Expected Behaviors

- Treat others with dignity and respect
- Support and promote intra- and inter-departmental teamwork
- Demonstrate an ability to problem solve and make timely decisions
- Understand and consider the needs and impacts of own work on others
- Actively seek and receive feedback for improvement
- Consistently share knowledge and information

Report to The Leadership Committee

There is no agreement on TLC about

- What the Expected Behaviors actually mean
- Which Behaviors were strengths and which were weaknesses
 - Each Behavior was named a strength and weakness
- How big a business issue it actually is
 - 2 camps – roughly half think it is a serious problem
- How to give feedback to each other

Report to The Leadership Committee

Nearly everyone (regardless of where they stood on the severity of the problem) gave powerful examples of personal impact when one or more Expected Behaviors was not followed – all 6 Expected Behaviors and 90% of senior leaders were named

Treat others with dignity and respect

Do	Don't
Treat others as you would want to be treated.	<i>Be a Bully</i> “Just do what I say!”
Value the time and needs of others – e.g., start and end meetings on time; respond to all requests within 24 hours.	<i>Be a Prima Donna</i> “I’ll do this when I’m good and ready.”
Recognize the value of others’ views and perspectives.	<i>Point the Finger</i> “That’s the kind of thinking that created this problem.”
Support participation in problem solving or decision making discussions.	<i>Be a Blowhard</i> “Why don’t others speak up?”

Support and promote intra- and inter-departmental teamwork

Do	Don't
Solve corporate, not just departmental problems.	<p><i>Lose the Forest for the Trees</i> “All that really matters is that I get <i>my</i> job done.”</p>
Play for the name on the front of the jersey by focusing on team rather than individual success.	<p><i>Play for the Name on the Back of the Jersey</i> “I’ve got to find a way to make sure I look good.”</p>
Learn to involve your staff, your peers, and your boss in everything you do.	<p><i>Play it Solo</i> “If I just work hard enough I can figure out and manage everything myself.”</p>
Define the rules of the road and the rules of engagement; make sure roles are properly defined and assigned; establish service level agreements.	<p><i>Drive Blind</i> “I have no idea what I’m supposed to be doing here or where this is going but I’ll go along for the ride.”</p>
Understand that teamwork requires constructive role playing.	<p><i>Be a Ball Hog</i> “The only way we are going to score is if I shoot.”</p>

Understand and consider the needs and impacts of own work on others

Do	Don't
Understand that your work is part of a process and that your actions affect the work of others.	<i>Work in a Silo</i> “I don't care how much work or disruption this causes for someone else.”
Acknowledge intersections and boundaries.	<i>Eat Someone Else's Lunch</i> “I'll take credit for that, too, thanks!”
Recognize the value of others' views and perspectives.	<i>Be a Control Freak</i> “My totally closed mind is open to your proposal.”

Demonstrate an ability to problem solve and make timely decisions

Do	Don't
Remember that problem solving requires compromise; support decisions once they are made.	<i>Sit in the Middle of the Road (and cry)</i> “I don't like the solution so I am going to just sit here and make it hard for them to move.”
Behave in a professional, not personal manner.	<i>Wave the Red Cape</i> “This will really get Artie going.”
Be pro-ACT-ive.	<i>Chase Rainbows</i> “If we just had perfect data, I would feel comfortable making a decision.”
Stay focused on the problem at hand and the time frame for resolution.	<i>Shadow Box</i> “I know this has nothing to do with solving the problem, but I just love a good debate!”
Identify and confront problems, no matter how big or ugly they may be.	<i>Ignore the Rhino</i> “If we pretend there is no problem, maybe it will disappear.”

