

# Global Healthcare Conference 2020

Resiliencia: Crecimiento a través de la adversidad





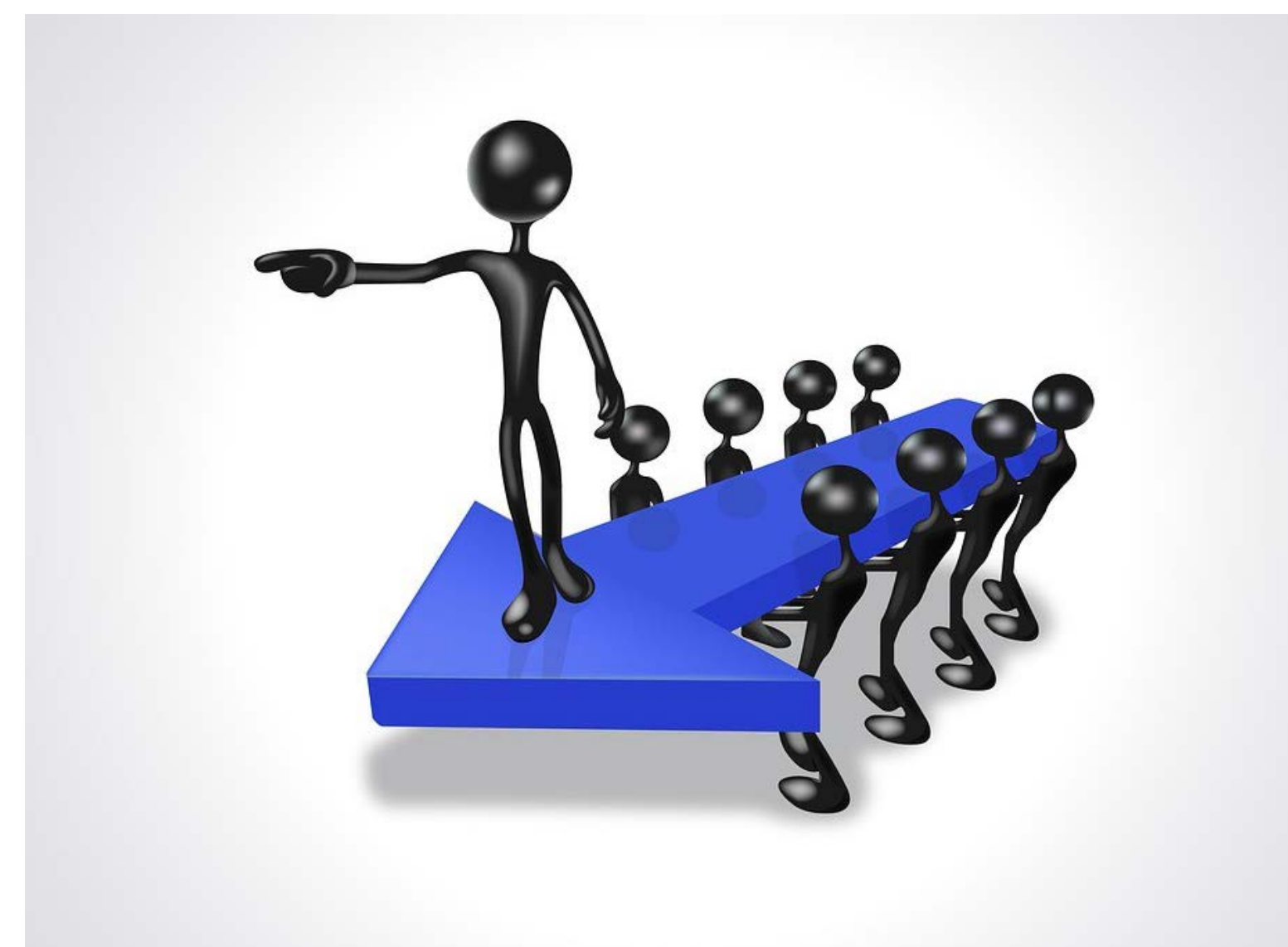
LOMA LINDA  
UNIVERSITY

School of Dentistry

# Día 2: ¿Cuál es su cultura?

Peter Young DDS MAGD

# CULTURA CORPORAL



# 4 Tipos de culturas organizacionales

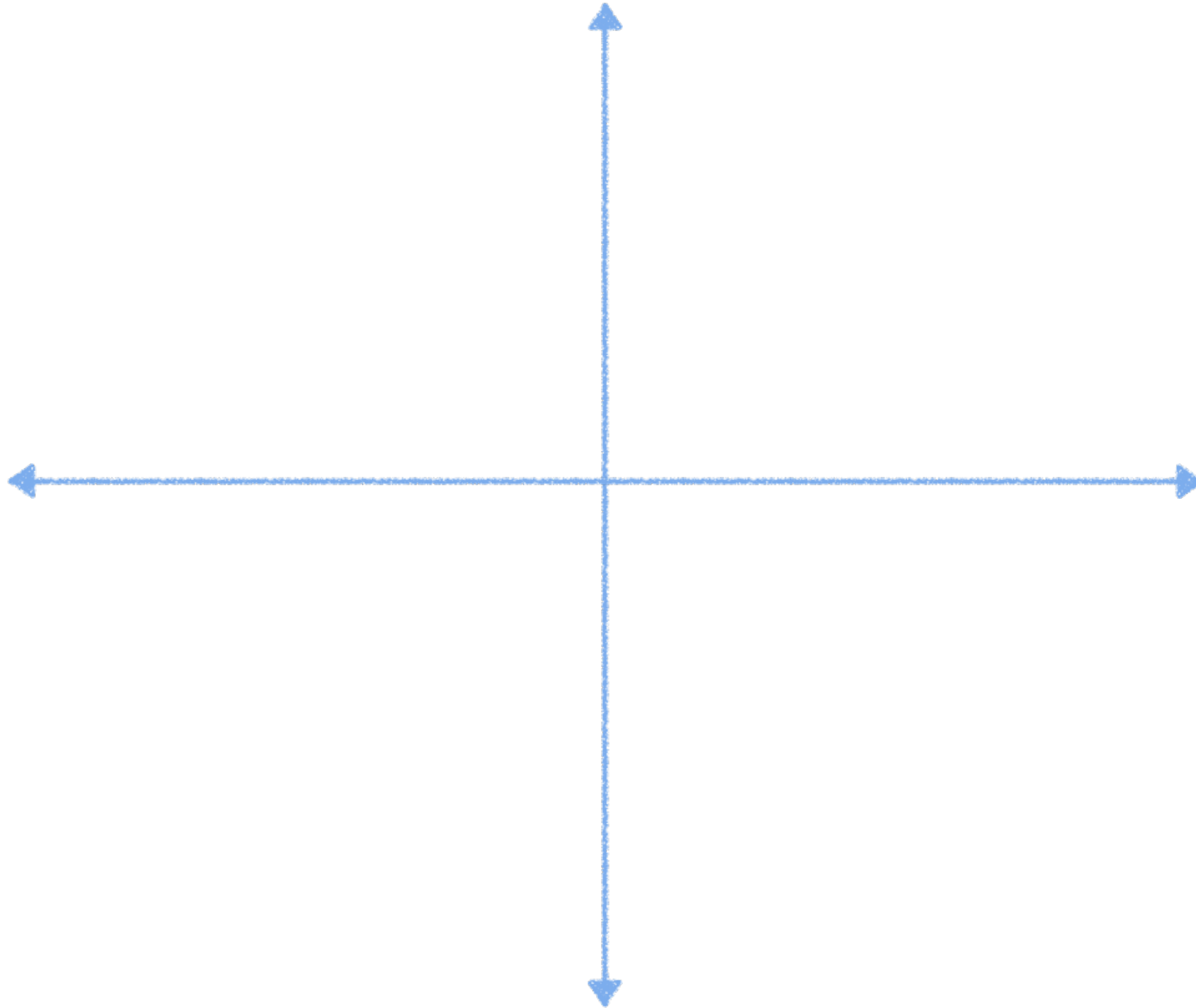


Flexibilidad

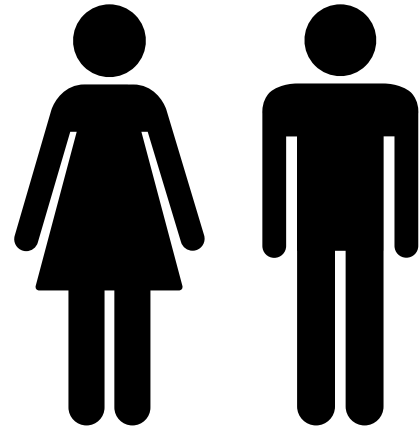
Interna

Externa

Control



Modelo  
de  
relación  
humana



Flexibilidad

Colaboración  
Hacer juntos las  
cosas

Interna

Externa

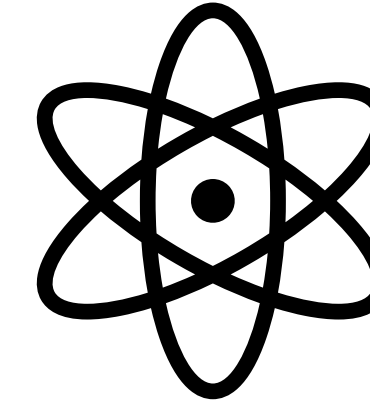
Control





