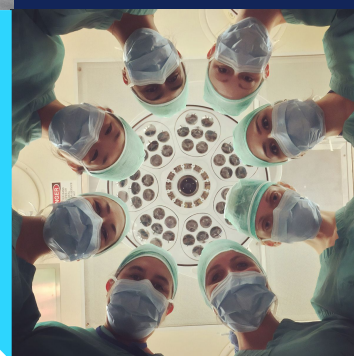


Everything You Need to  
Know About



# The Coming Transformation of Healthcare – Ready or Not!

» David Dibble



## Systems-Based, Bottom/Up, Front line Driven Transformation Where Care is Actually Delivered

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**“The greatest mistake in the treatment of diseases is that there are physicians for the body and physicians for the soul, although the two cannot be separated.” - Plato**

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Greetings. My name is David Dibble. The healthcare system in this country is in dire need of genuine transformation, especially on the front lines where care is actually delivered.

Yet, when the question of what needs to be fixed in healthcare is thoroughly examined, we quickly discover it's largely a matter of simply acknowledging and addressing basic legacy systems problems. These types of systems issues are so prevalent they have become the norm—just the way things are done around here. Worse, these systems are invisible to those who have to work in them, including leadership.

Let's review the systemic pain points of an ever more stressed healthcare system:

**Patient Satisfaction/Quality of Care** - Less than optimum quality and a poor patient experience have plagued many in the healthcare sector seemingly forever and appear to be a growing problem. Efforts to resolve the issues have been mostly ineffective.

# » Systematic pain points

## Care Provider

**Satisfaction/Morale** - Many care providers are dissatisfied and often exhausted with how the system has evolved to focus on efficiency at the expense of time actually spent with patients. Well-being of care providers is often an afterthought.

**Staffing Issues** – Most working on the frontlines of healthcare feel they are understaffed.

**High Stress Levels/Burnout** – More and more we are seeing burnout in our frontline care providers due to high levels of stress over long periods of time.



**Safety** - Medical errors are a significant cause of harm or death in the system.

**High Costs & Shrinking Profits** - Costs to provide medical care are extremely high for hospitals and other healthcare providers. With costs continuing to rise, hospitals struggle to maintain profitability

# » Systematic pain points

## **The Battle with Administration**

**(Admin)** - For many care providers, Administration is seen as sort of the enemy. Admin always seems to be instituting policies that require more work of care providers but with less time to do their “real jobs.” This is true for both physicians and nurses who often feel powerless to do what they went into medicine for—taking good care of patients.

**Care Provider Recruitment and Retention** - Morale among physicians and nurses is often low. Many are exhausted from the grind of working in broken systems. Turnover rates are high and there is a shortage of nurses and physicians on the horizon. Recruitment and training costs for qualified providers is high.



**Consolidation** - Many smaller community hospitals are closing or being acquired, putting smaller and rural communities at risk of having little or no healthcare services available locally. Also, primary care physicians are being put out of business as costs rise and insurance companies continually work to shrink reimbursements. The system appears to be cannibalizing its “first responders.”

# » The Transformational Top Twelve!



## Why Hasn't Healthcare Been Able to Fix Itself?

Over decades, one expensive program after another has failed to address or, in many cases, even reduce the above pain points and others.

**1**

### **Driving Fact #1 -**

Approximately 94% of the outcomes we experience in healthcare, good or poor, are a function of the systems in which care is delivered, not the efforts of care providers. If we want to sustainably improve healthcare from bottom to top, we must optimize the systems in which care is delivered both on clinical and administrative levels. Whatever program is implemented, it must be systems-based.

# » The Transformational Top Twelve!



**Driving Fact #2** - Normally optimization of 20% of the systems will produce 80% of the benefits. The critical 20% of the systems must be identified and the focus of the work should be there.



**Driving Fact #3** - The majority of the work must take place bottom/up rather than top down as in the many failed Six Sigma, Lean, Lean Sigma and Baldrige programs popular in healthcare today.

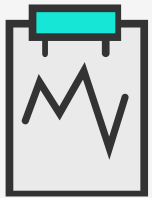


**Driving Fact #4** - It's not enough to optimize only systems. People, too, must be grown in their skill sets using simple systems optimization tools as the way they lead and manage and solve problems.



**Driving Fact #5** - The work cannot be rolled out as a comprehensive program. It should be seeded into one or two key areas and allowed to grow organically as other areas of the hospital hear about the successes of the seeded areas. Admin, with frontline inputs, must be wise in deciding sequence/scaling of the work.

# >> The Transformational Top Twelve!



**Driving Fact #6** - A minimum of three early adapters are recommended to kick off work in any area: a change advocate physician leader, a change advocate leader from Administration, and a change advocate leader from the area to be worked on (usually a nurse). This is the Golden Triad. Note, however, that the vast majority of the work will be done by the people closest to the work. This means front line care providers. While it's possible for a single champion for change to create a successful transformation implementation, it will be more challenging than working with a Golden Triad team.



**Driving Fact #7** - The systems improvement tools should be simple to use and teach, fast, and highly interactive. Especially in the beginning, tools based upon SPC such as those which drive programs such as Six Sigma, Lean and Baldrige, should be avoided.

