

# From Many into One at Cedars-Sinai: Building a Cohesive Culture and Departmental Identity



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- **Introduction to webinar and Dr. Mark Vrahas: PAA**
- **Quick review of One Company Strategy: PAA**
- Overview of “The Problem”: MV
- Cedars-Sinai Case Discussion: MV
- Using Corporate Communication to execute strategy: PAA



# Definition of One-Company

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“Those companies that keep their employees central to their business strategy enhance their position by creating a One-Company culture. A One-Company culture involves deep employee engagement, an entrepreneurial spirit across all levels of an organization, and authentic relationships between managers and employees.

That critical connection—**the point at which employee self-interest and corporate interests fuse**—is the cornerstone of a One-Company culture.”

-Argenti & van Riel, “Developing a One-Company Culture”



# Three Principles of One-Company Cultures

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- Organizational cultures must be rooted in the principles of:
  - **Action**: employees are engaged in and regularly drive corporate strategy
  - **Accountability**: employees think, act, and demonstrate respect for the corporation, embracing ownership
  - **Authenticity**: employees believe in corporate values and strategy strongly enough to adopt them as their own moral and strategic compass in the workplace



# Steps to Developing One-Company

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- Step 1: Taking Values from Page to Practice
- Step 2: Trickling Messages Down, Up and Sideways
- Step 3: Recognizing that One-Company never involves one-way communication
- Step 4: Using technology to build communities organically
- Step 5: Getting it measured and done
- Step 6: Never losing sight of the complexities of One-Company
- Step 7: One-Company requires a joint effort



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## 2014 Expansion of Cedars-Sinai Division of Orthopaedic Surgery

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- In 2014 the Cedars-Sinai Health Systems (CSHS) finalized an agreement with two prominent orthopaedic groups in the LA area (Kerlan-Jobe (KJ), and Santa Monica Orthopaedic Group (SMOG)).
- Both groups known for sports medicine and together covered most of the professional teams in the LA area including the Rams, the Dodgers, the Lakers, the Clippers and the Galaxy.
- Kerlan-Jobe was well published, and has trained most of the prominent sports medicine specialists in the country.

### Cedars-Sinai's interest in the affiliation agreement:

- Geographic expansion –Gave CS a foot print in Santa Monica and the south coast.
- Provided specialists to fill Marina Del Ray Hospital (next to Santa Monica) which CS had just purchased.
- Defensive play to prevent UCLA from acquiring groups.
- Fund raising potential.
- Potential marketing opportunities (health care to professional athletes).
- Further geographic expansion in The Valley through the acquisition of other groups into Kerlan-Jobe.



## 2014 Expansion of Cedars-Sinai Division of Orthopaedic Surgery

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### Kerlan-Jobe and SMOG interest in the agreement

- Financial solvency - Kerlan-Jobe was close to insolvency and SMOG was not far behind.
- Achieving a grand vision for a global sports science institute.
- Financial support for increasingly costly deals to function as team physicians for professional sports teams.



## 2014 Expansion – In a rush to make a deal, expectations poorly defined.

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### Expectations from KJ & SMOG

- Would maintain an identity independent from CS.
- Would continue to run as an independent group with financial backstop from CS
  - CS would pay overhead of clinic management but operations would be managed by their own management company (not CS).
  - CS would fund their educational and research missions.
  - KJ and SMOG would not have to deal with CS bureaucracy or operational mandates from CS (typical large organization imperatives).
  - Would not answer to the Dean for their education and research.
- CS would pay marketing deals with professional sports teams.
- CS would fund program expansion (Sports Performance Center, Concussion Center, Sports Neuro Rehab), and global expansion (China, Las Vegas, etc.)
- CS development would raise money for the KJ and SMOG foundations.
- CS would do a marketing campaign for KJ and SMOG.



## 2014 Expansion – In a rush to make a deal, expectations poorly defined.

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### CS expectations

- KJ and SMOG would Identify as CS.
- KJ and SMOG would dissolve their foundations and cooperate with the CS Foundation Development team to raise money for research and education.
- KJ and SMOG would absorb other groups in the Valley to increase geographic expansion.



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## 2014 Expansion – Trouble from the beginning.

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- CS marketing wanted KJ and SMOG names to go away as they did not think it was valuable.
- KJ physicians had a real loyalty to the name and believed it to be extremely valuable.
- KJ and SMOG refused to take on a Cedars-Sinai identity and became Kerlan-Jobe (A Cedars-Sinai Affiliate) and SMOG (A Cedars-Sinai Affiliate). Consequently, marketing refused to spend any marketing money on Kerlan-Jobe or SMOG because they were not identified as CS.
- KJ did not shut down their foundation and refused to cooperate with CS development to raise money.
- KJ had taken care of the Lakers for 30 years. For the first time, the Lakers tied the right to be team physicians to a sponsorship deal. Lakers wanted 60 million. CS refused.
- KJ and SMOG blackballed other groups that could have increased geographic expansion.