Flexibilidad

Modelo  
de  
sistema  
abierto

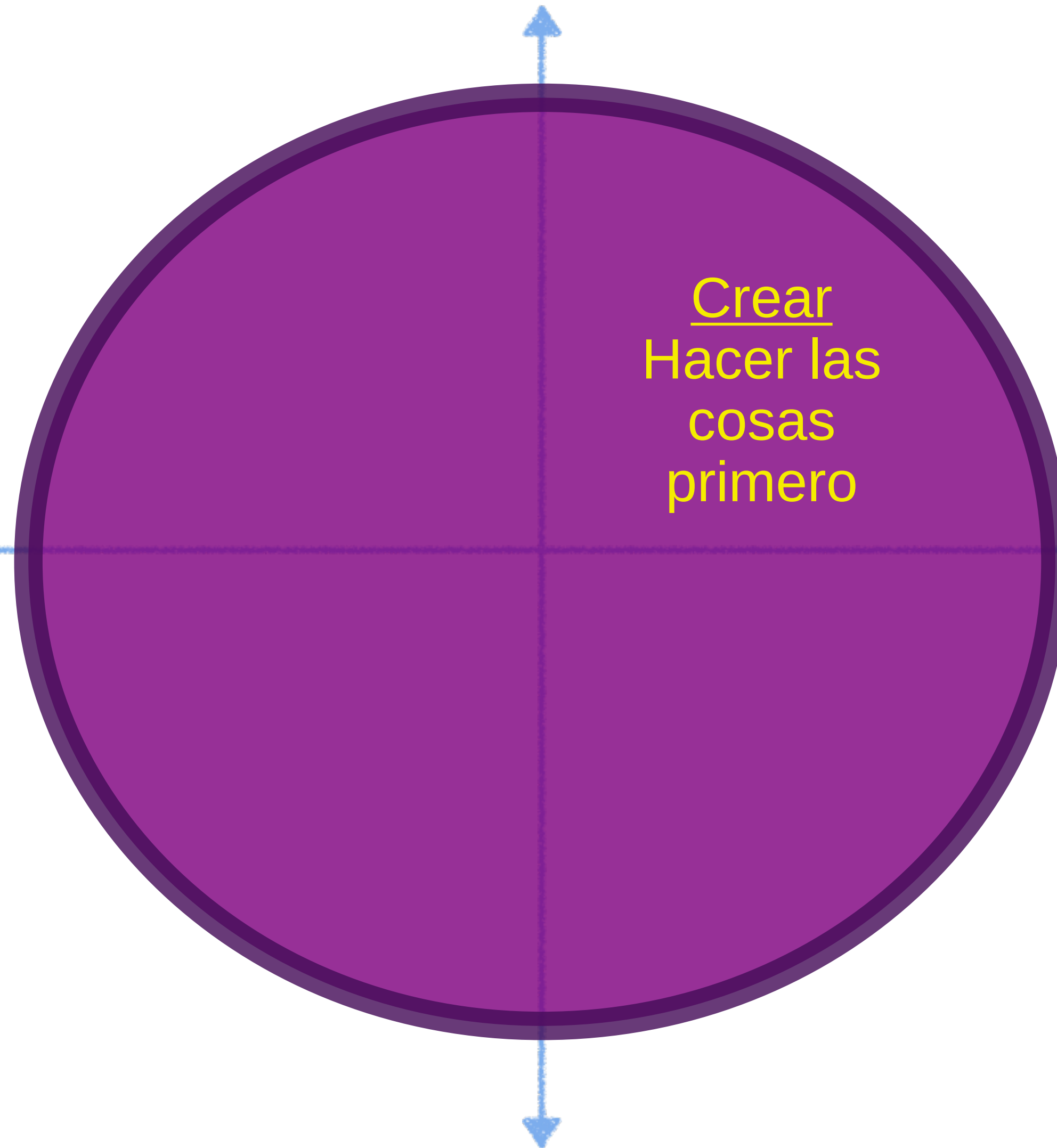


Crear  
Hacer las  
cosas  
primero

Interno

Externo

Control





¿a dónde va la creatividad?

Flexibilidad

Interna

Externa

Control

Completar  
Hacer las  
cosas  
rápido  
"D"



Modelo  
de meta  
racional

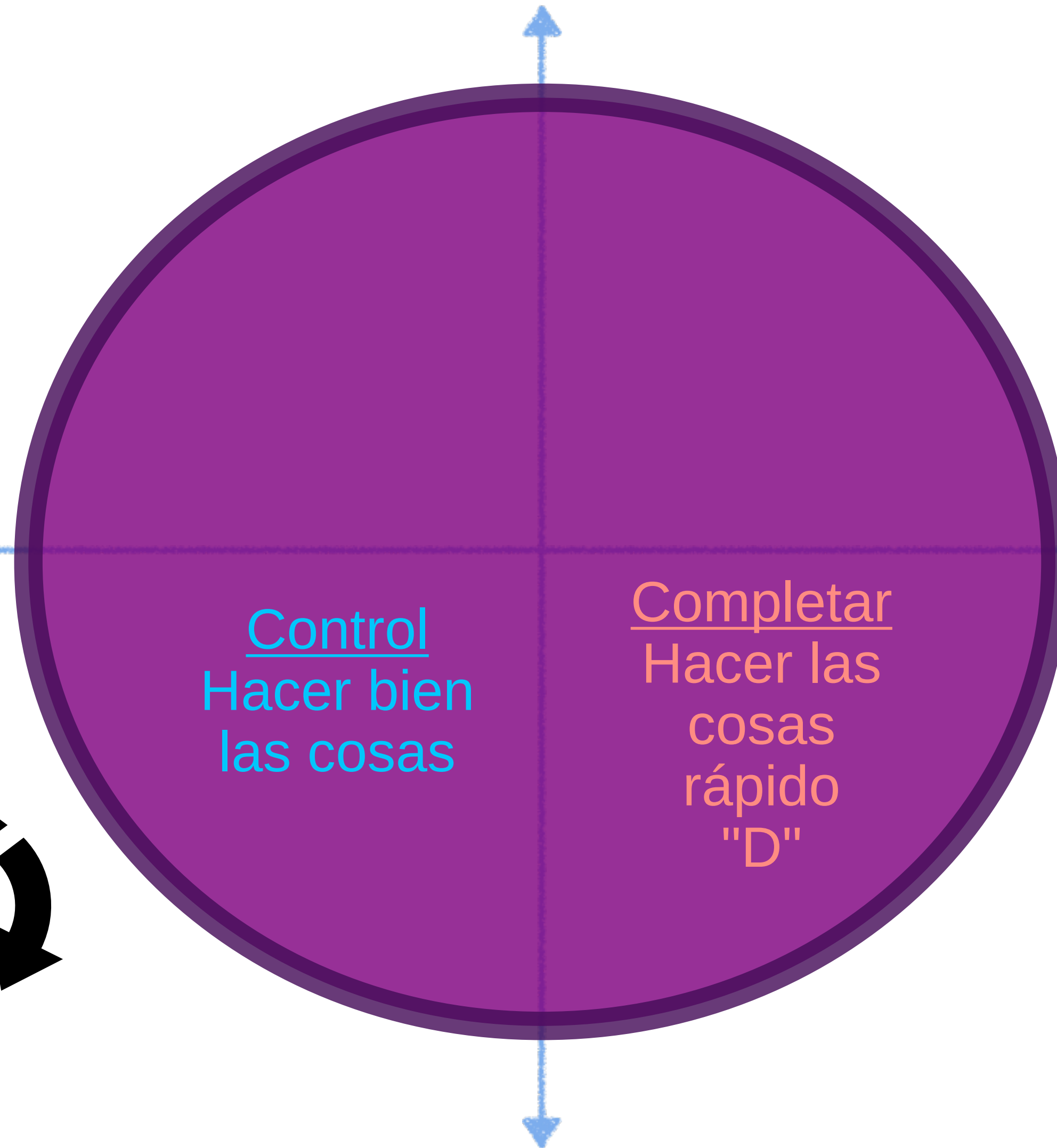
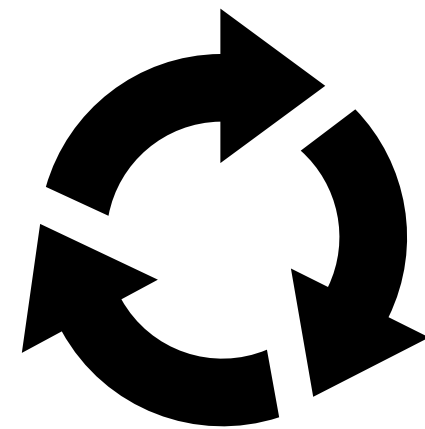


Flexibilidad

Interna

Externa

Modelo  
de  
proceso  
interno



Control  
Hacer bien  
las cosas

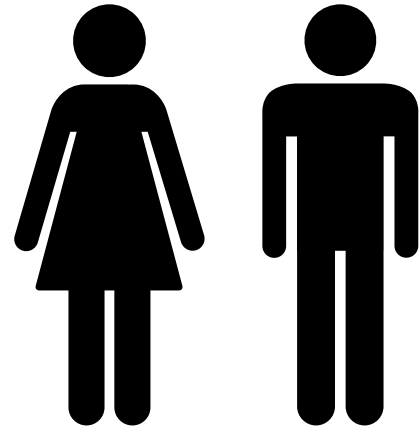
Completar  
Hacer las  
cosas  
rápido  
"D"

