



# Creating a learning organization

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**Success is all  
about people –  
an organization's  
most valuable  
asset**



## A priority organizational goal

- To create a first class organization of continuous learning
- To build among employees the knowledge, attitude and skills necessary to support the strategic and business goals of the organization
- To develop a cadre of leaders at all levels throughout the organization
- To create and promote a system culture dedicated to excellence, innovation, teamwork and continuous change

## Creating a culture of continuous learning basic principles

- It's a marathon – not a sprint
- It's a process without a finish line
- It's an investment – not a cost
- It's not a project on a series of initiatives – it must be interwoven as part of the organization's DNA
- Structure is important; how it is inaugurated; where it is located; who it reports to
- Leadership is key – right person; right team
- Learning is not the same as training – it has to be linked to strategy, to business goals and be inseparable from work
- Must be interdisciplinary, understand matrix management, embrace transparency, continually promote trust and organizational values
- Talent exists and can be found and nurtured at every level of the organization
- Learning “how to do” more important than memorization

# Northwell Health's Center for Learning and Innovation

LEADERSHIP DEVELOPMENT	PATIENT SAFETY INSTITUTE (PSI) & CLINICAL SKILLS CENTER	PHYSICIAN LEADERSHIP INSTITUTE	SCHOLAR PIPELINE	EMERGENCY MEDICAL INSTITUTE	 <small>HOFSTRA NORTHWELL SCHOOL of GRADUATE NURSING and PHYSICIAN ASSISTANT STUDIES</small>  <small>DONALD AND BARBARA ZUCKER SCHOOL of MEDICINE AT HOFSTRA/NORTHWELL</small>	BIOSKILLS EDUCATION CENTER	CLINICAL TRANSFORMATION
Beginnings Corporate Orientation	Simulation Based Education	Physician Beginnings Corporate Orientation	Administrative Fellowship	Paramedic Program	Evaluation & Assessment	Attending & Resident Physician Program	LEAN/Six Sigma Program
Administrative & Clinical High Potential Program	Interprofessional Team Education	Physician Leadership Development Program	Domestic & International Internships	Emergency Medical Technician (EMT) Program	Clinical Skills Education	Continuing Medical Education	Program/Project Management
Leadership Development	Educator Development	Department Specific Education	New Yorkers for Children Program	Hybrid Paramedic & EMT Recertification	Clinical Simulation	Hybrid Simulation	Large Scale Process Design/Redesign
ALEAD Program	Educational Research	Department Team Building	Medical Scholars Pipeline	American Heart Association Certification Courses	Procedural Skills Education at Bioskills	Vendor Sponsored Programs	Clinical Collaborations
	Workflow Testing	Clinical Education at PSI	Institute for Health Professions	Pre-hospital Continuing Medical Education		Military, FDNY & Law Enforcement Officers (LEO)	Industrial Engineering
	Formative & Summative Assessment	Chief Resident Education	IS 59 Partnership				Process Simulation & Optimization Modeling
	Physical Exam & Communication Skills	Physician Administrative Fellowship					Implementation & Change Management

## Discussion

- A. Beginnings/On-boarding
- B. Leadership development
- C. “High Potential” program
- D. Clinical simulation
- E. Medical education
- F. Nursing leadership and education
- G. Annual retreats
- H. Town hall and  
direct employee meetings
- I. Succession planning
- J. Employee health and wellness

# Fighting Sepsis



## Additional issues

### The importance of communication

- The danger of believing it has occurred

### Focus on why; not just what

- Appeal to aspirations, wants, needs
- Employees desire to belong (to a cause)

### Explain organizational dynamics and structure

- Matrix management – lines of influence, not just authority

### Avoid “silos”

- Especially among physicians, nurses and administrators

### Manage paradox and explain it

- Change vs. stability
- Risk vs. safety
- Control vs. delegation, etc.



“It is not enough to appeal to reason and logic. We must also appeal to the emotions.”

- Aristotle