# » The Transformational Top Twelve!



**Driving Fact #8** - This is critical. A “pull” strategy should be used as opposed to the “push” strategy of most improvement programs. This is key as it eliminates most of the natural resistance we see in nearly all organizational change efforts in healthcare.



**Driving Fact #9** - ROI (return on investment) in doing this type of systems optimization work should be a minimum 100% year one.



**Driving Fact #10** - Positive, measurable results must accrue quickly to build confidence in the teams, usually within 2-4 weeks of kickoff. This means the stresses in the systems (energy) must be used to speed change.



**Driving Fact #11** - The engine that drives the program should be the Nobel Prize winning Law of Dissipative Structures as opposed to legacy SPC, which powers Six Sigma, Lean, and Baldrige. While SPC may be useful later in the process, particularly in the beginning, it is complex, difficult to use and teach, and slow to implement, even when marginally successful.



# >> The Transformational Top Twelve!



**Driving Fact #12** - The program should develop true ownership in its participants as opposed to pushing some sort of buy-in. When team members own the model as their own, they naturally become good or even great leaders, managers and problem solvers, even if they do not have the title.

Sea Change Solution?

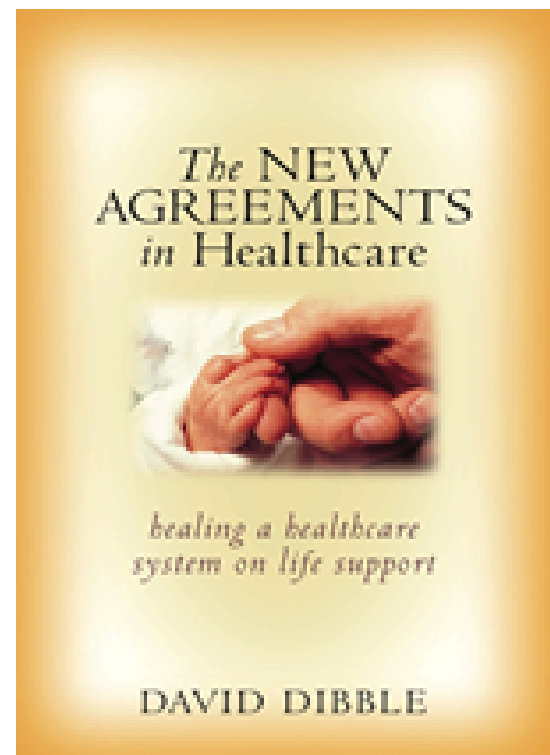
Systems-Based  
Transformational  
Leadership Solutions:

The NEW AGREEMENTS for  
LEADERS

The 4 New Agreements  
and 7 Simple Tools that  
Develop  
Emerging Leaders and  
Managers and Grow  
Excellent Organizations

The NEW AGREEMENTS in  
HEALTHCARE

Healing a Healthcare  
System on Life Support ...  
has it all!



Here are the 12 proven driving facts that THE NEW AGREEMENTS paradigm shift provides:

**Driving Fact #1** - It's systems-based and grows people.

**Driving Fact #2** - It uses 80/20 to easily identify the critical 20% of the systems that will return 80% of the benefits to the patients, care providers, and the organization.

**Driving Fact #3** - The New Agreements are implemented bottom/up.

**Driving Fact #4** - Learning to facilitate the 7 Tools actually grows people to become good or even great leaders, managers and problem solvers.

**Driving Fact #5** - The New Agreements is seeded into one or two key areas and allowed to grow organically, as other areas of the hospital hear about the successes of the seeded areas.

**Driving Fact #6** - The New Agreements highly recommends the creation of the Golden Triad as a starting point to kick off forming the right team and beginning work in a critical 20% area.

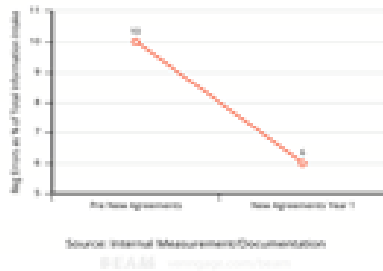
**Driving Fact #7** - The 7 Tools (systems-improvement tools) are simple to use, easy to teach, fast, and highly interactive.

**Driving Fact #8** - The New Agreements work uses a "pull" strategy, which eliminates the natural resistance we see in nearly all organizational change efforts in healthcare.

**Driving Fact #9** - A minimum ROI of 100% has been the norm in most healthcare organizations.



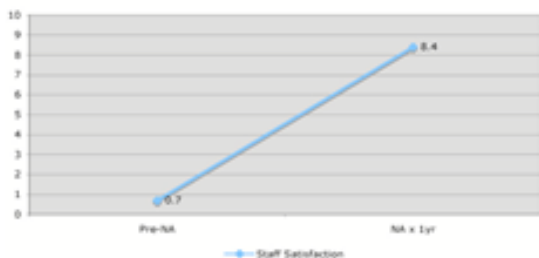
**Hospital Registration Errors  
Before & After New  
Agreements plus 1 Year**



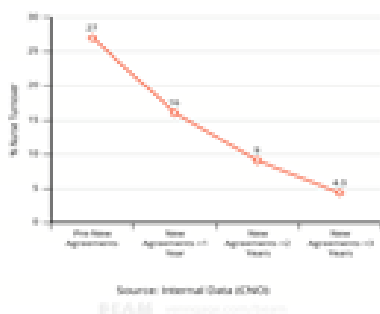
**Driving Fact #10** - With the 7 Tools work, positive, measurable results are usually created within 2-4 weeks. This builds confidence and a sense of pride in team members quickly.