Control

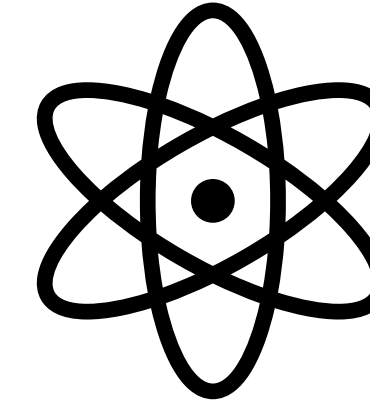


Flexibilidad

Modelo  
de  
relación  
humana



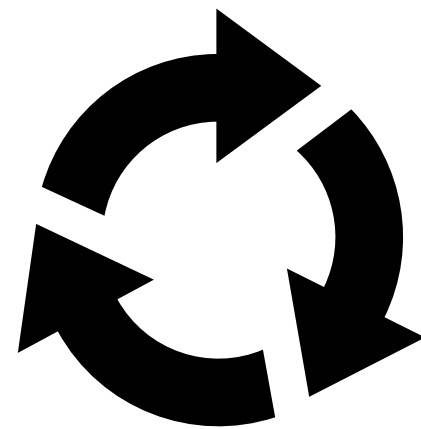
Modelo  
de  
sistema  
abierto



Interna

Externa

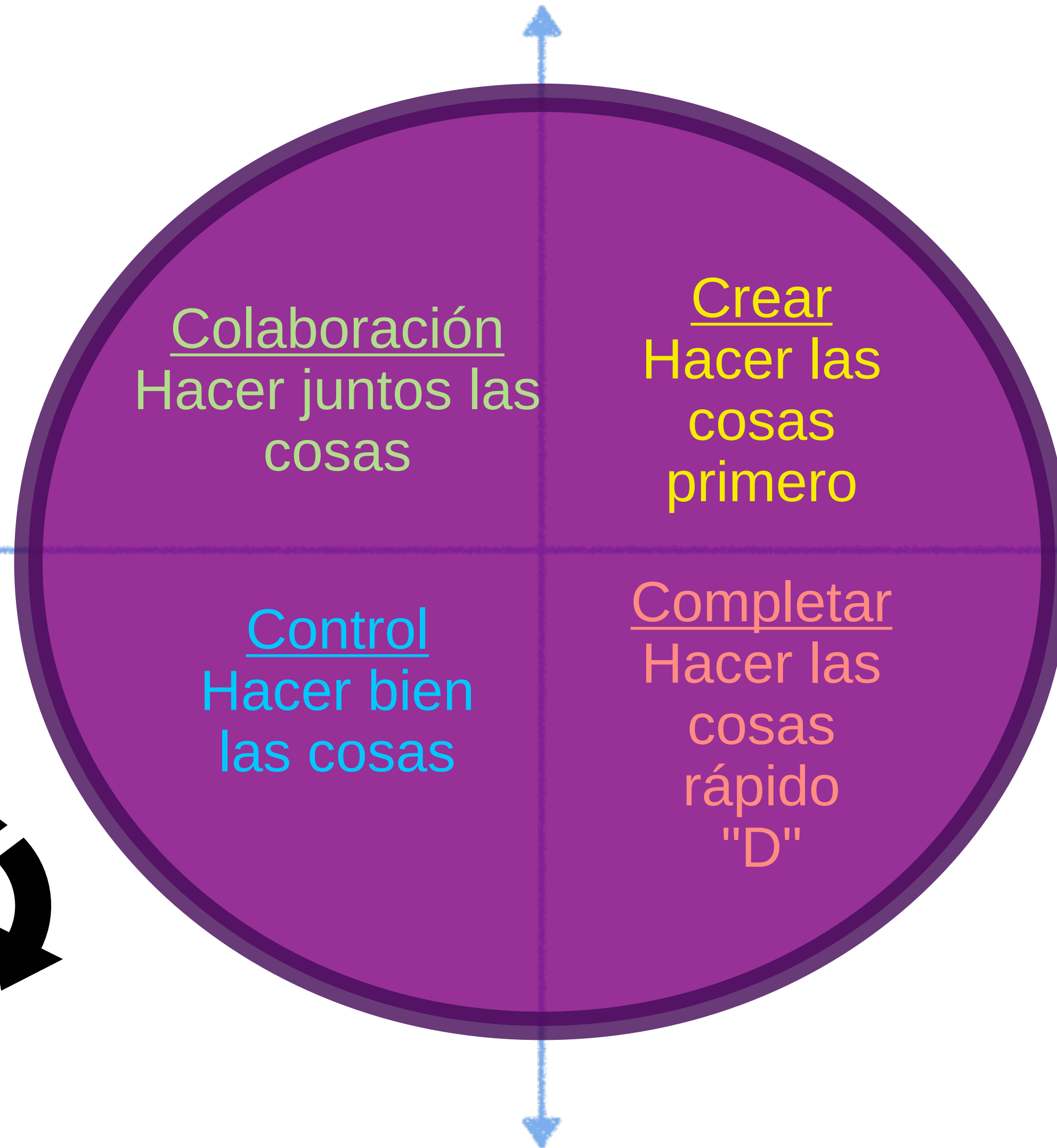
Modelo  
de  
proceso  
interno



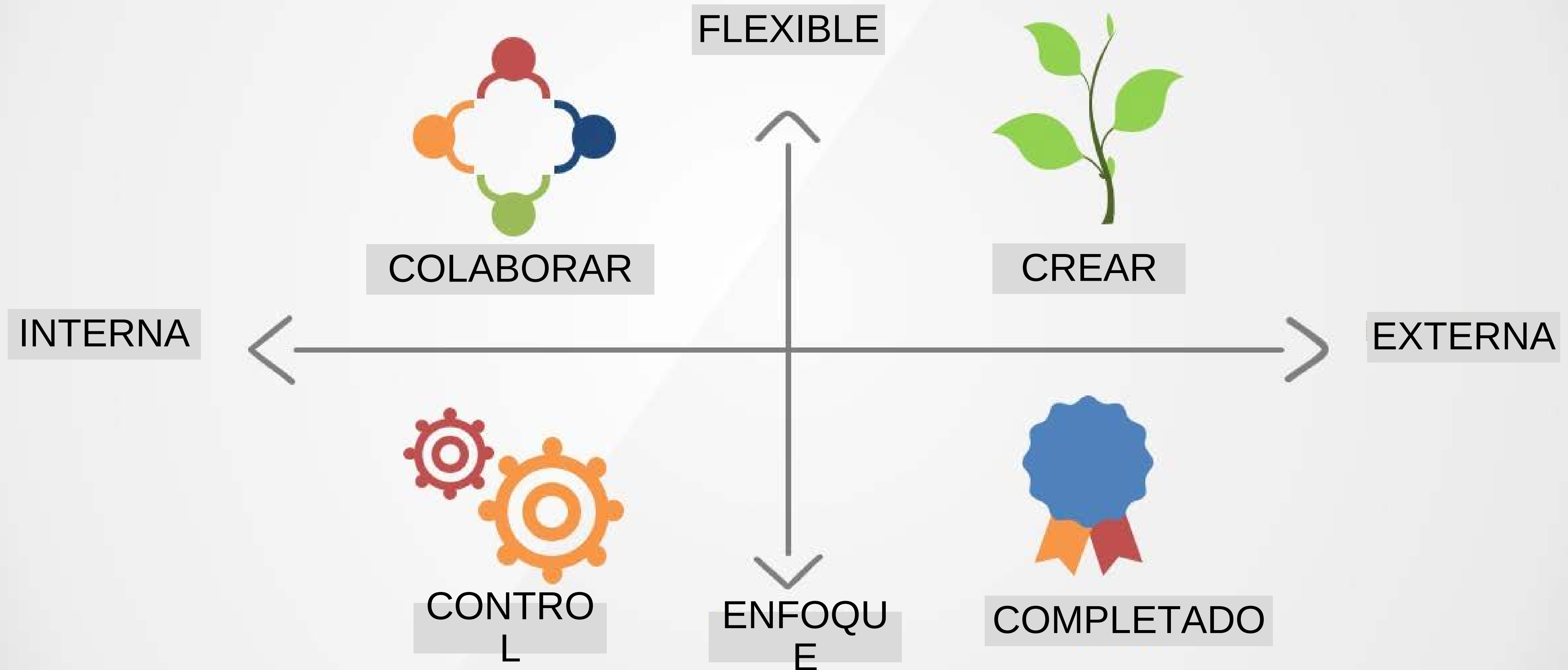
Modelo  
de meta  
racional



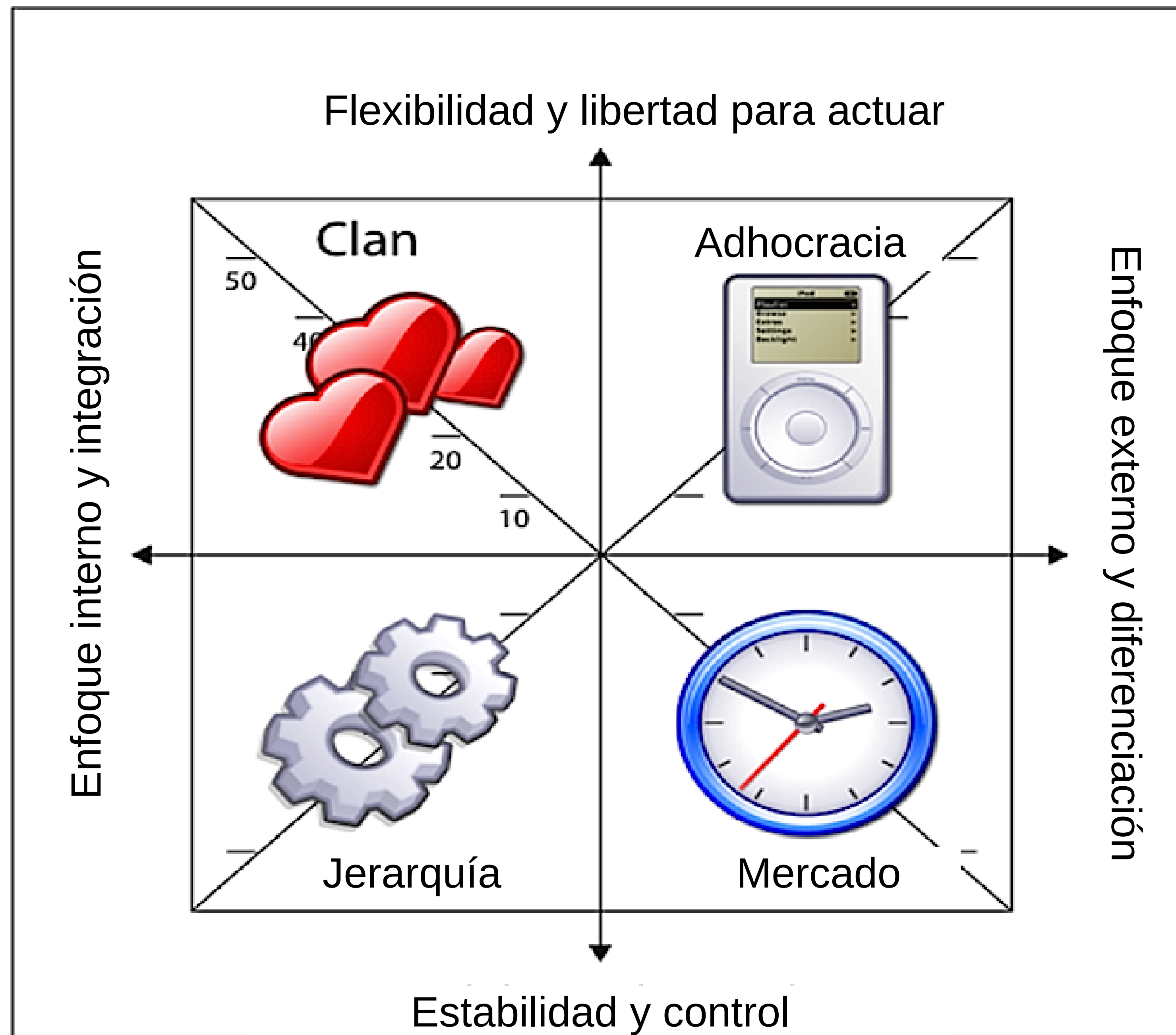
Control



# Plantilla de cultura organizacional



**¿Cuál describe a su organización?**





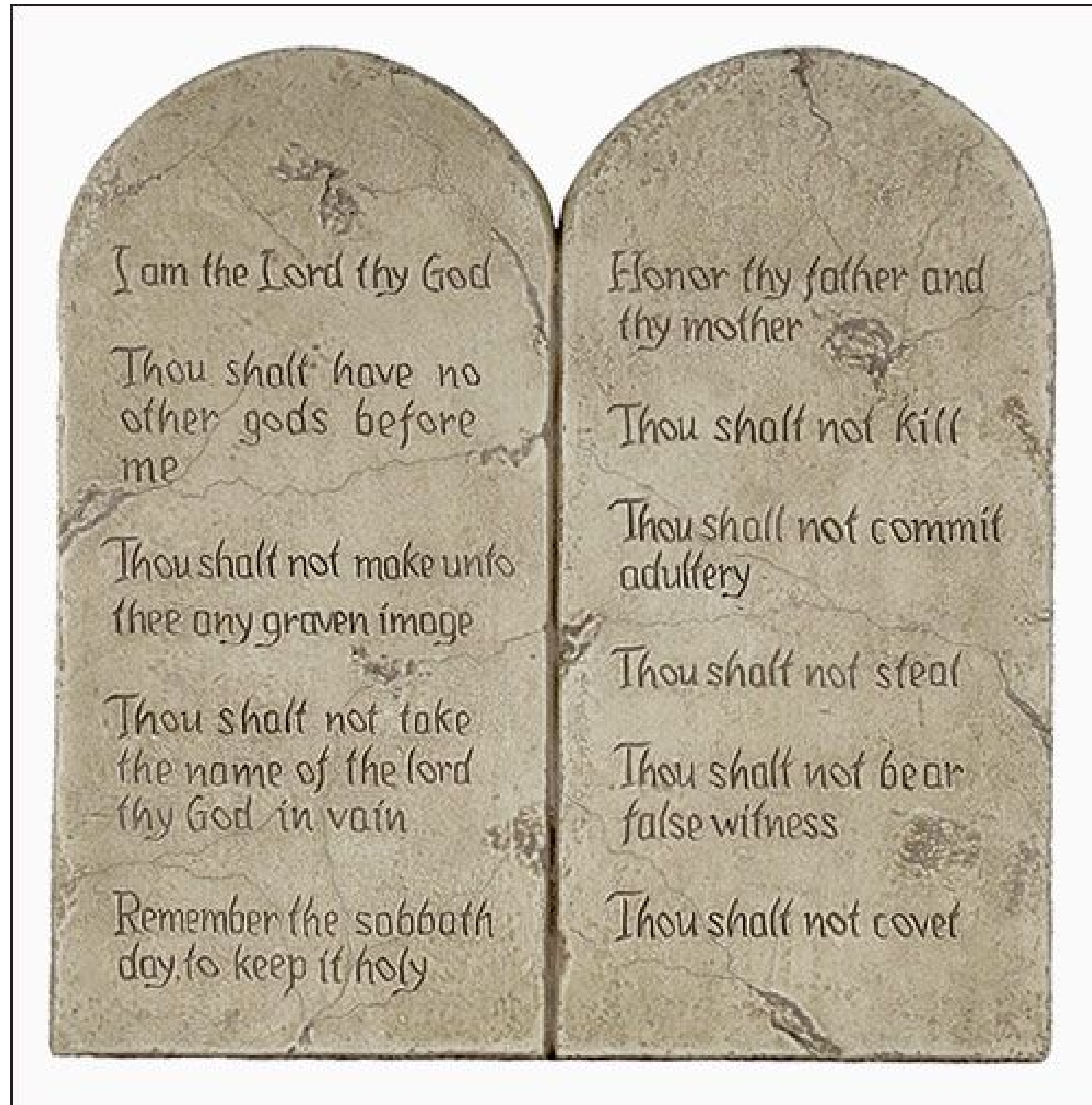
# ¿Cuál es el ADN de su organización?



# Culture Questions

- 1) Define culture in your own words.
- 2) Briefly describe your own culture.

# Guías de la cultura de Dios para la raza humana



## *The Beatitudes:*

### *(Blessed Are)*

|                                                                     |   |                                                                                                       |
