Organizational Design for the 21st Century Veterinary Practice

3 Approaches to Managing Well-being and a Future of Rapid Change

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Fuzzy

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What is Pet Poison Helpline?

- 24/7 animal poison control center
- Veterinary & human expertise
  - 20 DVMs, 35 CVTs
  - DABT, DACVECC
  - 7 PharmDs
- Case fee of $59 includes
  - Unlimited per case consultation
  - Fax or email of case report
  - Educational center
    - Free webinars (archived)
    - Tox tools
      - Wheel of Vomit
      - Pot of Poisons (toxic plants)
    - Textbook
    - iPhone app
    - Newsletters for vet professionals
    - Free resources for clinics
      - Videos
      - Electronic material
      - Clings
    - Email us for info!
• Life Insurance
• Disability - including maternity benefit
• Professional Overhead Expense
• Hospital Indemnity
• Critical illness
• Wellness Initiatives
2 quick poll questions to learn about you:

Please answer the following:

I am a:

- Student
- Practicing DVM
- Industry
- Other

A quick poll question:

For those of you with children,

if you could ensure one thing for the future of your children, what would you wish for them?

What we know

(this is where we’ve come from)
From...  ~1760 to ~1830
Agrarian to urban
Hand-made to machine-made
A time of **iron, water, steam** & the rise of **mass production**

"The most important event in the history of humanity—since the domestication of animals, perhaps since the invention of language."
Frederick Winslow Taylor

“Scientific management”

analyze and synthesize workflows in the sole pursuit of scalable efficiency

We’re entering the 4th Industrial Revolution

Source: https://www.weforum.org/about/the-fourth-industrial-revolution-by-klaus-schwab

Navigating the next industrial revolution

<table>
<thead>
<tr>
<th>Revolution</th>
<th>Year</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1764</td>
<td>Steam, water, mechanical production equipment</td>
</tr>
<tr>
<td>2</td>
<td>1870</td>
<td>Division of labour, electricity, mass production</td>
</tr>
<tr>
<td>3</td>
<td>1969</td>
<td>Electronics, IT, automated production</td>
</tr>
<tr>
<td>4</td>
<td>?</td>
<td>Cyber-physical systems</td>
</tr>
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Today’s world is NOT the same as it was during the Industrial Revolution!

When it comes to the business climate of today...

"Change" happens fast!

89% of Fortune 500 companies in 1955 were NOT on the list in 2014.

Source: Yuri van Geest at https://www.slideshare.net/vangeest/exponential-organizations

What's driving this?

Exponentially improving tech in healthcare
Biotechnology (Genome sequencing)

The cost of sequencing the human genome:

- By 2000: $300 million
- By 2006: $14 million
- By mid-2015: $4k
- By late 2015: < $1.5k
- By 2018: < $20
- By 2022: The same cost as flushing a toilet

Source: https://www.genome.gov/sequencingcosts/
And this is precisely how **artificial intelligence** is poised to disrupt healthcare.

Artificial Intelligence in healthcare

- Can filter through vast amount of medical data
  - Structured (think the standard SOAP form)
  - Unstructured (think a CT scan, or an email from the client)
- Can provide clinicians with evidence-based treatment options
- Case study: Tokyo woman with leukemia

It’s not just affecting the small animal world...

“The world’s first chicken produced without the animal...”
Time for a context refresh:
What does all this mean?

The world is moving faster...
And the rate of change is speeding up.

If organizations want to keep up...
adaptability and responsiveness
become more important than

efficiency and predictability.

But we have some hurdles...

Wellbeing data - (within the profession)

Dr. Elizabeth Strand
23% of employees leave work feeling drained or very drained. Every day.

33% of employees don’t believe their company’s core values align with their personal values.

57% of employees wouldn’t recommend their organization as a good place to work.
Engagement data - (worldwide)

60% of employees notice that their job is taking a toll on their personal life.

Source: Officevibe

So if we’re already overwhelmed, depressed, and disengaged...