**Driving Fact #11** - The engine that drives the 7 Tools is the Nobel Prize winning Law of Dissipative Structures. We may use some elementary SPC later in the process but usually nothing more complex than simple control charts and data collection templates.

**Staff Satisfaction with Housekeeping: Pre and Post NA**



**Nurse Turnover %**



**Driving Fact #12** - The New Agreements and 7 Tools develops good and even great leaders, managers and problems solvers, even if they do not have the title. If a person can facilitate the use of the 7 Tools, he/she will be a good leader, manager and problem solver.

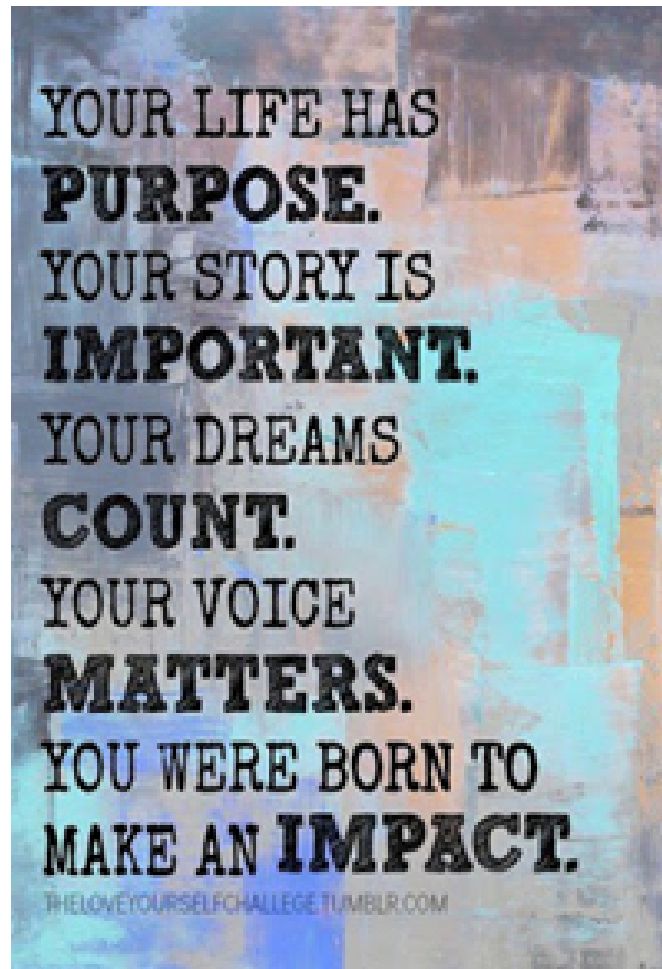
## A Summary of THE NEW AGREEMENTS In Healthcare

In looking at transforming healthcare, we need new agreements. The following are the four New Agreements in Healthcare:

- 1) Find Your Higher Purpose for Work
- 2) Grow, and Serve Your People
- 3) Learn to Facilitate the 7 Tools\*
- 4) Practice a Little Every Day



## First New Agreement – Find Your Purpose



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***When you are inspired by some great purpose, some extraordinary project, all your thoughts break their bounds; your mind transcends limitations, your consciousness expands in every direction, and you find yourself in a new, great and wonderful life.***

***Patanjali***

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Each of us comes into our life experience for a purpose – a life purpose, a higher purpose. A part of each of us yearns to know and be aligned with our higher purpose. For many of us who have not yet discovered our purpose, life becomes a demonstration of what is most certainly not our life purpose. It is the feeling of being trapped in a life driven by obligation, habit, and the expectations of others.

It may well feel like a life that is long on stress and short on meaning. It appears that a deeper part of our humanity is awakening in many of us to ask, “What is my life purpose? What am I here to do?”

The answers to these profound questions are central to living a transformed life both at work and home – and to building great organizations. If you know your life purpose, universal creative energy conspires with you to bring your purpose to you.

You become “attractive” to the circumstances in life that will allow you to live your life purpose.

An inner part of each of us knows our life purpose. I call this our Inner Wisdom. You might also call this all-knowing place inside each of us our Intuitive Knowing, Universal Knowing, Higher Self, or Spirit. Many human beings go through life with an inner longing for meaning and purpose, and yet are too distracted by the outside rat race to explore the inner world where their life purpose awaits.

**Of 139,380 former patients from 225 hospitals, the top two factors in determining Patient Satisfaction (PS) and patient's health outcomes were both directly related to Staff Interaction and PS directly correlated with Employee Satisfaction.**

- Susan Frampton, Laura Gilpin and Patrick Charmel  
Putting Patients First: Designing and Practicing Patient-Centered Care



## **Second New Agreement – Grow and Serve Your People**

The workplace can be seen as a living being for it is made up of living beings. The continued well-being of an organization depends upon the present well-being of its employees. Leaders in particular will benefit from integrating a deeper understanding of this universal principle into their leadership approach. In a nutshell, if you don't care about people, you can't lead.