|---------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------|
| the poor in spirit,<br>for theirs is the<br>kingdom of heaven.      | ~ | they who mourn,<br>for they shall<br>be comforted.                                                    |
| the meek, for<br>they shall inherit<br>the earth.                   | ~ | they who hunger and<br>thirst for righteousness,<br>for they shall be satisfied.                      |
| the merciful, for they<br>shall obtain mercy.                       | ~ | the pure of heart,<br>for they shall see God.                                                         |
| the peacemakers,<br>for they shall be<br>called children<br>of God. | ~ | they who are persecuted for<br>the sake of righteousness,<br>for theirs is the kingdom<br>of heaven." |

# Crear una guía de la cultura



# 1. Ser puntual





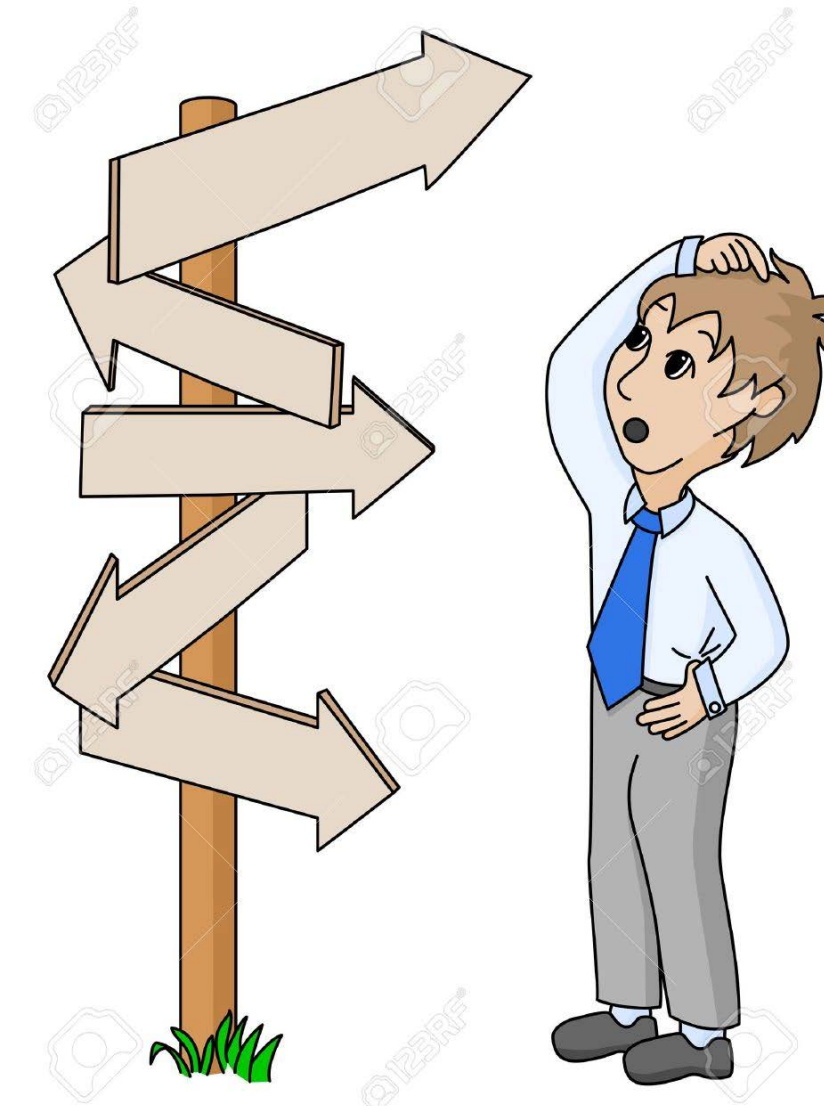
**Dominos Pizza 30 Minute Delivery Guarantee**