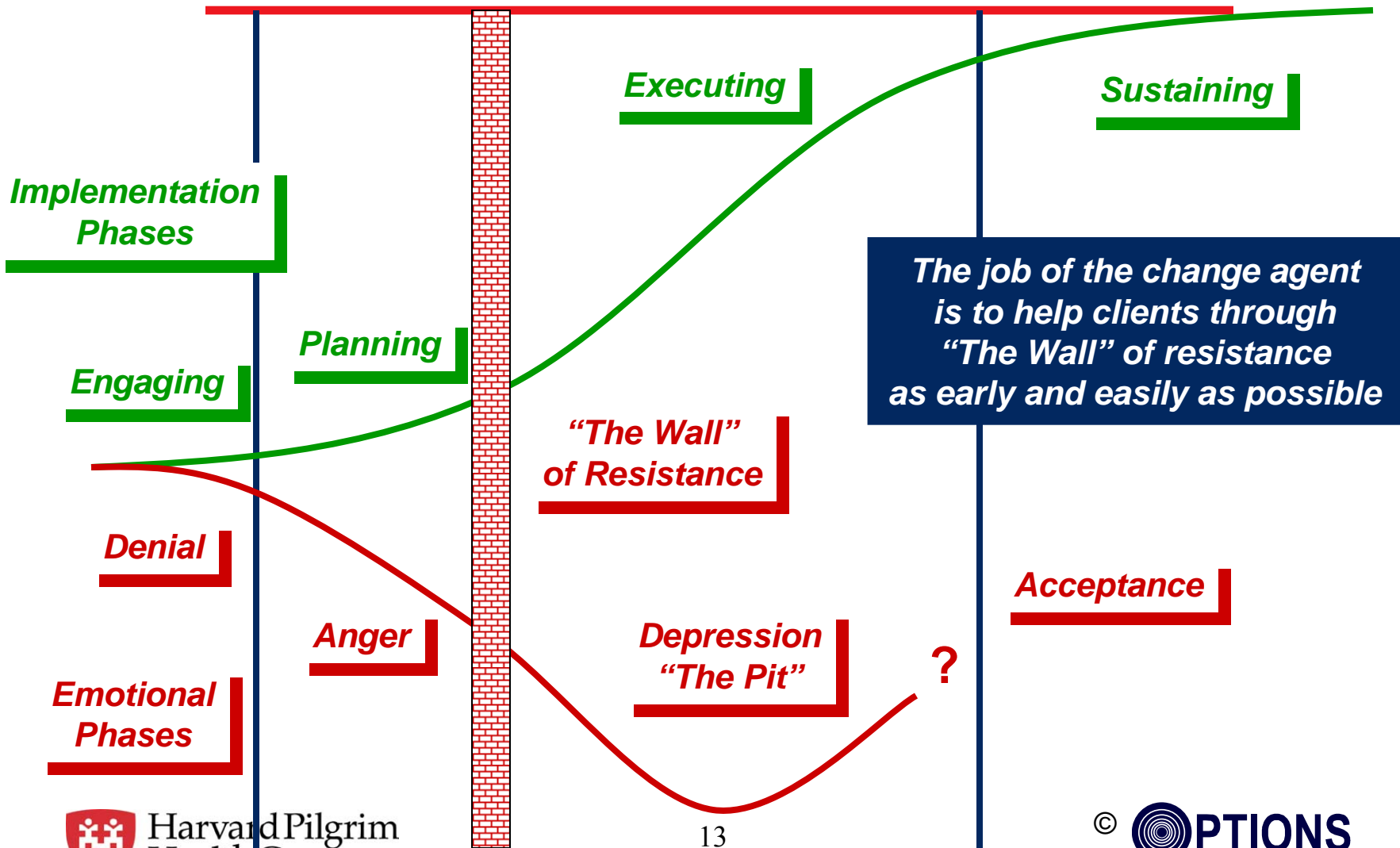
Actively seek and receive feedback for improvement

Do	Don't
Seek timely, frequent feedback from all internal customers.	<i>Assume No News is Good News</i> “No one is saying anything bad; things must be good!”
Listen actively and test your understanding.	<i>Nod and Bob</i> “If I keep smiling, maybe they will believe I’m listening.”
Encourage both positive and negative feedback.	<i>Go for the Jugular</i> “If you think I have a problem, you...”

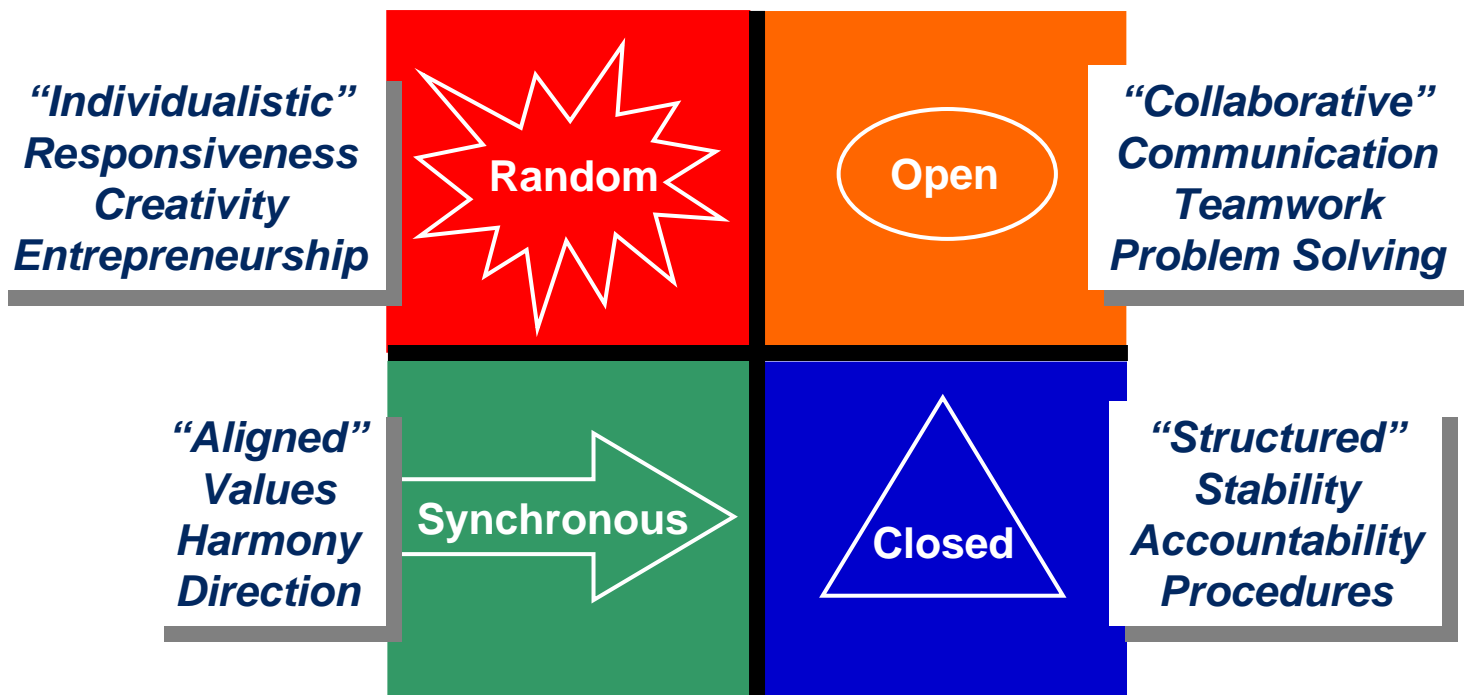
Consistently share knowledge and information

