

- Remember that patients are people: vulnerable and in a weakened emotional and physical condition. Be sensitive to their needs. Treat them with dignity, compassion and empathy.
- Your attitude influences patients' response to treatment. Present a positive, cheerful attitude in all of your contact with patients.
- Remember you are the hospital in each patient's eyes. Each employee is an ambassador of goodwill for the organization. Represent us well.
- Provide patients with the best quality service possible at the most reasonable cost.
- Be accessible to patients. Listen thoughtfully and respectfully to patient complaints and problems. Be responsive and act upon problems in a timely manner.

### MEDICAL STAFF

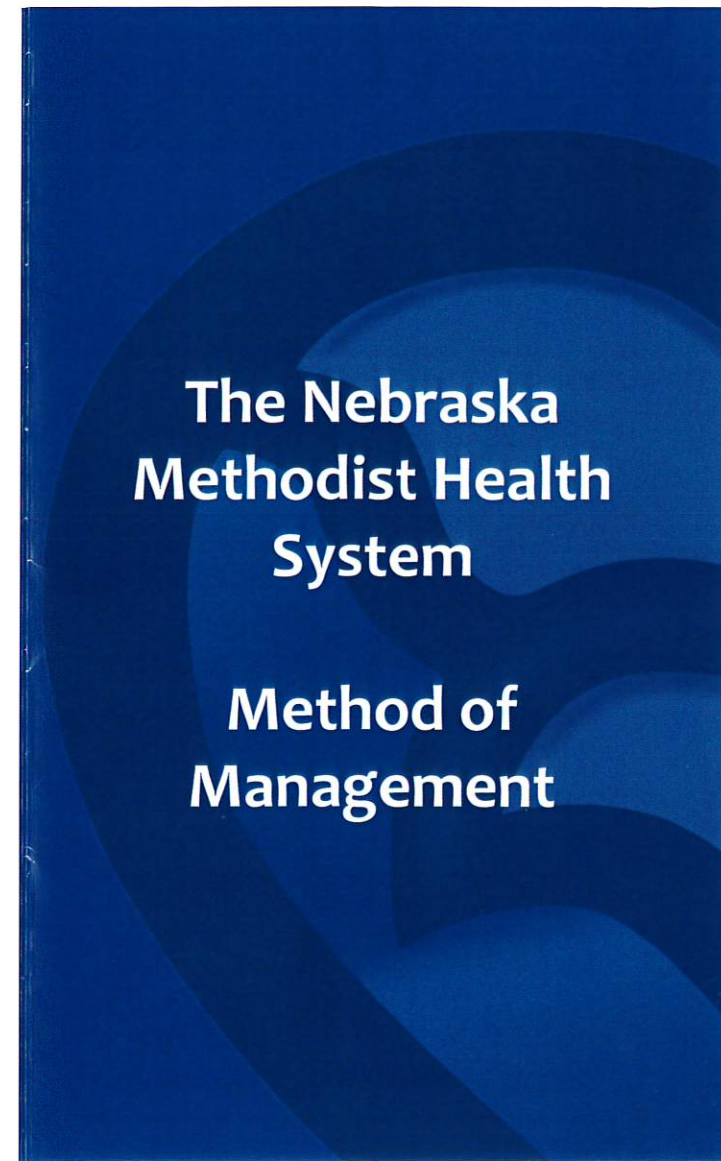
- Your hospital is only as good as your medical staff. The benefits of medical technology are limited by the talents of those using it. Select and retain a strong, stable and competent medical staff.
- Covet and maintain your medical staff as you would any valuable resource. Do not take them for granted.
- Physicians are your customers. Treat them with consideration and respect. Stay close to your medical staff. Maintain open communication. Know the needs of your physicians and respond to them.
- Physicians want to practice their science and art to the best of their ability. Provide your physicians with the environment, equipment and trained personnel necessary to allow them to do this.
- The formal medical staff is an independent organization responsible to the Board of Directors. Provide your medical staff with administrative support, guidance and resources. Assist in the development of medical staff operational systems but do not interfere with medical staff business. Don't get involved in medical staff politics.
- Be fair and honest with your medical staff. Establish relationships based on mutual trust. Never let your ego needs affect your objectivity in dealings with your medical staff. Achieve a balance

between the needs and interests of the hospital and those of your physicians.

- Be an advocate for your medical staff in all dealings with external agencies. Although independent of each other, the medical staff and the hospital should reflect a visible, cohesive presence.
- Keep your medical staff informed of clinical, environmental and reimbursement trends. Stimulate an attitude of innovation and progressiveness within the medical staff.
- Be of value to your medical staff. Help them reach their goals. Stimulate a feeling of belonging and teamwork within your medical staff. Instill pride in the organization. Physicians want to be associated with a winning organization, too!