**30 Minutes or Free**



# Estar a tiempo



## 2. Ser un "10"





# 3. DRESS *for* SUCCESS



**4. Ser veraz,  
Hacer lo que uno dice que va a hacer  
Ser ético y moral**



## These are the world's most respected professions

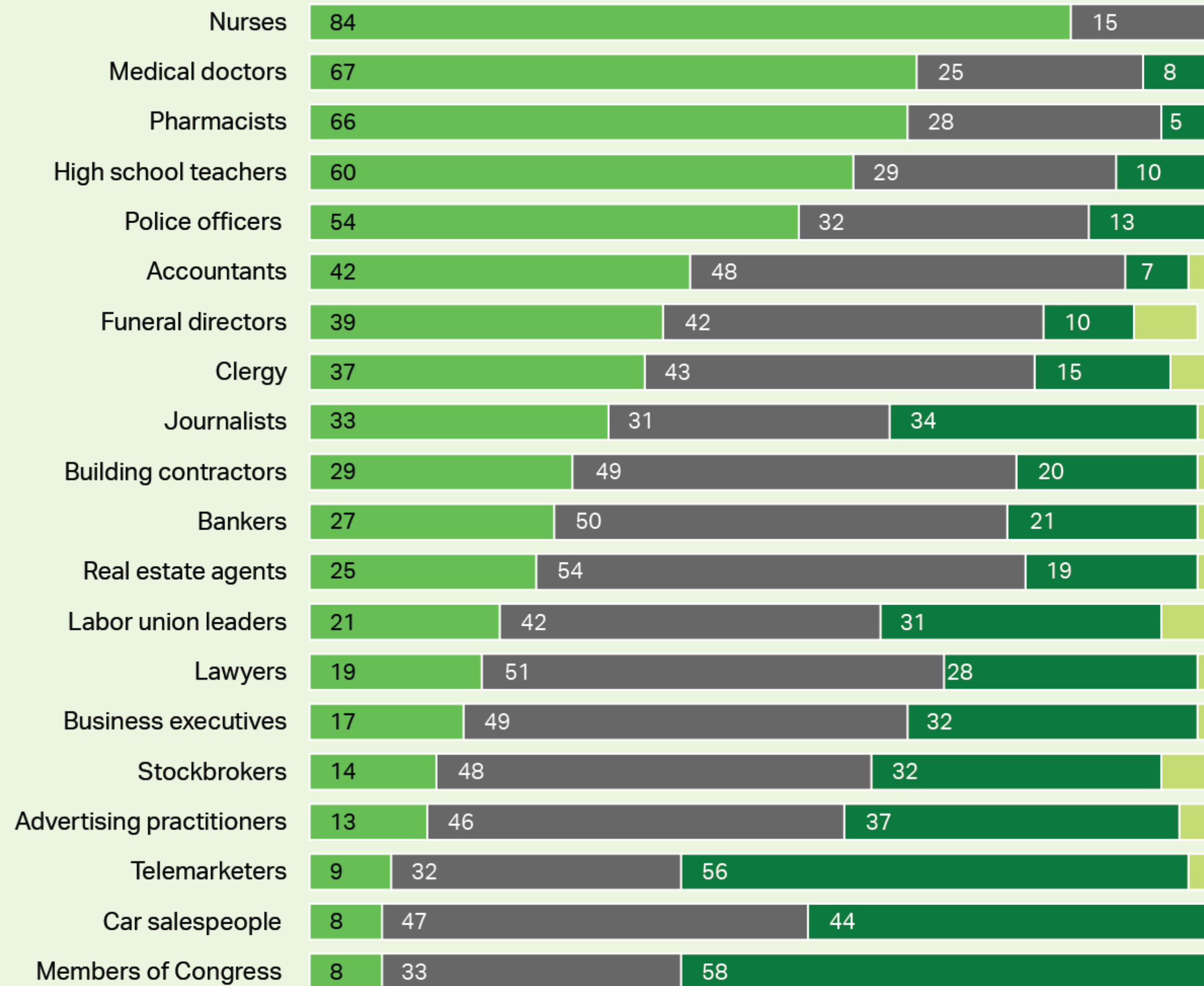
Based on rankings from the Global Teacher Status Index, 2018

|    | Occupation               | Average rank (1-14) |
|----|--------------------------|---------------------|
| 1  | Doctor                   | 11.6                |
| 2  | Lawyer                   | 9.5                 |
| 3  | Engineer                 | 9.1                 |
| 4  | Head Teacher             | 8.1                 |
| 5  | Police Officer           | 7.8                 |
| 6  | Nurse                    | 7.4                 |
| 7  | Accountant               | 7.3                 |
| 8  | Local Government Manager | 7.3                 |
| 9  | Management Consultant    | 7.1                 |
| 10 | Secondary School Teacher | 7.0                 |

Source: Varkey Foundation

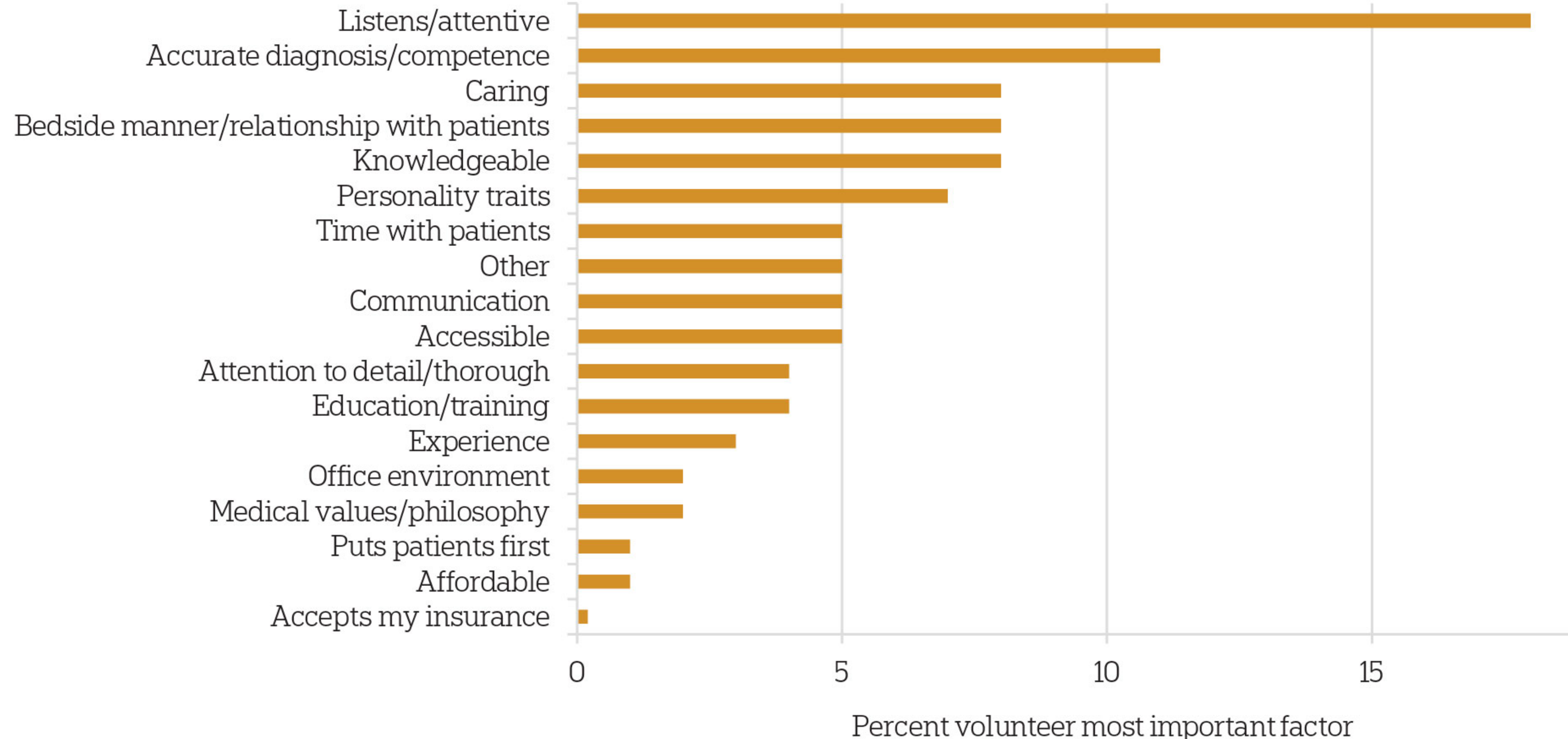
# Please tell me how you would rate the honesty and ethical standards of people in these different fields -- very high, high, average, low or very low?

■ % Very high/High 
 ■ % Average 
 ■ % Low/Very low 
 ■ % No opinion

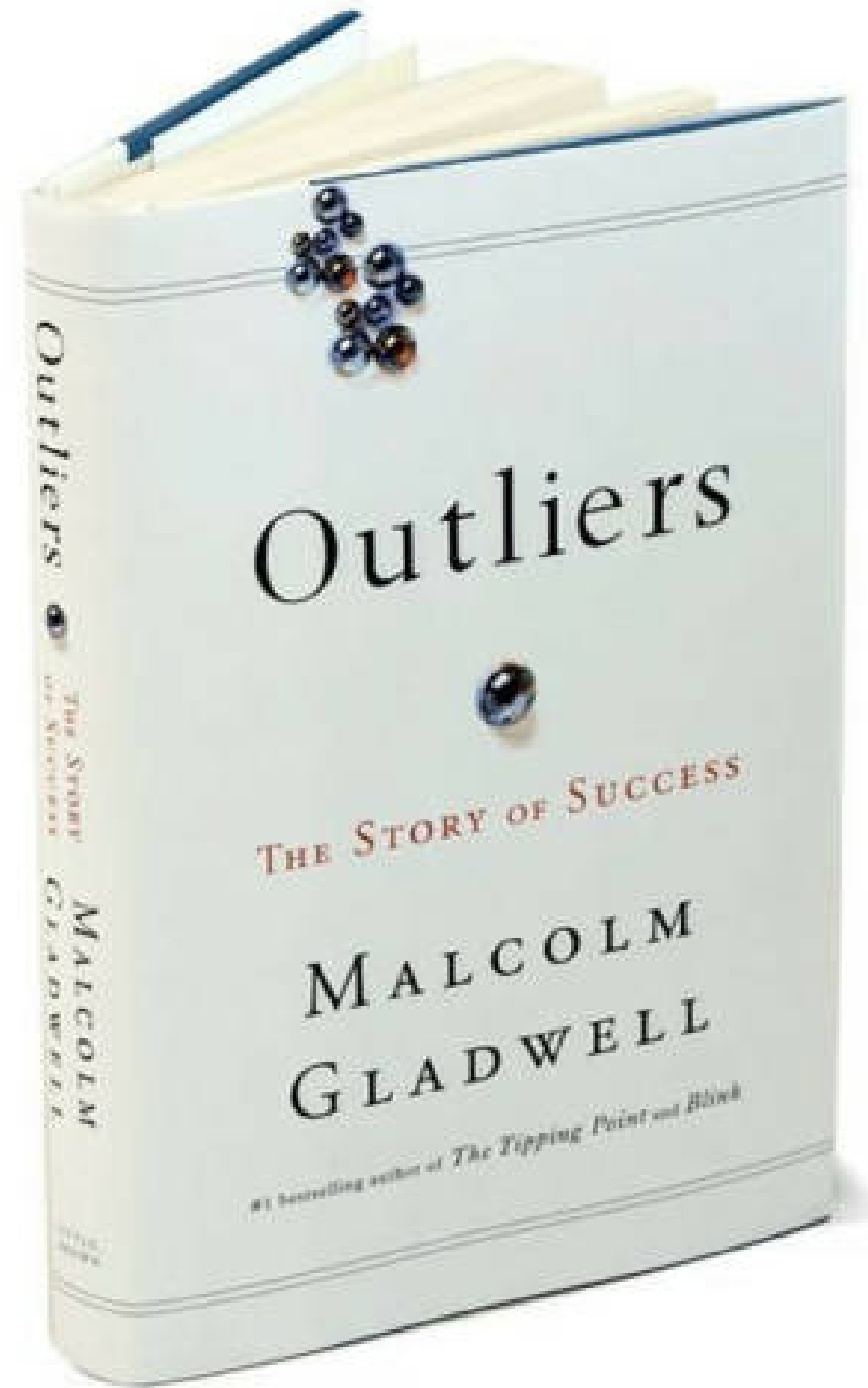


# 5. Estar interesado, no ser interesante

Most important factor that makes a high-quality doctor



## 6. Ser un experto en su campo.



10,000 hrs  
IS THE AMOUNT OF  
*practice*  
YOU MUST PUT IN  
*to attain*  
MASTERY

“OUTLIERS” *by*  
Malcolm Gladwell

10000

hours to master your craft

1 8 5 44 for 5½  
hours days weeks  
a day a week a year years

Better get started!