Do	Don't
Provide information in advance of meetings, with sufficient time for review.	<i>Blindside</i> “If I don't tell them until I have to, I'll win.”
Share information with business partners.	<i>Play favorites</i> “Only my friends should know.”
Communicate information without bias or unwarranted conclusions.	<i>Spin the data</i> “I know I can make this data say what I think is true.”
Explain complicated information.	<i>Drown with Paper</i> “They'll never understand this!”

Why Change Efforts Fail

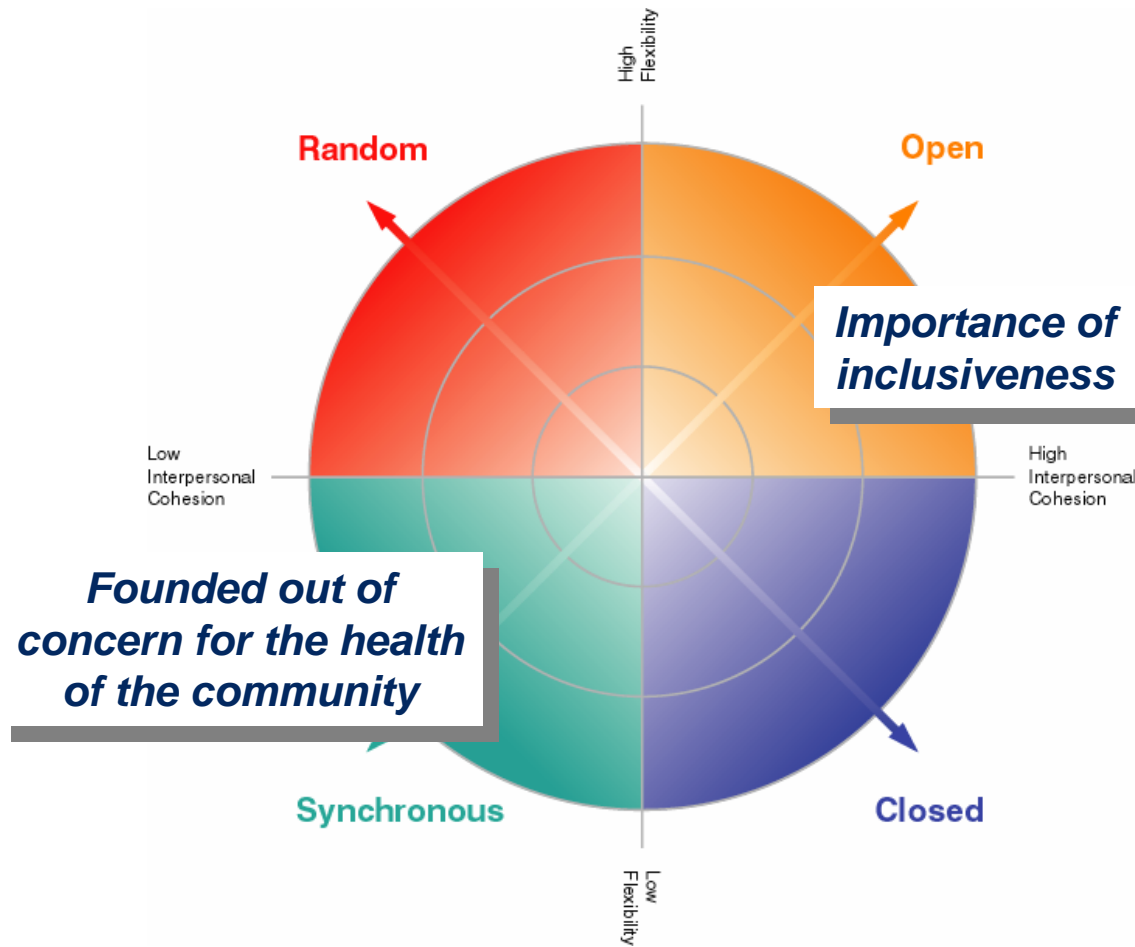


Develop Culture → Business Goals

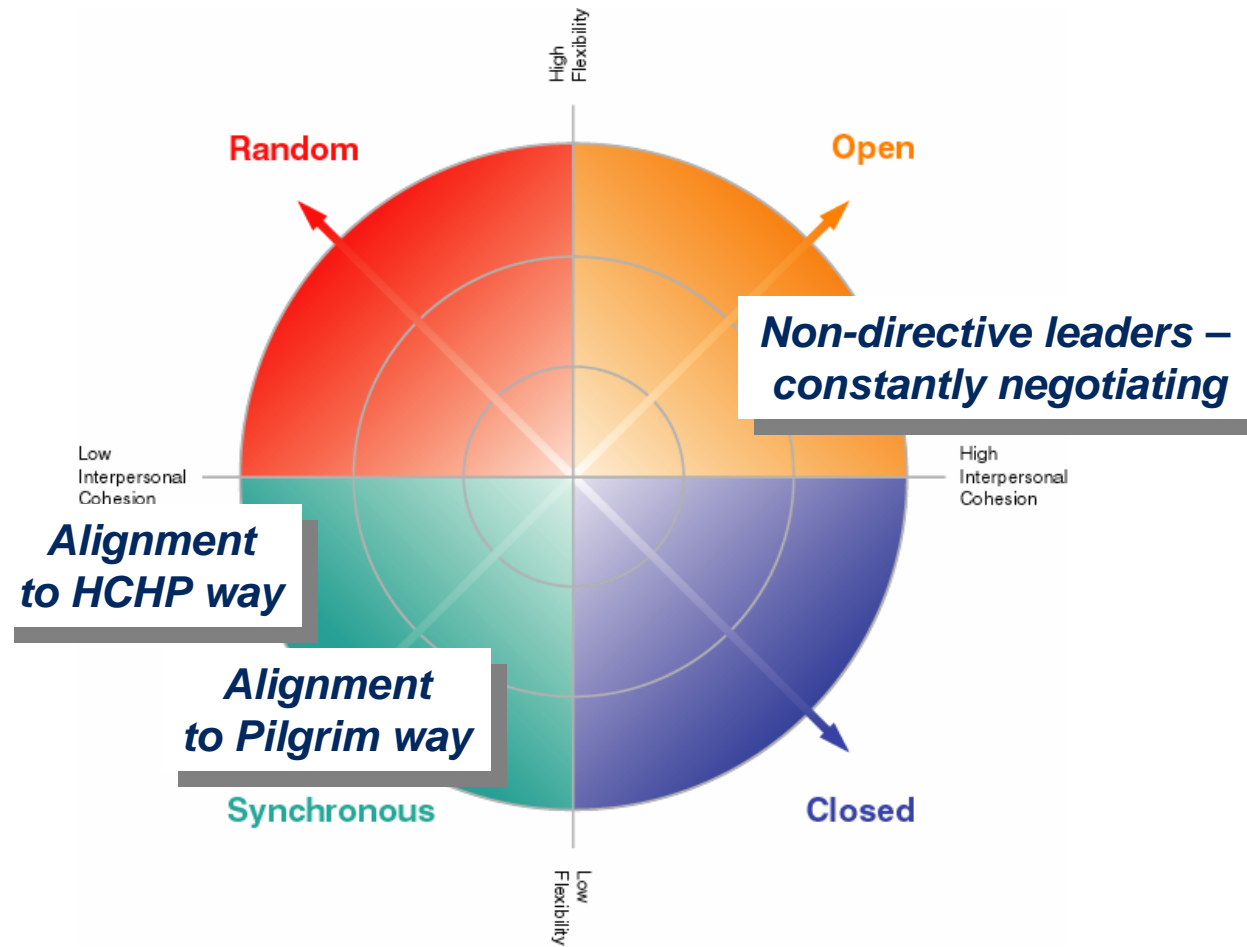


Based on the Kantor System Typology and Communicational Domains™ - used by permission

