

Shifting Culture without a Louisville Slugger: Building Trust, Pride, Honesty, and Integrity



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Current Negative Reality

- Lazy
- Slacker
- Bureaucratic
- Trouble
- Heavy Enforcement

Current Negative Reality

- Under appreciated
- Easy job
- Unreasonable
- Exploited
- Undesirable
- Overworked

Current Positive Reality

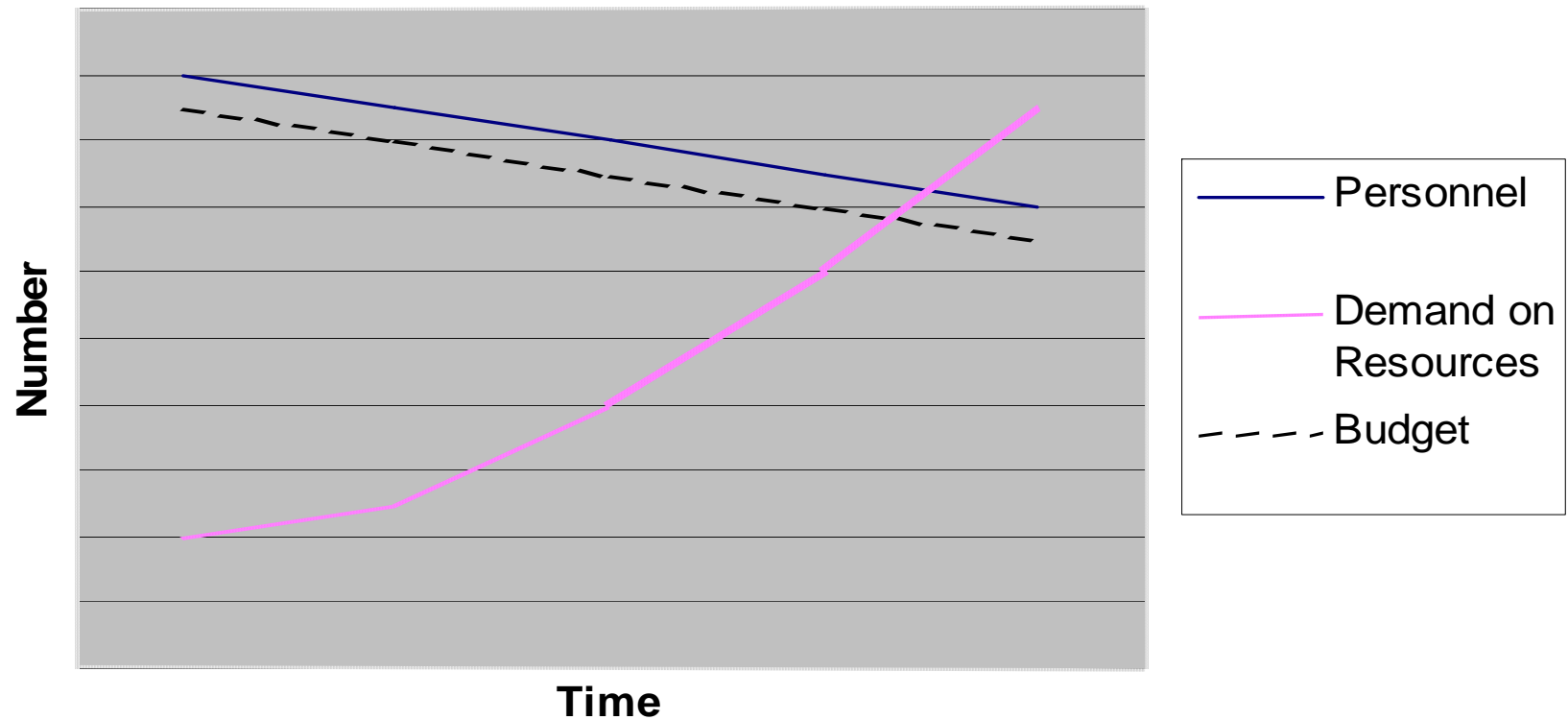
- Knowledgeable
- Credentialed
- Hard workers
- Public Servants