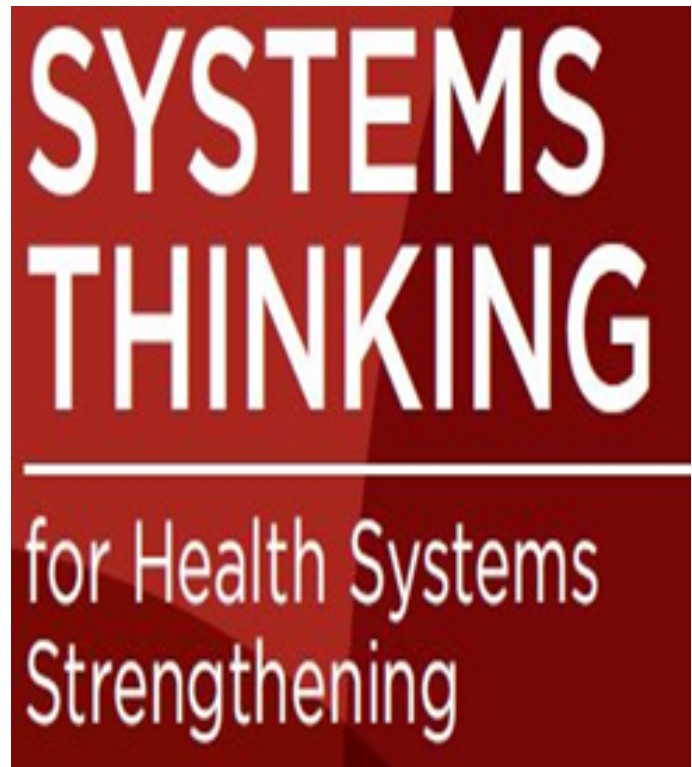
As a leader, when you care about and support your staff, it translates into self improvement. By growing your people through cultivating their talents, increasing their capabilities, and expanding their skill sets, you'll enhance the performance and production of the whole organization, thereby improving the business.

**Great Systems-Based Transformation is 50% Fixing Systems and 50% Growing People. Healthcare Must Have Both.**

**-David Dibble**

Focusing on growing and serving your people frees up their energy to take good care of your patients and each other. Lasting transformation in healthcare requires that leaders care about their people and set them up to be successful in their jobs. That means insuring people are working in good systems and takes us to the most important New Agreement for leaders: Learn to Facilitate the 7 Tools\*.

**Third New Agreement – Learn to Facilitate the 7 Tools\***



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**Systems thinking is a discipline for seeing wholes. It is a framework for seeing interrelationships rather than things, for seeing ‘patterns of change’ rather than static ‘snapshots.’**

**-Peter Senge**

**The Fifth Discipline: The Art & Practice of The Learning Organization**

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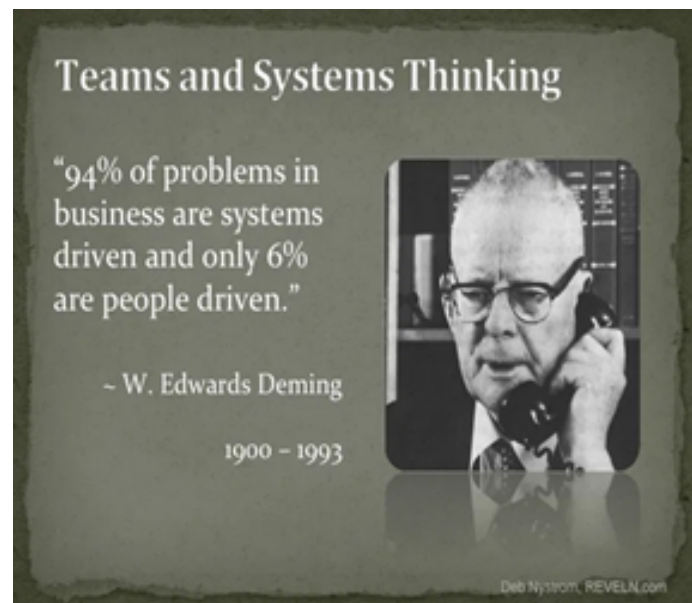


Before we can talk about the transformation of healthcare as we know it, we must explore the incredible world of systems, systems theory, and systems thinking. Before completing this discussion, we will take something that might be seen as complex and make it elegantly simple. Let's start by looking at the big universal picture through the lens of physics and quantum physics.

The observable universe is one very large system. Within this system are large subsystems that might be described as clusters of galaxies, massive clouds of gas, and other extremely large features. Earth, of course, is made up of many smaller subsystems and manmade systems, what we might define as the workplace or a business or healthcare. Healthcare, including the delivery of healthcare, is a function of systems and subsystems, all the way from government-mandated

Medicare to how you register a patient at your hospital. All of these systems can be improved to produce better outcomes for patients, staff and the organization as a whole.

A clear understanding of the critical role that systems play in the healthcare experience that we, as care providers, create for both our patients and ourselves, is a necessary component of any change effort. Why? Because systems dictate the vast majority of the results we experience.