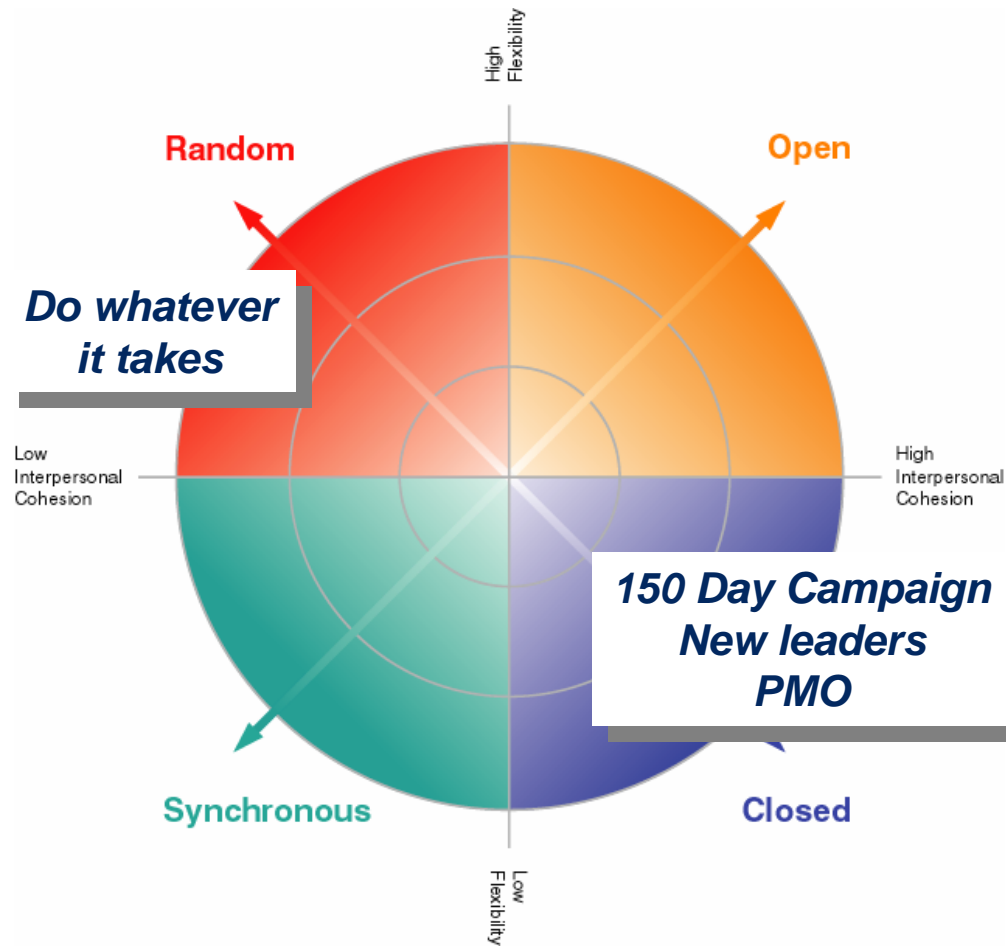
Pre-merger HCHP



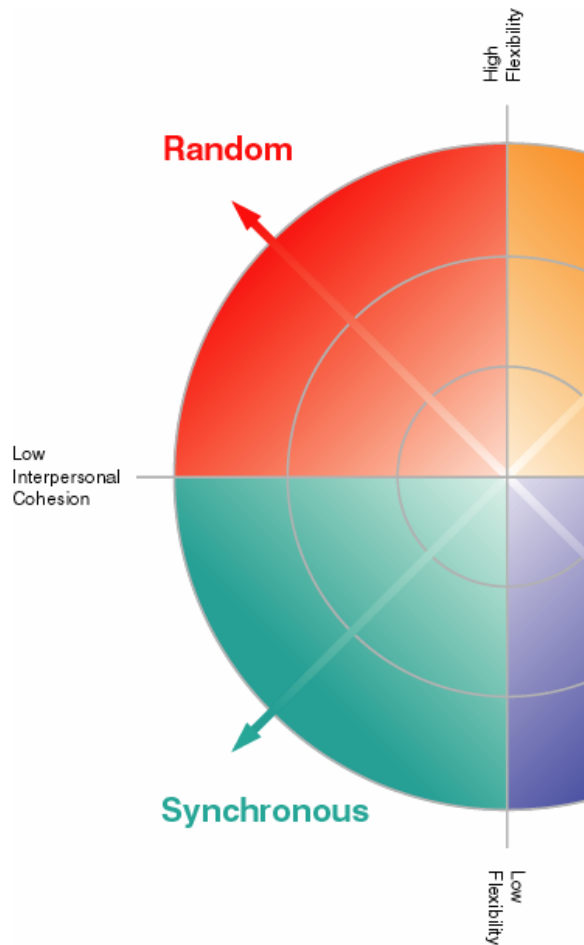
Post-merger



Early Turnaround



Now – “Insurance Company”