Current Positive Reality

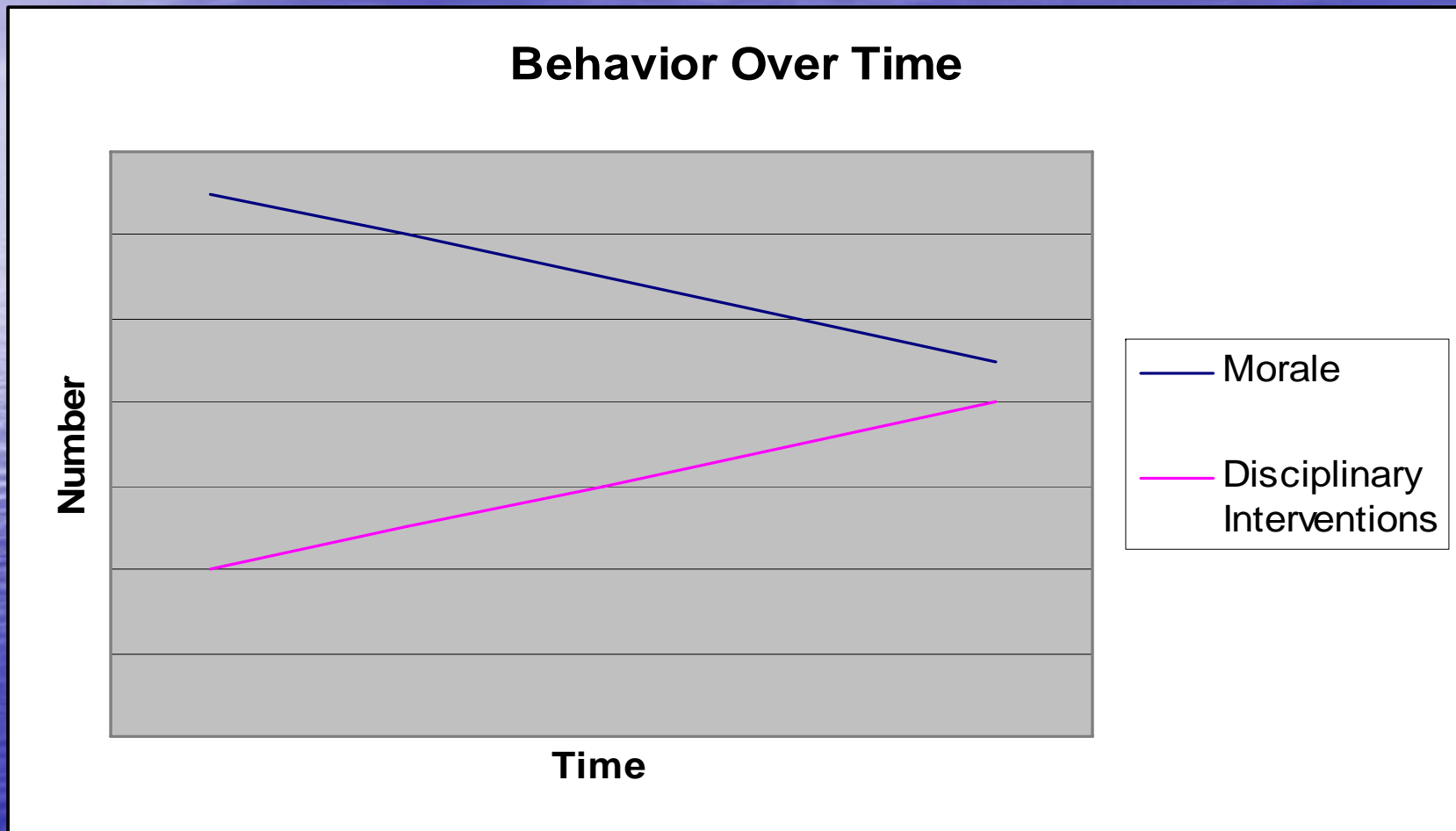
- A resource
- Helpful
- Prideful
- Committed

