

Servant Leadership And Employee Culture Play Important Roles In Presbyterian Hospital of Plano's Recent Journey

Philip Wentworth, FACHE
President



Four years after what Presbyterian Hospital of Plano's leadership describes as a "journey from excellent to extraordinary," the 370-bed hospital became the first healthcare facility in Collin County to receive the Texas Award for Performance Excellence (TAPE) and the fourth in the state.

News of the recent honor was delivered on a Thursday morning to about a dozen members of the hospital's management staff gathered in the president's office. Soon after the eagerly awaited phone call from Quality Texas Foundation, the president distributed a memo to all hospital employees, medical staff and board of trustees congratulating and thanking them for their *collective* accomplishment.

At Presbyterian Hospital of Plano (PHP), management is acutely aware that achieving the highest levels of quality patient care requires a continuous daily effort and commitment from more than just a few at the top. For that reason, PHP has invested significantly in building and cultivating a hospital-wide culture that challenges each member of the workforce to embrace industry best practices, in an effort to achieve the hospital's mission: *"To improve the health of the people in the communities we serve and 'The Promise of 'Individuals Caring for Individuals, Together.'"*

Leaders of PHP, which is a member of Texas Health Resources (THR) – one of the largest faith-based, nonprofit health care delivery systems in the United States – work tirelessly to build and promote a culture based on the core values of respect, integrity, compassion and excellence.

From new employee orientation onward, employees are exposed to "Promise Behaviors" based on these values and are empowered to incorporate them within their daily routines. They are provided continual opportunities to collaborate on improving work areas and patient-care processes, and to identify ways to work together to offer better solutions and enhance patient outcomes. They are constantly reminded that they are valued as individuals for their talents and hard work. And, they are regularly rewarded for their efforts.

At PHP, its mission statement is much more than simply a mantra. Instead, it's a contagious attitude and mind-set that permeates the facility throughout all levels, and emanates from the top down.

Extraordinary healthcare is the driving vision of PHP's leaders, embraced and modeled in daily

activities by PHP President Philip M. Wentworth, FACHE, who often can be seen answering phone calls and greeting visitors at the hospital’s front information desk, or passing out ice cream to employees in the cafeteria, or visiting patients to ask how they’re being treated.

It is this culture of personal humility and “servant leadership” that fosters the never-ending pursuit of not simply meeting customers’ expectations, but exceeding them.

“At the heart of our business lie our patients, their families and guests, and the communities we serve,” said Wentworth. “Because we believe that family members and guests are critical in the healing and continued well-being of our patients, we consider them in the same customer group as our patients.

“As part of our culture, we ask ourselves to see through the eyes of our customers and continually strive to create and maintain an environment where our customers are treated like guests in our own homes,” he said. “Each and every employee has the opportunity and obligation to act as a host to every guest, in every interaction.”

This distinctiveness and commitment to community and industry-leading performance have earned PHP numerous distinctions some of which include:

- Recipient of the acclaimed Magnet designation for excellence in nursing from the American Nurses Credentialing Center
- Recipient of the prestigious Ivy Award, a national accolade given by *Restaurants and Institutions* magazine to a select group of restaurants, hotels and noncommercial food operators that exemplify the highest standards of excellence in food and service
- Top accreditation of its oncology program from the American College of Surgeons Commission on Cancer as an “approved cancer program.”
- Recognition for its bariatric surgery program by the American Society for Metabolic and Bariatric Surgery Center of Excellence®
- Rated in the top 15 best in the United States for Accuracy of Coding by CMS during the past two years.

The first hospital in Texas Health Resources’ 13-hospital system to receive the Texas Award for Performance Excellence, PHP received commendation from THR chief executive officer Doug Hawthorne, FACHE.

“We are extremely proud of Presbyterian Hospital of Plano for having achieved the Texas Award for Performance Excellence, as it represents the diligent efforts of a large team of dedicated individuals who work together to orchestrate quality patient care every day,” Hawthorne said.

For Presbyterian Hospital of Plano, the “journey from excellent to extraordinary” was nothing but a team effort, with each individual member of PHP’s workforce affecting the hospital’s ability to achieve extraordinary results, Wentworth said.

“We did not start this process to win an award, but to become a high-performing organization,” he said. “Achieving this distinction is a tremendous honor, but the greater benefit is the impact our

efforts have on our patients and our physicians. While we celebrate our accomplishment, we will continue to be obsessed with customer-focused excellence, understanding that surpassing our customers' expectations is a prerequisite for success. We continually will seek ways to serve them better.”



Presbyterian Hospital of Plano is a 370-bed, not-for-profit, faith-based healthcare facility providing comprehensive inpatient, outpatient and emergency healthcare services to the local community. The hospital, one of 13 subunits of Texas Health Resources, has 1,659 employees who serve a community of one million in Collin, Denton and Dallas counties. Primary healthcare services include medical, surgical, obstetric, cardiology, orthopedic, and intensive care for both adults and neonates. Major strengths of Presbyterian Hospital of Plano include a strategic planning process that provides a systematic approach to developing long-term strategic priorities and provides focus, prioritization, alignment and linkages throughout the organization. The VALUE Process Design and Improvement Cycle allows the organization to improve key health care services, reduce variation, and keep current with healthcare industry expectations. Additional strengths include visionary leadership demonstrated by senior leaders and the application of principles of Servant Leadership in developing leadership skills, allowing leaders to be visible and accessible to the workforce.