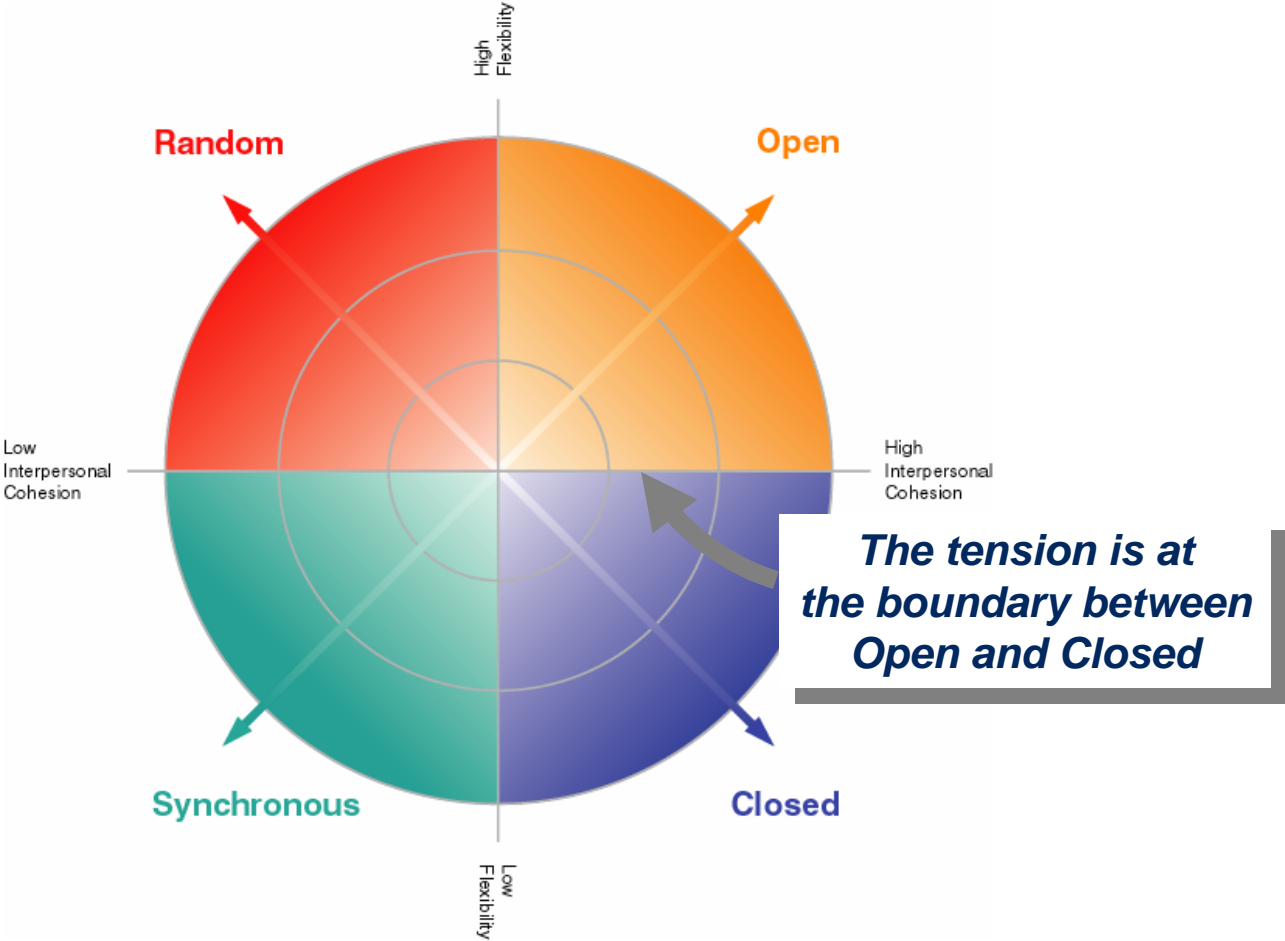
Expected Behaviors

Treat others with dignity and respect
Support and promote intra- and inter-departmental teamwork
Understand and consider the needs and impacts of your own work on others
Demonstrate an ability to problem solve and make timely decisions
Actively seek and receive feedback for improvement
Consistently share knowledge and information

Value Proposition – Operational Excellence

Accurate, Timely Transaction Processing
Understandable, Timely, Accurate Information
Well-informed Member and Provider Service Operations
Reliable, Predictable Experiences for Our Constituents
Understandable, Affordable Insurance Products

The Tension



Project Opportunity Statement

- HPHC has recognized that much of our work is efficiently delivered through cross-functional relationships established throughout the business and we rely heavily on these cross-functional teams in order to execute our business plan...
- HPHC has articulated a set of expected behaviors that are to frame “how” we operate and achieve business results-through a “team” orientation...
- Failure to observe and adhere to a set of “team” behaviors results in less efficient business results.
- This project will set the framework for ensuring that expected behaviors are a business imperative and a means of conducting business at HPHC

Corporate Project – Phase 1

- CEO was executive sponsor, Steering Committee and Core Teams chartered
- Pilot Teams chosen – COO's Direct Reports, Corporate Committee, Interdepartmental Management Team, 2 Corporate Project Teams
- Each team had a Liaison with the Core Team, and a Steward to assist the Team Leader – Liaisons reported weekly on progress
- Toolset designed to align to each Behavior – 10 tools plus meeting management templates
- Kickoff training delivered to Pilot Team Leaders and Stewards – 4 hours
- Survey taken 3 times by each Team during the 6 month Pilot
- Evaluation administered at the end of the Pilot
- Visibility enhanced through monthly Wednesday Report

What the Toolkit Is/Is Not

Is:

- A way to get work done more efficiently with less “noise”
- A way to take the “sand out of the gears” on teams, projects and between individuals
- A small number of key tools and templates of HPHC “best practices” that teams and individuals can use selectively

Is Not:

- A time-consuming, bureaucratic exercise that will slow down work
- A rigid process that teams must follow
- A way to stifle team energy, creativity or limit lively and productive discussion

Expected Behaviors Toolkit

- *Discussion Guide*
- *Expected Behaviors Survey*
- *Rules of Engagement*
- *“24-Hour” Rule*
- *Supporting Teamwork*
- *Creating Realistic Agreements*
- *Problem Solving and Decision Support*
- *Seeking and Receiving Feedback*
- *Intent-Behavior-Impact*
- *Sharing Information*
- *Meeting Management Templates – Agenda, Minutes, Quick Check, etc.*

Expected Behaviors Toolkit

- ***Discussion Guide***
 - Structure a conversation on the EB's with your team
 - Establish the business case for investing in the EB's
 - Identify 1-2 strengths and areas for improvement – identify tools to apply
 - Includes a dozen “conversation starter” questions
- ***Expected Behaviors Survey***
 - Assess team performance on the EB's
 - Links to common “Do's” and “Don'ts”
 - Establish a baseline, then re-assess in 3 and 6 months
 - Available online for convenience and confidentiality

Treat others with dignity and respect

- ***Rules of Engagement***

- Establish group norms in 6 categories: Basic Courtesies, Operating Agreements, Problem Solving and Decision Making, Accountability, Conflict Resolution, Leader's Role
- Define the meaning of dignity and respect for the team
- Agree to hold each other accountable

- ***“24-Hour” Rule***

- Resolve conflict by communicating directly within 24 hours
- Clarify assumptions and misconceptions
- Find a mutually agreeable resolution
- Cut down on “water cooler” conversations

Support and promote intra- and inter-departmental teamwork

- ***Supporting Teamwork***
 - Analyze and resolve risks and dependencies
 - Keep an active Risks, Assumptions, Issues and Decisions (RAID) log, with appropriate mitigation plans
 - Track dependencies that you supply to and obtain from others, with associated agreements
 - Document the who, what, where, when and how

Understand and consider the needs and impacts of own work on others

- ***Creating Realistic Agreements***
 - Respond realistically to requests, and negotiate priorities
 - Clarify what is being requested and agreed to
 - Try for win-win solutions
 - Make realistic negotiations the norm – renegotiate priorities and/or agree only to what you can reasonably fulfill

Demonstrate an ability to problem solve and make timely decisions

- ***Problem Solving and Decision Support***
 - Define decision parameters for involvement, analysis and prioritization
 - Clarify levels of decision making authority with an easy-to-use chart
 - Use the prioritization matrix to find the best solution
 - Follow the steps to describe the problem, determine the cause, choose a solution and plan action steps

Actively seek and receive feedback for improvement

- ***Seeking and Receiving Feedback***
 - Initiate feedback conversations regularly
 - First, do self-feedback honestly
 - Make it easy for others to give you feedback
 - Remember to listen non-defensively!
- ***Intent-Behavior-Impact***
 - Learn the impact of your behavior on others
 - Separate what you “meant” from what you “did”, and the effect it had on someone else
 - Realize that no one is criticizing your intentions or motives
 - Examine the assumptions that you and others make

Consistently share knowledge and information

- ***Sharing Information***
 - Answer what, who and when of sharing information
 - Think vertically and horizontally when sharing information
 - Meet the needs of your stakeholders, constituents and audience
 - Assess and improve your effectiveness

General Tools and Templates

- ***Agenda Template***
 - Send out an agenda easily with an EB reminder
- ***Minutes Template***
 - Send out minutes easily with an EB reminder
- ***Quick Check***
 - Evaluate meetings using 8 simple criteria
- ***Stop-Reflect***
 - Evaluate meeting effectiveness quickly
- ***Temperature Check***
 - Defuse tension before it interferes with work

Initial Reports from Pilot Teams

“One size does not fit all”

- Minimum conditions are leadership buy-in, stable membership and commitment to purpose
- Survey and Discussion Guide provide good jumping off points
- Group must be engaged early – use a couple quick and simple tools – but don’t be prescriptive
- Teams vary widely – approach must be flexible and mentorship readily available – role of steward and liaison are critical to success
- Agenda template, Minutes template and Rules of Engagement have almost universal appeal
- Other teams are “catching on” from the “buzz”