It is a well-documented fact that approximately 94% of the results we produce in healthcare/the workplace, both good and poor, are a function of the systems in which care providers work, not the efforts of those care providers. This tells us that, if we wish to produce better patient care, improve safety, and lower costs, we must address upgrading the current systems that produce the results we want to improve.

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**The Ninety-Four Percent Rule:  
94% of the Results We  
Experience in Healthcare, Good  
or Poor, Are a Function of the  
Systems in Which Care is  
Provided, Not the Efforts of Care  
Providers. Transform the  
Systems!**

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Sadly, most leaders who are responsible for improving healthcare organizations are not aware of the powerful role that systems play in providing healthcare services or as root causes of pain points that plague healthcare.

Instead, healthcare leaders flail away doing the same things over and over expecting a better result—decade after decade.

Until we begin to think in terms of systems being at the heart of everything that is happening in any organization, we naturally tend to think that people are causing the problems and frustrations. For those of us who aren't systems thinkers, the vast majority of systems that circumscribe our lives, both at work and at home, are invisible. We simply don't see them.

Even more troubling for healthcare, when leaders know they must upgrade their systems in order to solve problems, they bring in “programs” such as Six Sigma, Lean, or Baldrige and pass the implementation of that program off to experts who are doomed to fail in most healthcare organizations. For a lengthy list of reasons this approach simply doesn't work well in healthcare, see page 2 of this document.

The 7 New Agreements systems optimization Tools are easy to learn and apply, even for people for whom English is a second language. This benefit will become increasingly relevant as the nursing shortage grows and, to fill the gap, more care providers are attracted from countries outside the US.

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**If people knew how hard I had to work to gain my mastery, it would not seem so wonderful at all. - Michelangelo Buonarroti**

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## **Fourth New Agreement – Practice a Little Every Day**

Realizing life purpose and attaining certain levels of life and systems mastery requires practice. It's the same for organizations. If we desire to learn something new and make this new skill set a part of how we operate in the world, the organization must create and maintain a practice. The most powerful practice a good leader or manager must master is the third New Agreement, Learn to Facilitate the 7 Tools. This skillset is good leadership and management, regardless of title.

The most effective practice is done every day. Practice doesn't have to be arduous. Especially when problems arise, both at work and at home, try to see the systems that are causing the problems. Regardless of the size of the problem, try to use the Tools to make the source of the problem visible. And have fun. Actually, we do our best practice when we are inspired or having fun.

I'll leave you with one practice every leader and manager should seek to master right now: Be Data-Driven. Whenever anyone comes to you with a problem or suggestion, ask for the data that supports their point of view. You'll find that most problems and opinions not supported by good data are inaccurate or simply wrong. As systems guru W. Edward Deming so eloquently admonishes, "In God we trust. Everyone else must have data."

### **Bringing The NEW AGREEMENTS and 7 Tools to Your Healthcare Organization**



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**The end of all education should surely be service to others. We cannot seek achievement for ourselves and forget about the progress and prosperity of our community. Our ambitions must be broad enough to include the aspirations and needs of others for their sake and for our own.**  
- Cesar Chavez

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I am not sure why I have become a messenger for The New Agreements and 7 Tools in Healthcare. In all humility, I do not feel the powerful bodies of knowledge that comprise this higher level of leadership are mine. Yes, I've spent the majority of my career pulling these principles and tools into a practical leadership and management model that creates much more value in organizations that embrace it.

However, when I look at all the seemingly unrelated pieces of The New Agreements Transformational Leadership Model, it sometimes feels more like destiny at the wheel. Why did healthcare become a significant part of my life's work? Why did I have to become an elder before realizing that this gift is meant for the workplace and the world, even if I likely will not be here to see its widespread implementation? I feel this body of knowledge, this new model for leadership, is simply an idea whose time has come.

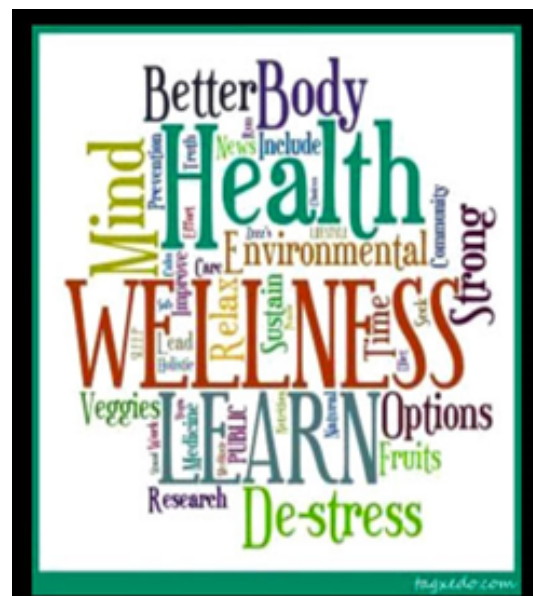
I have a vision that The New Agreements and 7 Tools will become the recognized transformation model and strategy for transforming healthcare in America and around the world.

For this vision to gain traction, many kindred spirits must be able to teach these bodies of knowledge in healthcare.

Many leaders and managers must become skilled in the use of the 7 Tools. To reach and serve the many who are coming forward means online training.