## 7. Ser respetuoso y amable





KEEP  
CALM  
AND  
BLOW  
BUBBLES

## 8. Ser organizado y esmerado

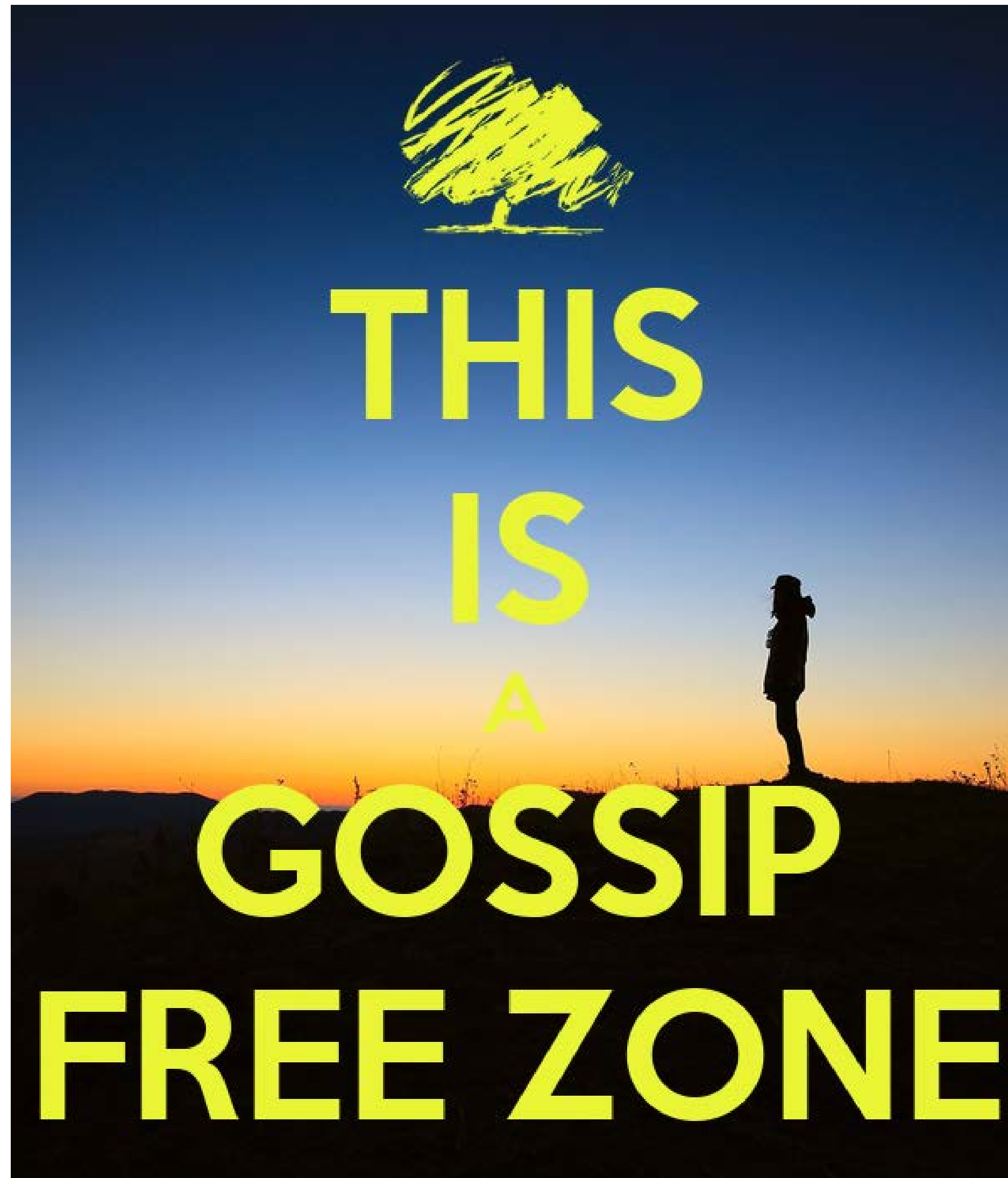




## 10. Estar presente



# 11. Llegar al origen de los problemas



# Evaluación de la guía de la cultura

| Cultura (Valores fundamentales)                              | Calificar de 1 a 5 |
|--------------------------------------------------------------|--------------------|
| Estar a tiempo                                               |                    |
| Ser agradable con sus colegas del equipo                     |                    |
| Ser respetuoso de nuestros pacientes                         |                    |
| Llegar al origen del problema.<br>(No participar en chismes) |                    |
| Tener sensatez y buena disposicióm                           |                    |
| Estar dispuesto a aprender nuevas tecnologías                |                    |
| Otros                                                        |                    |





S

- **SPECIFIC**
- Define the goal as much as possible with no unclear language
- **Who** is involved, **WHAT** do I want to accomplish, **WHERE** will it be done, **WHY** am I doing this – reasons, purpose, **WHICH** constraints and/or requirements do I have?

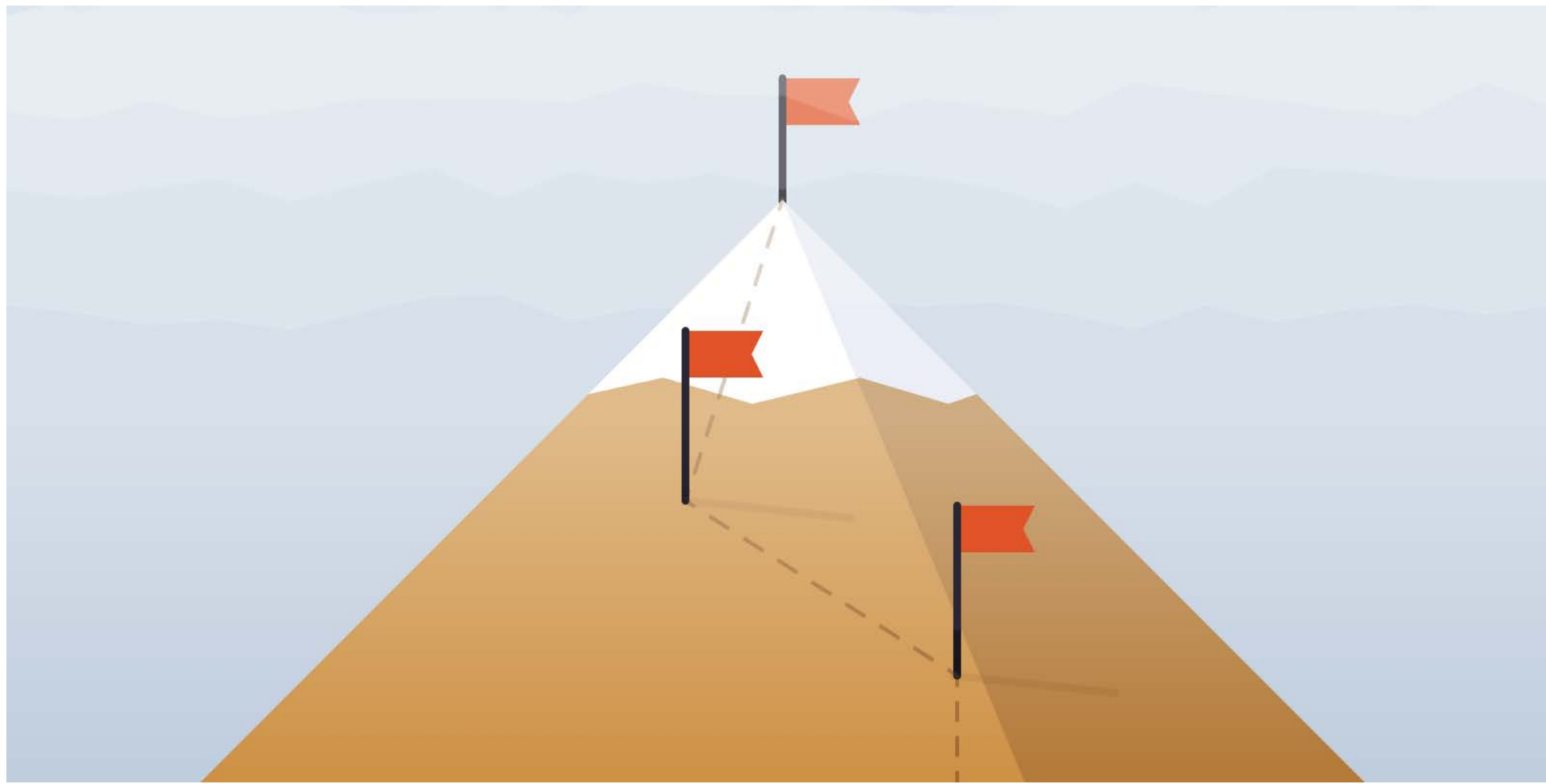


M

- **MEASURABLE**

- Can you track the progress and measure the outcome?
- How much, how many, how will I know when my goal is accomplished?





A

- **ATTAINABLE/ACHIEVABLE**

- Is the goal reasonable enough to be accomplished? How so?
- Make sure the goal is not out or reach or below standard performance.