Demand on Resources vs. Waning Personnel Numbers

Behavior Over Time

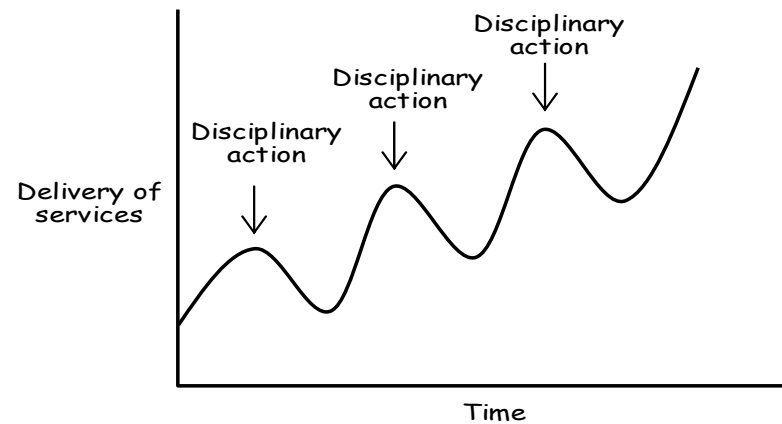
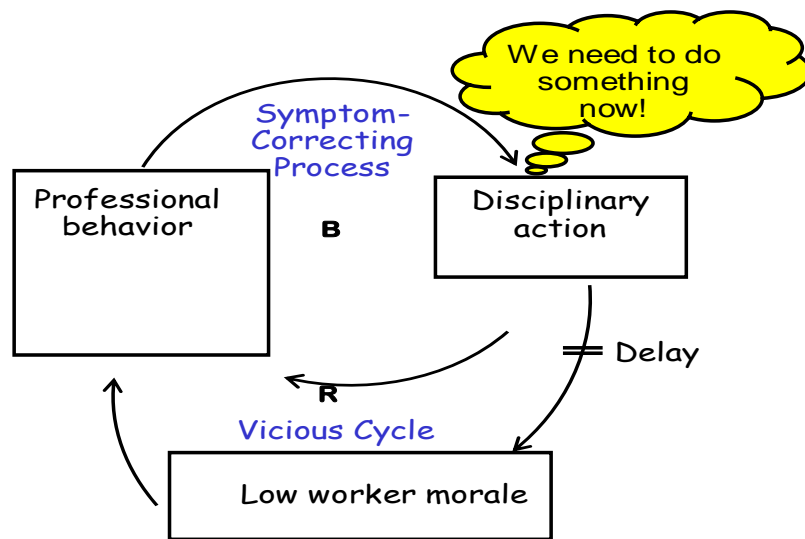