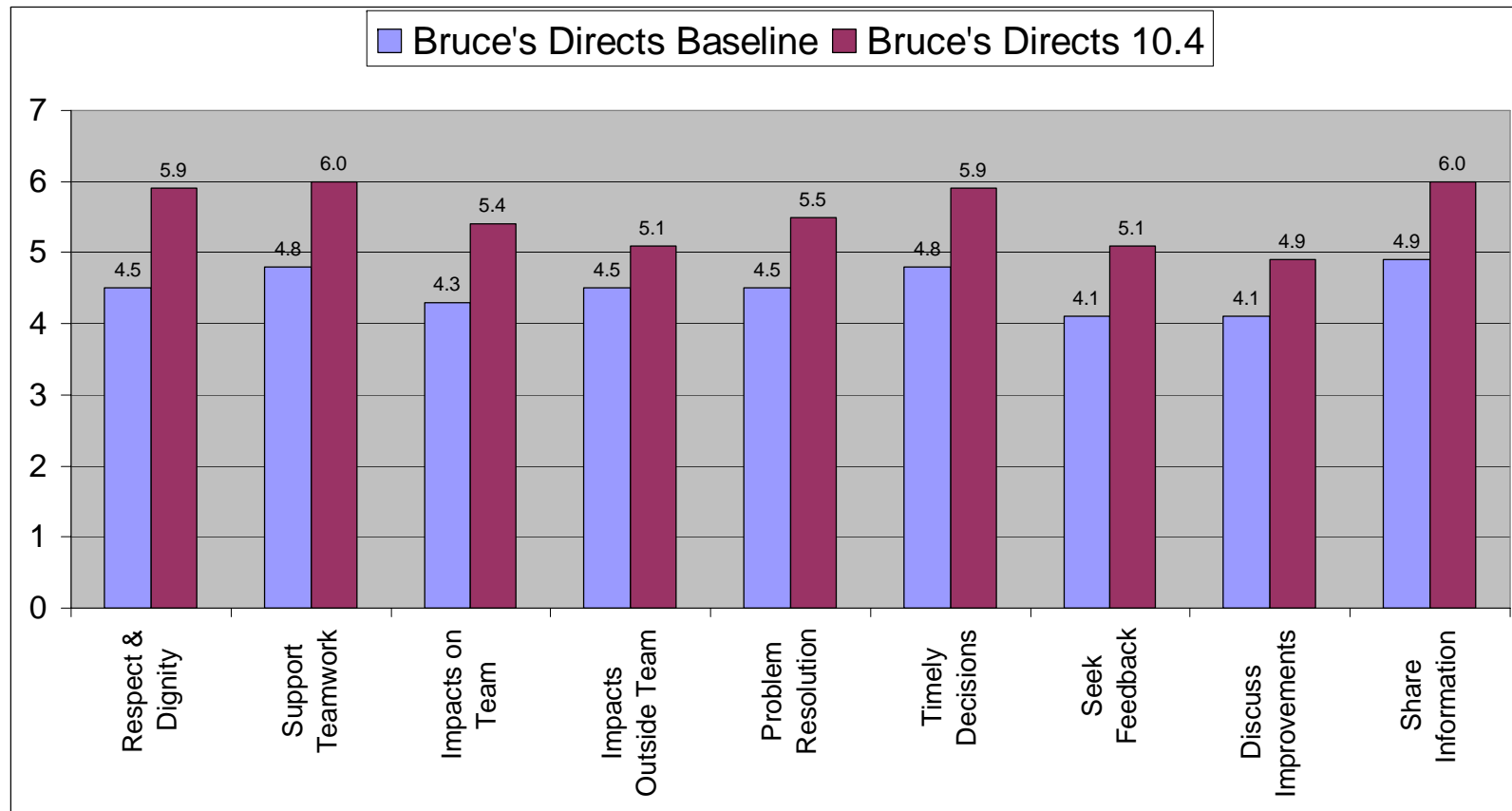
Unique Challenges and Solutions

- Corporate Committee reworked its charter
- COO's Direct Reports focused on problem resolution and timely decisions
- Interdepartmental Management Team began using the “24-Hour” Rule format to resolve longstanding conflicts
- Project Teams were hardest to engage – pressure to meet deadlines – best to engage at launch

COO's Direct Reports

- Took baseline survey and conducted discussion using Discussion Guide
- Focused on problem resolution and timely decisions
- Adopted Rules of Engagement, Agenda and Minutes templates
- Set metrics to achieve survey scores in those 2 areas of ≥ 6 (on a scale of 1-7)

COO's Direct Reports – Halfway Point



A “24-Hour” Rule Story

- Mary and John had an unpleasant interaction while looking for some old account data
- After hearing Mary’s side, her manager went to John’s manager – both managers went to John to hear his side
- Both managers found that both Mary’s tone and John’s body language needed improvement
- With a united front, both managers spoke to each employee about their inappropriate and unacceptable behavior, citing the Expected Behaviors
- The employees agreed to adopt a more cooperative attitude towards each other

Further Thoughts

- This is a process, not an event, that will require discipline and reinforcement over time – infrastructure must support that
- Are the surveys valid and reliable indicators of improvement?
- Are we getting to the deeper issues of
 - Trust
 - Openness
 - Conflict resolution
 - Feedback (especially to the team leader)
 - Accountability

Next Steps

Phase 1:

- Complete formal pilot group evaluation – Jan 05
- Collect Lessons Learned (including business impact)

Phase 2:

- Roll out to 20+ new teams in 2005
- Offer optional training to rest of company
- Develop and implement communication
- Make determination on re-branding of the 6 Behaviors
- Roll out enhanced Performance Management process
- Determine Executive Incentive Program approach

Phase 3:

- Build into ongoing systems and work