### **My Appeal to Healthcare Leaders at All Levels in Your Organization**

Implementing The New Agreements and 7 Tools in any healthcare organization may or may not require some outside support in the beginning. However, it is the internal facilitators and champions who will manifest the speed and sustainability of the desired transformation.





The online New Agreements in Healthcare Train-the-Trainer Certification Program creates both internal and external facilitators, coaches and consultants for the work. It is the internal leaders and facilitators who maintain momentum and insure stability while implementing bottom/up, systems-based, frontline driven transformation in healthcare. These skilled human resources are essential to the long-term success and sustainability of the transformation.

Consider providing training for those in your organization who are leaders and change advocates. In a perfect world, you will have your Golden Triads take the course together. Again, the Golden Triad is made up of a change advocate leader from Administration, a change advocate leader physician, and a change advocate leader from the frontlines (usually a nurse).

The curriculum for the Train-the-Trainer Certification Program is cutting edge, while at the same time tapping into ancient wisdom. The bodies of sea change wisdom and knowledge taught in the Certification Program are unparalleled. However, students may have to let go of outdated top/down management and leadership practices. On top of that, not every healthcare organization culture is ready for this type of transformation. In particular, if there is too much fear/control in an organization, implementation is more difficult. It can still be done, but not without masterful support from the outside. With this in mind, I advise that both organizations and individuals, who want to do this work on their own, pay close attention to the traits that might prevent you/the organization from being successful in your transformational journey.

## **The New Agreements in Healthcare Train-the-Trainer Certification Program Has Some Considerations that are Contributors to the Speed and Depth of its Success.**

There are some organizations, people, leaders and managers who are not the best candidates for doing The New Agreements and 7 Tools transformational work.

We want all who are pulled to this work to be successful in its implementation. For that reason, below is a list of factors to consider before committing to doing this work.



**We recommend you consider carefully if this work is right for you if, in your organization:**

1. There is a lot of fear and people won't express themselves, particularly with higher ups.
2. Leaders care excessively about numbers and see people/patients as objects.
3. It is run by autocrats.
4. Leadership is defined as tight control, playing by the rules and punishing those who don't.
5. Excessive self-interest and self-preservation is prevalent.
6. People are highly disengaged, hate their jobs and show up for work only for the paycheck.

**We recommend you consider carefully if this work is right for you if you:**

1. Are a know-it-all and deeply resistant to your own growth.
2. Are highly resistant to change and growth organizationally.

3. Don't like people who are different from you.
4. Have little tolerance for those with opinions that differ from your own.
5. Always put your self-interest ahead of the wellbeing of others.



**I Can Train Almost Anyone To Do Good Systems Optimization Work—Except Top/Down “Leaders”. They’re Usually Too Busy Putting Out the Same Systems-Based Fires Over and Over, Not Addressing the Root Causes of the Problems.**

**- David Dibble**

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**Average People Can Be Successful in Good Systems. Even Good People Cannot Be Successful in Poor Systems.**

**- David Dibble**

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## **The Final Step!**

**The New Agreements in Healthcare Online Train-the-Trainer Certification Program  
- Making the New Agreements and 7 Tools Real in Your Healthcare Organization**



Introduction: This is our signature program. This Train-the-Trainer Certification course is comprised of an Orientation to the Course, Six Training Modules with 4-6 Lessons in each Module, and a Graduation Module. When you are a Certified New Agreements Facilitator, you will have the ability to begin implementing the work in your organization. You will become a champion for genuine transformation in healthcare and, regardless of your role or title, be an excellent leader, manager and problem solver.



## **What you can expect:**

### **Orientation: Preparing to Take the Course**

#### **Welcome to the Course**

- Orientation 1 – Big Picture for Healthcare – What You Will Learn
- Orientation 2 – Supplies You Will Need to Take the Course
- Orientation 3 – A Journey to a New Way of Being
- Orientation 4 – Start From Where You Are - Completing the Client Discovery Form



## **Module 1 – Building a Strong Foundation for Your Facilitation**

- Lesson 1 – Re-read The New Agreements for Leaders.
- Lesson 2 – Watch the New Agreements for Healthcare Webinar/Movie.
- Lesson 3 – The 4 Game Changers! In Healthcare
- Lesson 4 – The 4 Keys & 4 Pitfalls in Facilitation
- Lesson 5 – Why Healthcare Has Been Unable to Genuinely Transform and How We're Transcending Those Limitations



## **Module 2 – Preparing to Facilitate Genuine Transformation in Healthcare Using the 7 Tools**

- Lesson 1 – Bringing the 7 Tools to Your Hospital or Organization – The Golden Triad
- Lesson 2 – Determining Where to Work
- Lesson 3 – Forming a Team
- Lesson 4 – Preparing for a Team Meeting (setup, logistics, materials, roles)
- Lesson 5 – Kicking off the First Meeting
- Lesson 6 – Facilitating Virtual Meetings



## **Module 3 – The New Agreements Cycle (Tools 1-3)**

- Lesson 1 – Tool 1 – Disruptive Discovery
- Lesson 2 – Tool 2 – Distillation
- Lesson 3 – Tool 3 – 80/20 Ranking