**R**

- **RELEVANT**

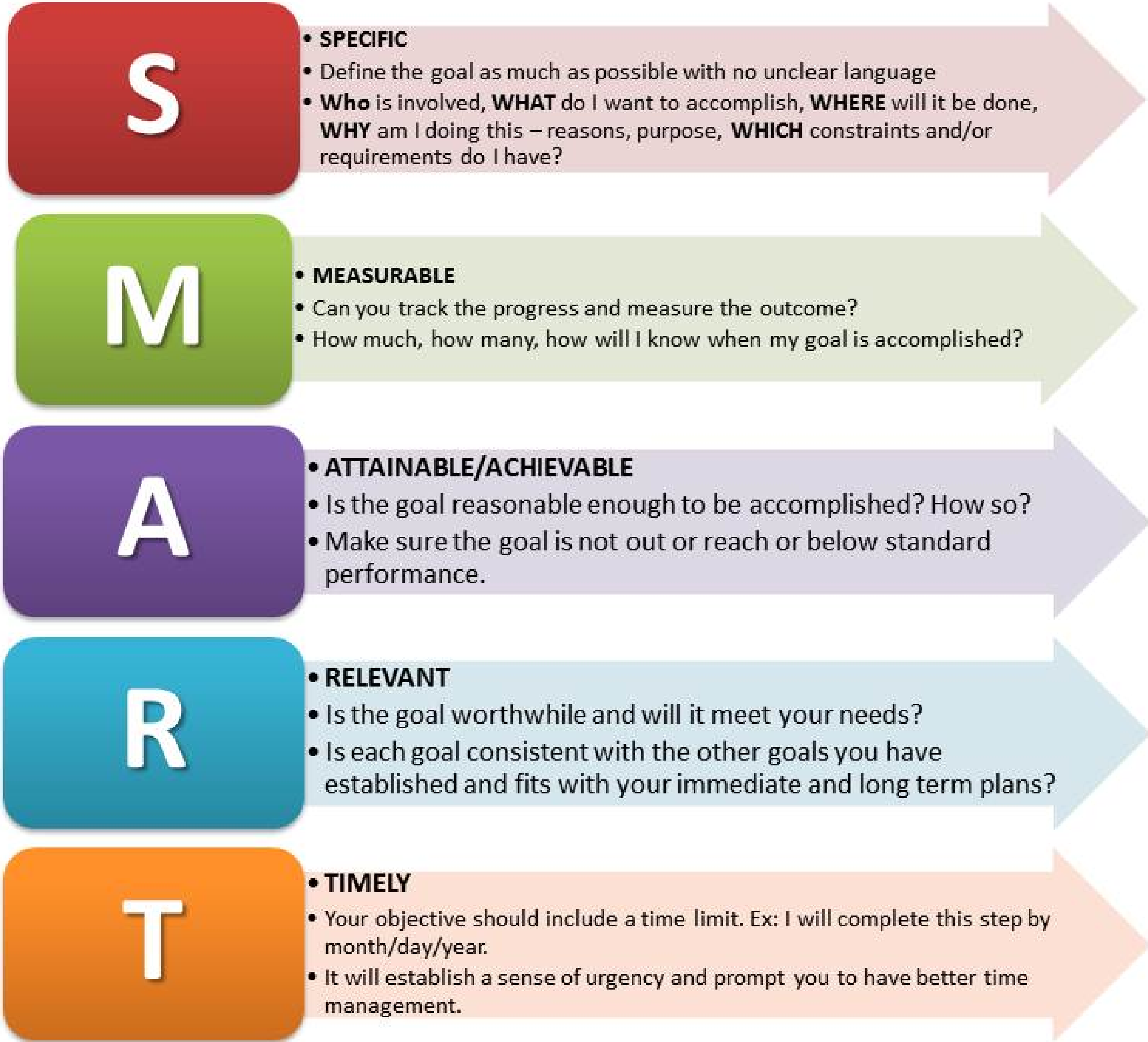
- Is the goal worthwhile and will it meet your needs?
- Is each goal consistent with the other goals you have established and fits with your immediate and long term plans?



**T**

- **TIMELY**

- Your objective should include a time limit. Ex: I will complete this step by month/day/year.
- It will establish a sense of urgency and prompt you to have better time management.



**S**

- **SPECIFIC**

- Define the goal as much as possible with no unclear language
- **Who** is involved, **WHAT** do I want to accomplish, **WHERE** will it be done, **WHY** am I doing this – reasons, purpose, **WHICH** constraints and/or requirements do I have?

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- Your objective should include a time limit. Ex: I will complete this step by month/day/year.
- It will establish a sense of urgency and prompt you to have better time management.

# **Muestras de Indicadores Clave de Desempeño (KPI)**

1. Producciones personales promedio en \$ por nicho
2. Cobro de \$ en mostrador (OTC)
3. # de coronas (corona con implante = 2 unidades)
4. # de empastes
5. # de raspados y alisados radiculares (SPR)
6. # de extracciones
7. # de unidades de dentadura
8. \$ de procedimientos preventivos

# ¿Cuál es la calificación?

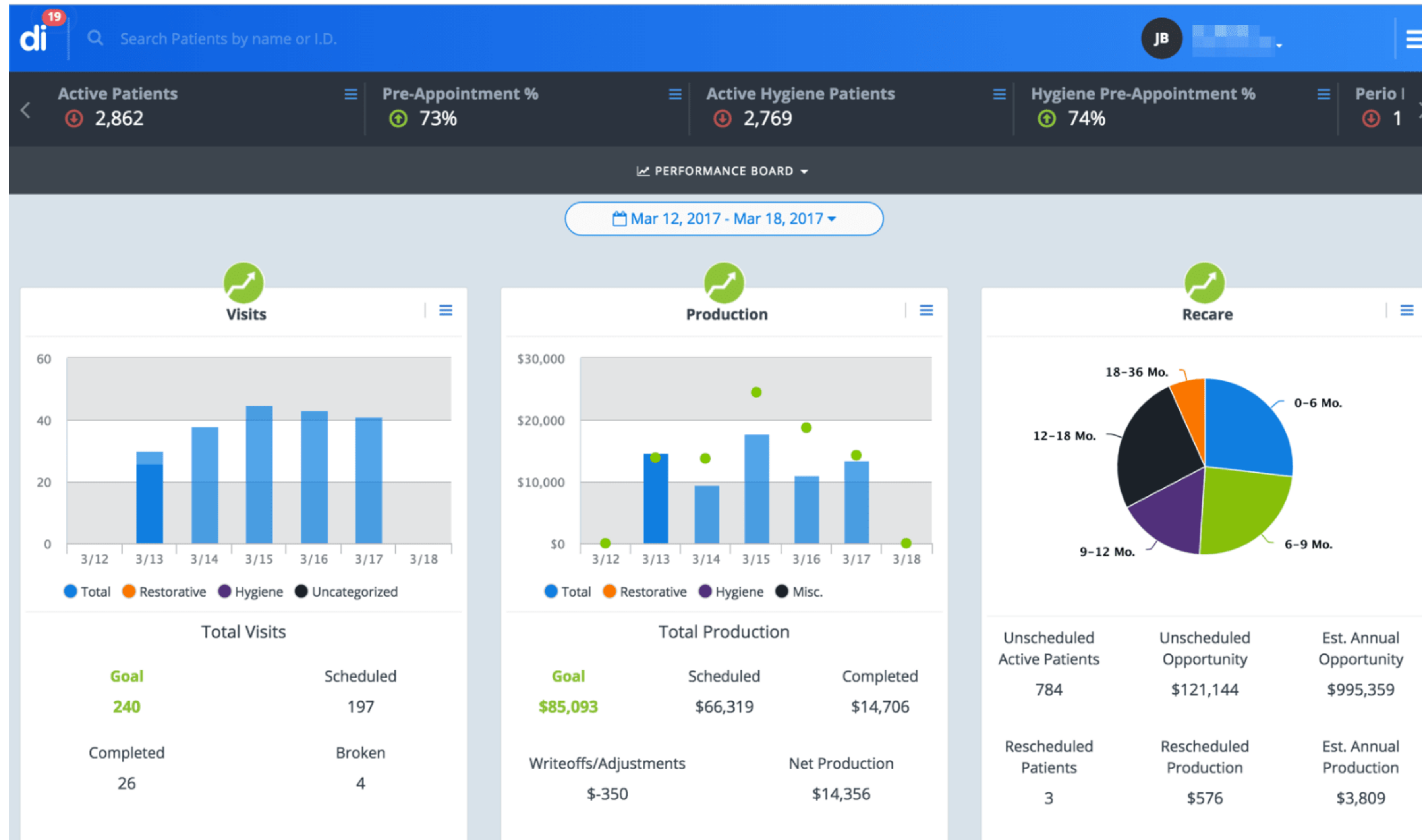
| JANET EVANS SWIM COMPLEX |       |         |        |       |         |
|--------------------------|-------|---------|--------|-------|---------|
| LENGTHS                  |       |         | RECORD |       |         |
| 00                       |       |         | :      |       |         |
| EVENT                    |       |         | HEAT   |       |         |
| 58                       |       |         | 4      |       |         |
| LANE                     | PLACE | TIME    | LANE   | PLACE | TIME    |
| 1                        | 7     | 1:42.57 | 6      | 2     | 1:32.41 |
| 2                        | 5     | 1:36.26 | 7      | 6     | 1:41.18 |
| 3                        | 4     | 1:34.64 | 8      | 8     | 1:44.13 |
| 4                        | 1     | 1:31.42 |        |       |         |
| 5                        | 3     | 1:32.79 |        |       |         |