...then how can we possibly hope to cope with this rate of change?
Daniel Kahneman & Angus Deaton: "High income improves evaluation of life but not emotional well-being". http://www.pnas.org/content/107/38/16489
And for a long time, this worked!

But when the work requires even the smallest amount of creativity, extrinsic motivators actually cause harm. You get less of the behavior you want.

Intrinsic Motivation

Why is it important?
What drives it?

AUTONOMY
Mastery/COMPETENCE/Engagement
Purpose/RELATEDNESS/Meaning
It's a basic psychological need.

As American as it gets!

It's why many entrepreneurs do what they do.
You need the whole brain of everyone on your team.

Autonomy drives engagement

It's a psychological need
We love seeing ourselves improve.
Being in FLOW feels good!

Continuous innovation
It's a psychological need. We are social animals. It feels good to belong.

Community makes your business stronger, more resilient. It attracts top talent (MTP)

A Revolution at Work
"Neighborhood Nurses"
Founded in Netherlands in 2006
Goal: to keep patients independent & autonomous

Autonomous teams of nurses work directly with patients, in a community-based network, free from management structure.

- 4 nurses in 2006; 8 THOUSAND by 2014
- highest satisfaction rates in the country
- average costs of 40% less than other home care orgs

Multi-year "Employer of the Year" Award
To win, we had to change.

Surprisingly, that change was less about tactics or new technology than it was about the internal architecture and culture of our force… in other words, our approach to management.

— Gen Stanley McChrystal

It’s not about having the **newest gadgets**...

It’s about being the most **adaptable**.
What to do on Monday-

This won’t be prescribed. It *IS* directive.
From (predictable)  To (less predictable)

Hierarchy  Networks
Efficiency  Responsiveness, Adaptability

Hierarchy  Networks
Efficiency  Responsiveness, Adaptability
Controlling  Empowering

Hierarchy  Networks
Efficiency  Responsiveness, Adaptability
Controlling  Empowering
Extrinsic rewards  Intrinsic motivation
From (predictable)  
Hierarchy  
Efficiency  
Controlling  
Extrinsic rewards  
Privacy  

To (less predictable)  
Networks  
Responsiveness, Adaptability  
Empowering  
Intrinsic motivation  
Transparency  

From (predictable)  
Hierarchy  
Efficiency  
Controlling  
Extrinsic rewards  
Privacy  
Customers & Partners  

To (less predictable)  
Networks  
Responsiveness, Adaptability  
Empowering  
Intrinsic motivation  
Transparency  
Community  

What to do on Monday-  
Start giving autonomy  
● Train your staff to the point you trust them; empower and inspire them; then get out of their way.  
● Provide structures and systems that support this autonomy.  ○ Examples: conflict resolution; decision-making.
What to do on Monday-

Give your staff a way to improve at a personally meaningful skill (competence)
● Is one of your technicians always on Instagram?
  ○ Put them in charge of your hospital’s Instagram page!

What to do on Monday-

Start shifting your mindset-
● From “sick care” to “health care” by shifting from a reactive style of medicine to one that is proactive, preventative, and continuous care.
  ● Subscription-based healthcare delivery models
  ● Telehealth options to lower costs of service delivery and improve the client experience

If you want to learn more...

Start with Why- Simon Sinek
Reinventing Organizations- Frederick Laloux
Exponential Organizations- Salim Ismail
Why Motivating People Doesn’t Work...and What Does- Susan Fowler
Drive: The Surprising Truth About What Motivates Us- Dan Pink

http://authentichappiness.org/
www.trackyourhappiness.org
Thank you for attending!

FAQs

1. When will I get my CE certificate? We'll email it to you within 24 hrs.
2. I attended the webinar but wasn't the person who logged in. Can I still get a CE certificate? Yes. Send your name and email address to info@petpoisonhelpline.com.
3. Can I watch the recorded webinar online? Yes. You can view the recorded webinar on our website. Go to the "For Vets" page on our website, www.petpoisonhelpline.com for more info.

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