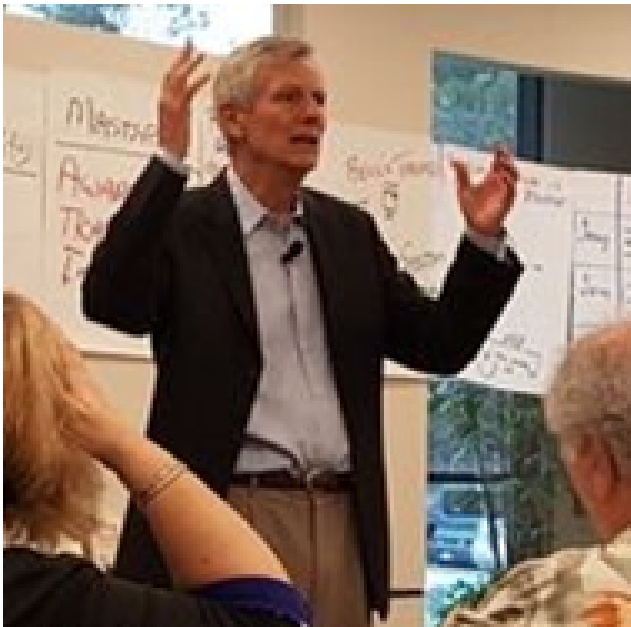
## **Module 4 - Advanced Facilitation Techniques**

- Lesson 1 – Using Questions
- Lesson 2 – Using Regulators
- Lesson 3 – Using Movement
- Lesson 4 – Pulling With Soft Eyes



## **Module 5 – Taking Right Action – Facilitating Tools 4-6**

- Lesson 1 – Getting Alignment on Team Projects
- Lesson 2 – Facilitating Right Action
- Lesson 3 – Facilitating Sequencing of Right Actions
- Lesson 4 – Real Time Reporting
- Lesson 5 – Right Measurement – Determining What to Measure and How to Measure



## **Module 6 – Facilitation – Putting It All Together**

- Demonstration 1 – Live Discovery
- Demonstration 2 – Live Distillation
- Demonstration 3 – Live 80/20 Ranking

## **Graduation, Certification and Support – Assessing Your Future Opportunities**

- Completion 1 – Celebrating Your Growth
- Completion 2 – Your Certificate of Certification
- Completion 3 – Your Course Evaluation
- Completion 4 – Taking Next Steps
- Completion - Final Exercise - Commitment



## **The New Agreement Value Proposition, Its Logical Conclusion and Big Promise**

First, my deep gratitude for your valuable time in reading this treatise on what is needed, both from within and without, to achieve extraordinary and sustainable transformation in healthcare.

Our big promise is simply this: Introduce our solution to ongoing challenges you currently face in one or two key areas of the organization. Form the teams that will be responsible to implement the transformation.

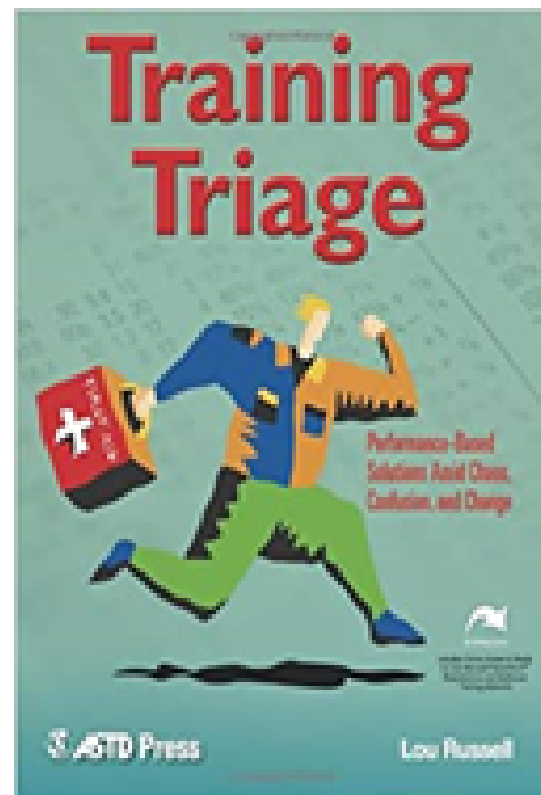
Make a committed effort toward frontline driven, systems-based transformation using the New Agreements and 7 Tools processes and methodology. If, within 12 months, you do not experience significant measurable improvement, at the request of those who took the course, we will refund the entire cost of our certification program, no questions asked.

Our research has shown that to most easily seed The New Agreements and 7 Tools training in a key area, you will want to assemble an internal leadership team of three (the Golden Triad); a triage for traditional training so to speak. This team should include a physician champion for change, an administrator champion for change and frontline care provider champion for change (usually a nurse).



Titles are not as important as commitment to genuine transformation. While a single certified facilitator can and probably will be successful in implementing transformation in healthcare, it's more difficult than with the support of a Golden Triad, especially in the beginning.

Training Triage includes a bottom/up approach delivered via a pull strategy and being highly engaging using simple, easy to learn tools that deliver significant, measurable systems-based transformational results quickly. The patient, healthcare, is in need of training triage. There are no accidents. You are the one healthcare has been waiting for.



## **Praise from noted authorities and experts (actual users) of The New Agreements & 7 Tools**



Progress has been rapid. We expect to publish this case study in 2021.