Morale and Disciplinary Issues

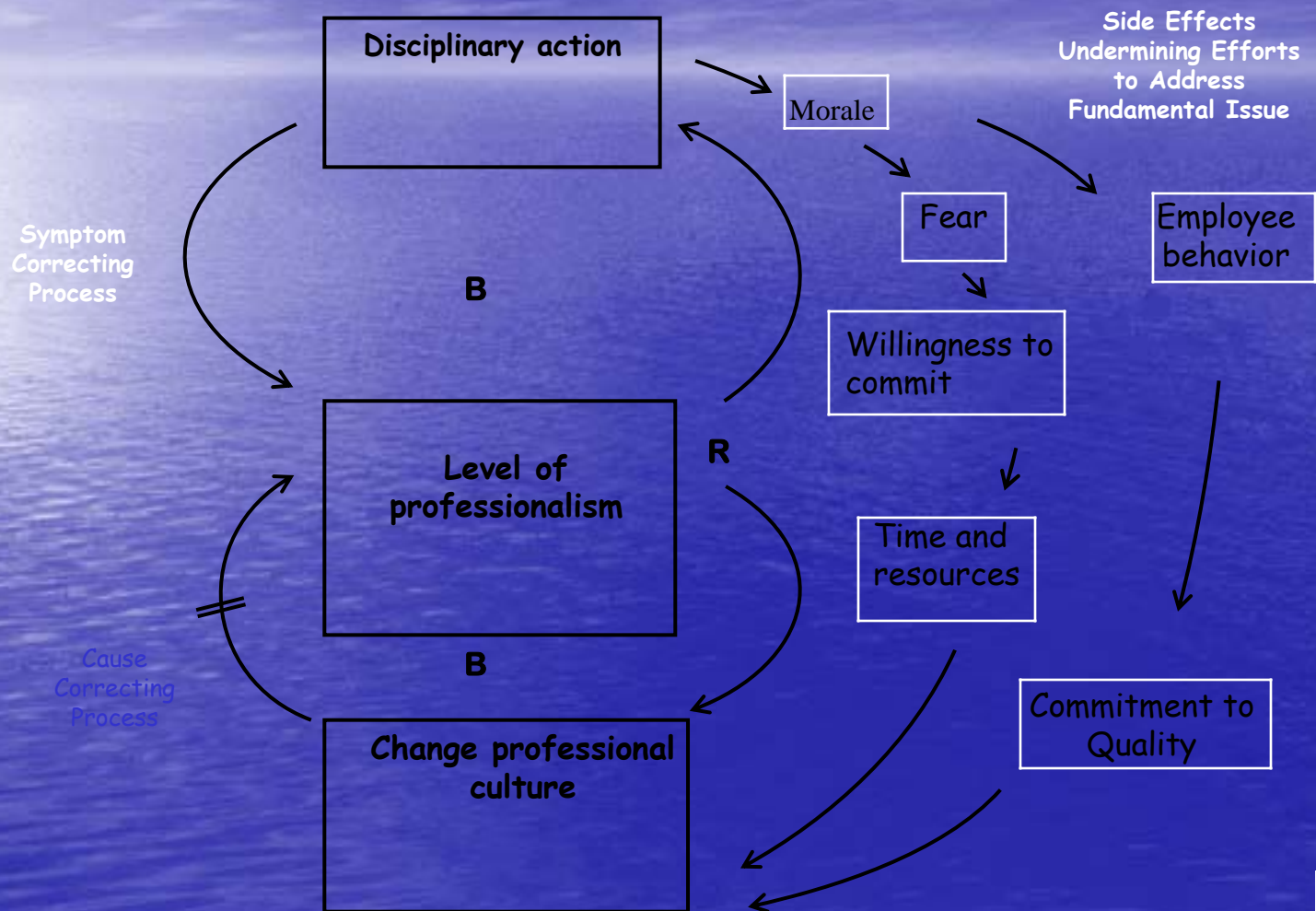


Professionalism following Disciplinary Action

Fixes That Backfire



Shifting the Burden



Problem Statement:

- Why despite the best efforts at hiring, educating, and training environmental health staff is LMHD unable to achieve the expected level of professional behaviors and standards?
- Why do employees believe that they can accept mediocrity and rationalize behaviors that prevent a high level of performance?

Problem Statement Cont'd:

- Why is there limited accountability to public health goals?
- Why have lowered standards become accepted over time?
- Why does staff feel that they have no control or input over organizational decisions despite management's desire to include them?

Shifting Culture

- Assessing Core Competencies
- Inspiring a Shared Vision
- Modeling the Way
- Challenging the Process
- Enabling Others to Act

Shared Vision

- More ideal physical environment
- Better response to issues
- Improved efficiency
- Desired public perception

Code of Integrity

Goal: To educate and promote the highest standard of practice in the field of Environmental Health.

- Model professional standards of behavior
- Recognize and deal with ethical issues
- Report unethical conduct and help foster a culture of honesty and accountability

Code of Integrity Headings

- Leadership
- General Employee Conduct (Office Behavior)
- Respect for co-workers
- Stewardship of Public Resources
- Outside Activities (Actions in the Field) and Employment
- Conflicts of Interest
Gifts, Entertainment, and Favors

Code of Integrity Headings Cont'd

- Organizational Funds and Other Assets
- Organizational Records and Communications
- Dealing with Other Organizations
- Prompt Communications and Professional Courtesy
- Privacy and Confidentiality
- Professional Development
- Professional Image
- Values

NEXT STEPS

- Annual Visioning Sessions
- Employee Satisfaction Survey
- Customer Satisfaction Survey
- Annual Performance Appraisal Review
- Quarterly Quality Control Audits

NEXT STEPS Cont'd

- Commitment to the process
- Core Competency survey
- Monitoring individualized progress
- Supervisory progress report
- Customer satisfaction surveys
- Leadership Empowerment Academy for Public Health (LEAPH)

CONCLUSIONS

- Changing business model
- Work processes continue to change
- Resources continue to diminish
- Workloads continue to increase
- Leadership styles must be flexible

Management Challenges

- Model the Way
- Establishing written program goals
- Environmental Health Solutions business model
- Evaluations performed annually
- Professional development profiles for each employee.

Management Challenges Cont'd

- Connect individual employee actions with national public health goals
- Overcoming mental models
- Encouraging the Heart by celebrating successes along the way

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