| LEADERS    |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |
|------------|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|
| HOLE       | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 |
| PAR        | 4 | 5 | 4 | 3 | 4 | 3 | 4 | 5 | 4 | 4  | 4  | 3  | 5  | 4  | 5  | 3  | 4  | 4  |
| WATSON, B. | 5 | 5 | 4 | 5 | 5 | 6 | 6 | 7 | 8 | 7  | 7  | 7  | 8  | 8  | 8  | 8  | 8  | 8  |
| BLIXT      | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4  | 4  | 5  | 5  | 5  | 5  | 5  | 5  | 5  |
| SPIETH     | 5 | 6 | 6 | 7 | 6 | 7 | 8 | 7 | 8 | 6  | 6  | 5  | 5  | 5  | 5  | 5  | 5  | 5  |
| JIMENEZ    | 2 | 3 | 2 | 2 | 1 | 1 | 1 | 1 | 1 | 2  | 1  | 2  | 2  | 3  | 3  | 4  | 4  | 4  |
| FOWLER     | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2  | 1  | 1  | 1  | 2  | 2  | 2  | 2  | 2  |
| KUCHAR     | 4 | 5 | 6 | 4 | 4 | 4 | 4 | 4 | 3 | 3  | 4  | 4  | 4  | 4  | 4  | 4  | 3  | 2  |
| WESTWOOD   | 2 | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 0 | 0  | 1  | 1  | 0  | 0  | 1  | 1  | 0  | 1  |
| LANGER     | 2 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 2  | 2  | 2  | 1  | 3  | 2  | 1  | 1  | 0  |
| WALKER     | 1 | 1 | 1 | 1 | 1 | 0 | 1 | 1 | 1 | 0  | 1  | 1  | 0  | 1  | 0  | 1  | 1  | 0  |
| MOURDY     | 3 | 3 | 3 | 4 | 4 | 4 | 3 | 2 | 1 | 1  | 0  | 0  | 1  | 0  | 1  | 0  | 0  | 0  |

| FINAL         |  |   |  |          |                   |      |  |                |  |   |  |    |  |  |
|---------------|--|---|--|----------|-------------------|------|--|----------------|--|---|--|----|--|--|
| 7.07          |  |   |  | 👑 2019 👑 |                   | 4.57 |  |                |  |   |  |    |  |  |
| PREVIOUS SETS |  |   |  |          | SETS GAMES POINTS |      |  |                |  |   |  |    |  |  |
| 7             |  | 1 |  | 7        |                   | 4    |  | Novak DJOKOVIC |  | 3 |  | 13 |  |  |
| 7             |  | 7 |  |          |                   |      |  |                |  | 7 |  |    |  |  |
| v             |  |   |  |          |                   |      |  |                |  |   |  |    |  |  |
| 6             |  | 6 |  | 6        |                   | 6    |  | Roger FEDERER  |  | 2 |  | 12 |  |  |
| 5             |  | 4 |  |          |                   |      |  |                |  | 3 |  |    |  |  |
| Wimbledon     |  |   |  |          |                   |      |  |                |  |   |  |    |  |  |

| TOUCHDOWN EAGLES!! |       |         |     |
|--------------------|-------|---------|-----|
| EAGLES             | 14:56 | GUEST   |     |
| 21                 |       | 3       |     |
| DOWN               | TO GO | BALL ON | QTR |
| 4                  | 18    | 48      | 3   |

# Tablero de prácticas - Indicadores Clave de Desempeño



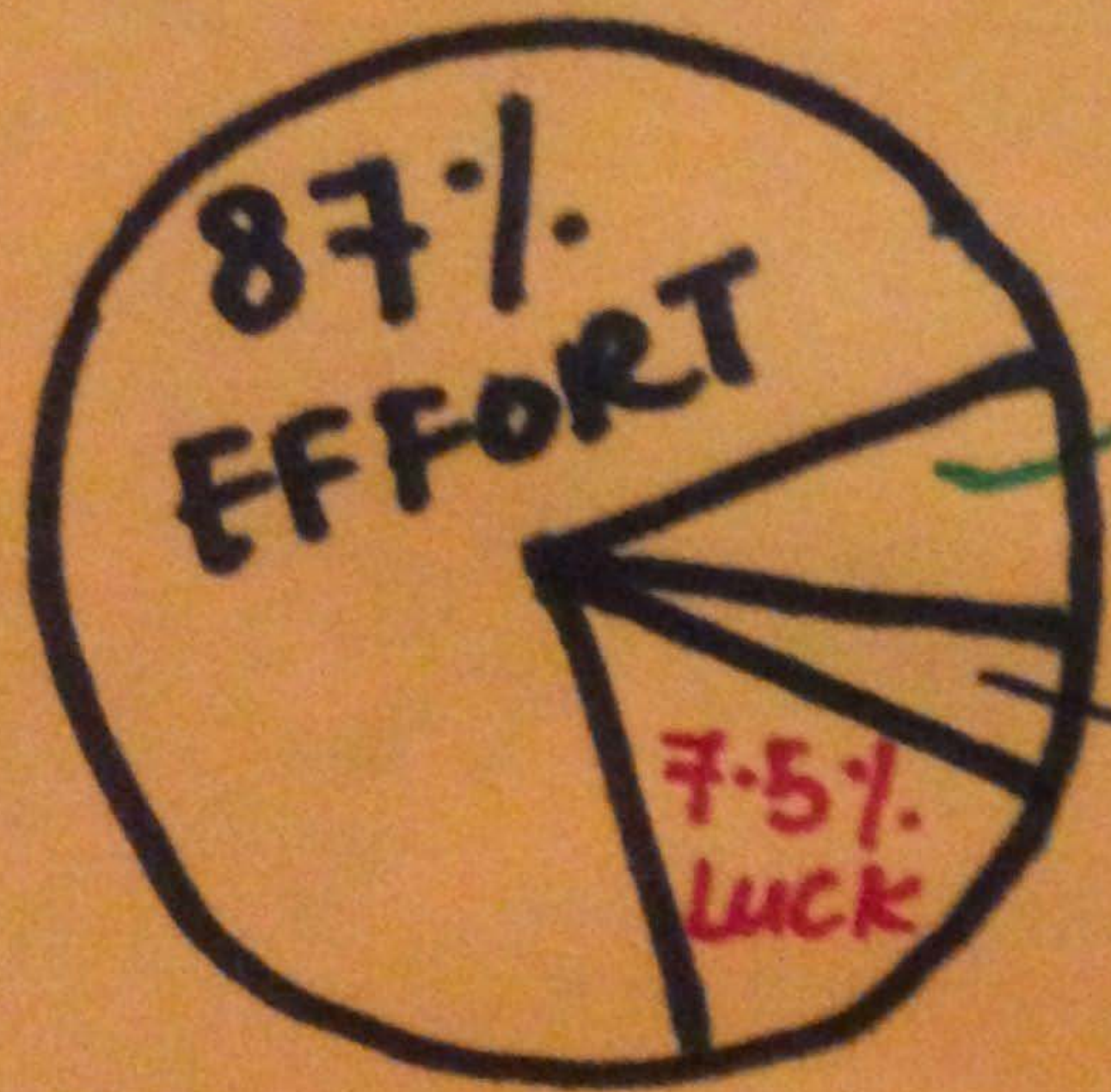
# Tablero

| A  |                          | B             | C             | D           | E             | F            | G         |
|----|--------------------------|---------------|---------------|-------------|---------------|--------------|-----------|
| 1  | Pod:                     | Week1 9/23-27 | Wk2 9/30-10/4 | Wk3 10/7-11 | Wk 4 10/14-18 | Wk5 10/21-25 | 5WksTotal |
| 2  | Production (\$7000)      | 0             | 0             | 0           | 0             | 0            | 0         |
| 3  | OTC collection           | 0             | 0             | 0           | 0             | 0            | 0         |
| 4  | # Crowns                 | 0             | 0             | 0           | 0             | 0            | 0         |
| 5  | # Fillings               | 0             | 0             | 0           | 0             | 0            | 0         |
| 6  | # SPR                    | 0             | 0             | 0           | 0             | 0            | 0         |
| 7  | #Extractions             | 0             | 0             | 0           | 0             | 0            | 0         |
| 8  | # Dentures               | 0             | 0             | 0           | 0             | 0            | 0         |
| 9  | \$ Prentative Procedures | 0             | 0             | 0           | 0             | 0            | 0         |
| 10 | #Cancellation            | 0             | 0             | 0           | 0             | 0            | 0         |
| 11 |                          |               |               |             |               |              |           |
| 12 | Name:                    |               |               |             |               |              |           |
| 13 | Production (\$7000)      |               |               |             |               |              | 0         |
| 14 | OTC collection           |               |               |             |               |              | 0         |
| 15 | # Crowns                 |               |               |             |               |              | 0         |
| 16 | # Fillings               |               |               |             |               |              | 0         |
| 17 | # SPR                    |               |               |             |               |              | 0         |
| 18 | #Extractions             |               |               |             |               |              | 0         |
| 19 | # Dentures               |               |               |             |               |              | 0         |
| 20 | \$ Prentative Procedures |               |               |             |               |              | 0         |
| 21 | #Cancellation            |               |               |             |               |              | 0         |
| 22 |                          |               |               |             |               |              |           |



1. Elija un máximo de 3 metas.
2. Enfóquese solo en estas metas
3. Compártalas con todo el equipo.
4. Déles seguimiento y revíselas a diario.

# SUCCESS



5% STAYING OFF  
THE INTERNET  
FOR CONSECUTIVE  
90 MINUTES !!

0.5% TALENT  
&  
DIVINE INSPIRATION

EVERY  
MOUNTAIN TOP  
IS WITHIN REACH  
IF YOU KEEP  
CLIMBING



## Cultura del éxito de Jurgen Kloop

1. Cree un ambiente psicológicamente seguro; se vale cometer errores.
2. Tenga un plan estratégico claro y prioridades inquebrantables.
3. Supere su ego; contrate especialistas y deles autonomía
4. Cultive la inclusión y un sentido apropiado de propósito
5. Enfóquese en los aspectos fundamentales y los puntos básicos principales
6. La orientación a los detalles es lo que separa a "los buenos" de "los grandes"

| Planes de acción Kaizen            | ¿Quién lo redactará? | ¿Cuándo se compartirá con el equipo? | ¿El equipo lo ha adoptado y lo ha puesto en práctica? |
|------------------------------------|----------------------|--------------------------------------|-------------------------------------------------------|
| Nombre la cultura                  |                      |                                      |                                                       |
| Cree la guía de la cultura         |                      |                                      |                                                       |
| Metas INTELIGENTES                 |                      |                                      |                                                       |
| W.I.G. y Tablero de Calificaciones |                      |                                      |                                                       |