For the first time, frontline staff are directly engaged in the entire improvement process. Quality improvement shifts from being someone else's responsibility to being everyone's responsibility, and the cultural shift that is critical for the transformation of healthcare begins to emerge.

In short everybody wins: the work environment improves, staff morale improves, quality and safety improve with significant cost reductions and, most importantly, patient satisfaction soars as patients receive the care that they deserve."

—Frederick van Pelt, MD, MBA,  
VP Transformation, UAB Medical  
Center, New Agreements  
Healthcare Senior Fellow, 2006 –  
2008

"As a senior fellow at New Agreements Healthcare for over two years, I had the opportunity to study with David and all aspects of The New Agreements and Tools, in healthcare. Following that, for ten years, as a consultant to large healthcare organizations, both in the US and internationally, I used the New Agreements and 7 Tools as my primary model in transforming/improving the systems of clinical care delivery for my clients.

As the VP of Clinical Transformation for UAB Medical Center for the past two years, my charter is to make UAB into a case study for the transformation of the US healthcare system.

## **Praise from noted authorities and experts (actual users) of The New Agreements & 7 Tools**

**“I was David’s teacher for eight years. After eight years, I told him it was time for him to teach. He is a master teacher who has made his New Agreements and 7 Tools into a powerful transformational path in the workplace. David will show you how to create the dream work life you are meant to live and how to teach others to do the same.”**

**—Don Miguel Ruiz, author The Four Agreements**



**“Our work with The New Agreements is helping us to understand that systems, not people, are most often the reason for errors and inefficiency. Our key metrics confirm that we are becoming a significantly better organization, one that can serve as a model for what healthcare can be and what organizations can become.”**

**—John Rossfeld, CEO, Gila Regional Medical Center**





## **Praise from noted authorities and experts (actual users) of The New Agreements & 7 Tools**

“David’s The New Agreements is a one-of-a-kind consultation in healthcare. Leaders and grass roots staff work together to improve the systems of care. Through shared successes, it earns buy-in from everyone. No more blaming and complaining. If your organization is in need of cultural transformation and sustainable systems-improvement, The New Agreements is the process for you.”

—Peggy Gaughan Doyle R.N.,  
O.R. Manager of the Year,  
Director Perioperative Nursing,  
Brigham and Women’s Hospital



“David, I hope you are doing well. I think about you often. The ripple effect of what I have learned from you and The New Agreements continues to extend here in Oregon. A day doesn’t go by without me thinking about and practicing The New Agreements and Tools. I’ll definitely be in the Train-the-Trainer Certification Program.”

—Dan Schweigert, MD





## **Praise from noted authorities and experts (actual users) of The New Agreements & 7 Tools**

### **Our Old Top/Down Leadership and Management Models Are No Longer Working in Healthcare – At Least Not Well. Ask the Evermore Stressed and Burned Out Frontline Care Providers.**

“The New Agreements creates a framework for a holistic approach to the operations of an organization. It embraces the development of the people while setting them up to be successful through facilitation of the 7 Tools and optimization of the systems in which they must work. From this well-received process, we will add almost \$1million to our bottom line next year while improving patient and caregiver satisfaction. This is significant improvement for a small community hospital.”

—Sue Nieboer, RN, MPA – VP  
Operations, Gerber Memorial  
Health Systems

For those of you who want to learn more, schedule a 20-minute call with me (David). Prior to the call, please complete the following short survey and bring it with you to the call. Schedule your call at:

[www.thenewagreements.com](http://www.thenewagreements.com)



**SURVEY: Are You Ready to Be a Certified Systems-Based Transformational Leader/Facilitator Using the New Agreements and 7 Tools? Be as Candid as Possible in Answering Each Question.**

1. To be a transformational leader or manager, one must care about people.

Strongly Disagree\_\_ Disagree\_\_ Neutral\_\_ Agree\_\_ Strongly Agree\_\_

2. The number one thing I'd like to see resolved in the organization is:

3. The number one thing I'd like to resolve for me in my career is:

4. I routinely seek growth in my skill sets and even consider myself a change agent.

Strongly Disagree\_\_ Disagree\_\_ Neutral\_\_ Agree\_\_ Strongly Agree\_\_

5. When problems arise, I look to the systems first as the root cause.

Strongly Disagree\_\_ Disagree\_\_ Neutral\_\_ Agree\_\_ Strongly Agree\_\_

6. I understand organizational transformation requires both systems optimization and growth in people.

Strongly Disagree\_\_ Disagree\_\_ Neutral\_\_ Agree\_\_ Strongly Agree\_\_

7. As a certified leader/facilitator of transformation, I am willing to invest in growing those I serve.

Strongly Disagree\_\_ Disagree\_\_ Neutral\_\_ Agree\_\_ Strongly Agree\_\_

8. The time has come for genuine, bottom/up, frontline driven, systems-based transformation in healthcare.

Strongly Disagree\_\_ Disagree\_\_ Neutral\_\_ Agree\_\_ Strongly Agree\_\_

9. What percentage of outcomes in healthcare, good and poor, would you say are systems based?

6%\_\_ 20%\_\_ 50%\_\_ 80%\_\_ 94%\_\_

10. In a sentence or two, what pulls you most to become a certified transformation facilitator and change-agent in healthcare?