

Summary Points from *Meet the CEO Series* Meeting held on April 3, 2012

The *Meet the CEO Series* continued with a presentation from David Callecod, President and CEO of Lafayette General Medical Center (LGMC). Callecod has been in Lafayette and at LGMC since July 2008 and has led initiatives that have resulted in rapid improvements in both patient satisfaction and quality improvements. He has more than 20 years of experience in hospital based health care and in 2011 was inducted into the Studer Hall of Fame because of his ability to keep the true spirit of an organization alive and flourishing while achieving phenomenal results in short spans of time.

Mr. Callecod responded to questions from the faculty on a variety of topics. Specifically:

- Commenting on how to manage a culture change in an organization, Callecod described the process he used when arriving at LGMC. He stated that it was important to reshape the culture at the hospital without being disrespectful of the existing culture when he became the President/CEO. He developed a system to modify the culture by discussing the systems that were in place at the time with a number of important stakeholders including the leaders within the organization. From these meetings, he was able to obtain information regarding the existing framework of the organization. He next developed a Standards Committee made up of staff members who developed their own standards of behavior document. This group determined how to fit new ideas and methods into the culture of the existing organization which fostered a sense of ownership in the new culture amongst the employees.
- Callecod explained his management and leadership style by stating that he was first a servant-leader. Using this approach, he turned the traditional organization chart upside down. From this position, he can support the entire organization – including the first line employees, the most important group of employees and who are now at the top of the organizational chart. His second approach has been to empower employees and to let them do their jobs. He described the creation of the LGMC Leadership Development Institute, a quarterly off-site 2-day training event where employees are engaged in activities that develop them as leaders within the organization.
- Callecod commented on his desire to build a long lasting culture at LGMC that focuses on national benchmarks, best practices and innovation. The hospital has grown and developed into a system of hospitals including health care facilities in Breaux Bridge, Kaplan, Opelousas, Mamou, Crowley and Franklin. The goal is to develop an 8-10 hospital system where quality primary care is available in small communities and more sophisticated high-level care would be provided at LGMC as needed.
- In recent years, LGMC has been recognized with numerous local and national awards and distinctions as a result of Callecod's focus on improved quality and customer satisfaction including: HealthGrades Service Excellent Award for both patient safety and spine surgery, the *Times of Acadiana* "Best Hospital" and "Best Emergency Department" awards, the "Consumer Choice Award" from the National Research Corporation and most recently, the distinction of reaching the 99th percentile for inpatient satisfaction scores in June and July 2011.
- Callecod discussed a number of interesting issues associated with healthcare economics. He stated that there will be a great need for more staff in the future due to government and regulatory issues that will create an increase in demand for services. He then noted three

pressing areas of concern: 1) the growing need for more primary care physicians specifically to keep patients out of hospital emergency rooms; 2) the need for new applications of technology like tele-medicine to be expanded that would allow physicians to better meet the need of patients without having to be physically in the same location; and 3) health care reform at the state and national level that will cause there to be a shrinking pool of private pay customers by 2014.

- The final question was related to what UL might be able to do to prepare students to work in the healthcare industry and specifically at LGMC. Callecod stated that he thought the most important aspect of education for students is a strong internship program in every discipline. He commented on the value of the experience for the students - including the opportunity internships provide for students to have "real-life" experience in a work setting before a full time job search and the important knowledge that students gain about a particular industry and/or position in an organization while engaged in an internship assignment.

Submitted by: Dr. Lise Anne D. Slatten, Department of Management