### BOARD OF DIRECTORS

- Build a strong, capable Board of Directors. Encourage the Board to select people with energy, enthusiasm, a broad perspective and an interest in your health care mission. Don't interfere in the selection process.
- Support selection of Board members based upon their capacity to provide business expertise as well as political and social influence.
- Keep your Board informed. Provide members with information regarding trends, innovations and issues affecting the health care environment. Give them the background they need to assist you in establishing strategy and organizational direction.
- Be open, honest and accessible to each member of your Board.
- Maintain stability and continuity within the Board. Include the Board as part of the organization's team. Encourage loyalty and identification with the corporation.
- Use your Board members as consultants and a sounding board. Do not involve your Board in daily operations. Maintain a clear distinction between Board strategy, policy and oversight responsibilities and Administrative operational and implementation responsibilities.
- Sound decisions come as the result of "challenged thinking." Board members must be strong and willing to challenge your thinking.



**John W. Estabrook**  
**F.A.C.H.E.**  
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I have been requested to define my vision for the Nebraska Methodist Health System, Inc. and to articulate the beliefs, values and operating principles which have guided my actions in the development of the organization. I intend these remarks as general comments for those interested not as a statement of doctrine or a burden to future managers.

Underlying my thoughts is the belief that a simple, common sense approach is the most effective management philosophy for the development of a successful health care enterprise.

During the 41 years of my association with NMHSI, my commitment has been:

### **TO CONTINUOUSLY PURSUE THE CREATION OF THE IDEAL HEALTH CARE ENTERPRISE**

In the pursuit of this goal I have found that organizational success and personal satisfaction can best be achieved by acting in a manner consistent with a few basic principles in several significant categories.

#### REPUTATION

- The reputation of the organization is our most important and enduring asset. The integrity of the organization supersedes everything. We must never through our actions or words jeopardize this reputation.
- People, both customers and employees, want to be associated with a first-class organization. It is our task to support our people in the fulfillment of this wish.

#### ORGANIZATIONAL STRUCTURE

- Minimize the layers of management. Stay close to employees, patients and physicians. Our success depends on our ability to stay in touch with the heart of the organization.
- A simple and lean organizational structure will promote teamwork and partnership through interdependence and sharing of responsibility.
- Minimize boundaries created by organizational structure. Assign projects to people or departments who can excel regardless of organizational position.
- Minimize status distinctions within the organization. Encourage widespread equal

participation in the success of the enterprise. Facilitate interaction among all employees.

#### MANAGEMENT

- Those who govern best, govern least. Delegate responsibility for results and authority necessary for achievement. Never usurp the authority of your subordinates.
- An informal management style encourages open and honest communication. Listen carefully to your staff. Accept facts and opinions without overreacting or passing judgement. This will encourage trust and maintain the flow of information necessary for success.
- Management-By-Walking-Around facilitates communication when done consistently and for the purpose of being accessible and listening to employees.
- Practice ego-less management. Never place your personal needs ahead of those of your customers or employees. Maintain an attitude of humility and respect for the responsibility entrusted to you.
- Know your personal values and moral principles. Adhere to them. Demonstrate your strong work ethic and pride in your work. Remember your role as a model for the corporation.
- Remain open to challenge. Respect each person's point of view. Maintain a healthy organization where creative tension and intra-company competition is balanced by the demand for teamwork.
- Maintain a constant and complete understanding of your area of responsibility. Know your industry. Combine knowledge from all sources to best serve the interests of the company. This is the source of leadership vision.
- Do your homework. Get the facts. Don't be hurried into decisions but be sensitive to the time-frame. Make decisions in a timely manner based on a combination of the facts and confidence in your own judgement. Decisions are not made on numbers alone.
- Timing is everything. The best plan at the wrong time is worse than the worst plan at the right time.
- Avoid fads and passing trends that consume resources and add nothing of lasting value to the corporation. Use consultants with discretion. Ensure that they work for you and that you do not work for them.
- Manage your human, facility and financial resources

conservatively. Be aware of the limited and valuable nature of resources. Understand that resources require maintenance.

- Benefits should be standard throughout the organization. First-class organizations don't need perks to attract first-class talent.

#### EMPLOYEES

- People make the difference between mediocrity and excellence. Always treat people with respect, dignity and equity.
- Demand the best from your people. Create opportunities for personal and professional growth. Generate personal motivation to excel.
- Trust people and give them the freedom to act responsibly. Believe in the honesty and integrity of each individual. People will do what is right for the organization, their patients and themselves.
- Always treat your staff with respect, fairness and honesty. This is the basis for an organization with a strong moral and ethical foundation.
- Respect each person's innate worth and recognize each person's contribution to the achievement of the organization's goals. People will respond with energy, enthusiasm and pride.
- An employee's self-esteem and confidence is proportionate to your respect for them.
- Loyalty given to your employees generates loyalty back to the corporation. A loyal work force is an asset beyond price.
- Support your employees. Encourage the acceptance of risk: recognize courage, innovation and a commitment to learning.
- Know your employees. Treat each person as an individual with unique needs and motivations.
- Never place employees in jeopardy or expose them to harmful situations. Maintain excellent safety and security systems.

#### PATIENTS

- Patients are entrusted to our care. Patient safety and well-being are always our first priority.