## In 2016 Cedars-Sinai Orthopaedics was elevated from division to Department

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- National search for a Chair.
- I was nominated and accepted the position.
- I was charged with making some useful whole of the sum of the parts.

# In 2016 Cedars-Sinai Orthopaedics was elevated from division to Department

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In addition to the complications related to the affiliation with these two groups, the Cedars-Sinai orthopaedic program was fragmented with 4 different employment models



# Orthopaedic Update

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## Vision...

*To be the International leader in patient care, innovation, and education.*





# Orthopaedic Update



**CEDARS-SINAI**  
**ORTHOPAEDIC SURGERY**

## One Department Vision

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### My Advantages

- I was the first chairman of a new department – surgeons were excited to have direct representation.
- Among the potential candidates, I was the first choice of each of the factions including KJ and SMOG (in fact KJ had submitted my name to the search committee).
- I had known the KJ leadership for many years and had trained some of their younger physicians.
- Had a history uniting factions at Harvard.
- Neither CS, KJ or SMOG wanted the relationship to fail (They were in the 3rd year of a 5 year contract with neither side very happy).
- Shortly after my arrival KJ and SMOG joined to become the Kerlan-Jobe Institute (a Cedars-Sinai Affiliate)
- All physicians were dedicated to education and research.

## One Department Vision

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### Concerns

- Really bad blood between CS Marketing and Development and KJI (Kerlan-Jobe Institute).
- Continued lack of clear delineation of expectations from CS and a desire to make everything workout without being heavy handed.
- KJ and SMOG's inflated belief of the importance of the Kerlan-Jobe name and their importance to CS.
- Based on marketing research, the Marketing and Development departments did not believe that the Kerlan-Jobe name was important.
- KJ and SMOG physicians had no experience in working in a large system with extensive bureaucracy.
- CS had just expanded as a network and had no experience working as an integrated system.

## Establishing a One Department Concept

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- Introduced the idea that we were all one with the goal of becoming the nation's best.
- Personal meet and greets with all active department members.
- Identified opinion leaders from each of the factions.
- In all communication, both up and down, I eliminated language that made reference to physician's employment category; everyone was part of the department.
- Focused efforts on research and education since these were areas where all believed we should collaborate.
- I developed a structure that reflected this organization. Subspecialty leaders were picked by ability rather than their employment.
- Charged division leaders with establishing system wide education conferences.
- Assumed responsibility for representing all factions to administration.
- Off-site retreat including all factions to discuss vision and a strategic plan for research and education.

## Solving the Kerlan-Jobe Institute Problem

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- Made it very clear that I wanted to keep the KJI identity, but that the only way the KJI would be of value to CS is by being clearly part of CS. I was clear to the surgeons that if they were not identified as CS then they were not a benefit to me as a department chair.
- I convinced administration of the importance of keeping the KJI name and allowing them to be called an institute even though they did not officially meet the criteria.
- Made it clear that I wanted KJI to be the sports medicine division of the department and that I wanted to make it bigger and better than ever.
  - Branding as CS would unlock marketing, development and research money that would be good for everyone.
  - Branding as CS would prevent CS from focusing on the KJI balance sheet (which was not good)
- I became conduit for communication for KJI surgeons and CS Administration.
- Solved every little problem I could with KJI and the administration to help them understand that I was on their side.
- Worked very transparently with both KJI and CS administration.

# Expanded Access for Patients

The screenshot shows a web browser window with the URL <https://www.cedars-sinai.org/programs/ortho/locations.html>. The navigation menu includes: FIND A DOCTOR, LOCATIONS, PROGRAMS & SERVICES, HEALTH LIBRARY, and PATIENTS & VISITORS. The main content area is titled "Orthopaedic Locations" and features a map of the Los Angeles area with red location pins. A sidebar on the left lists various categories like "Locations", "Expert Team", and "Clinical Programs". Below the map, there is a section for "Physician Offices" with details for the Los Angeles - Beverly Grove location, including the address (444 S. San Vicente Blvd., Suite 603, Suite 901, Los Angeles, CA 90048), phone numbers (310-423-4566 and 1-800-CEDARS-1), and parking information (Paid parking, Enter from Colgate Ave.).



# Orthopaedic Update



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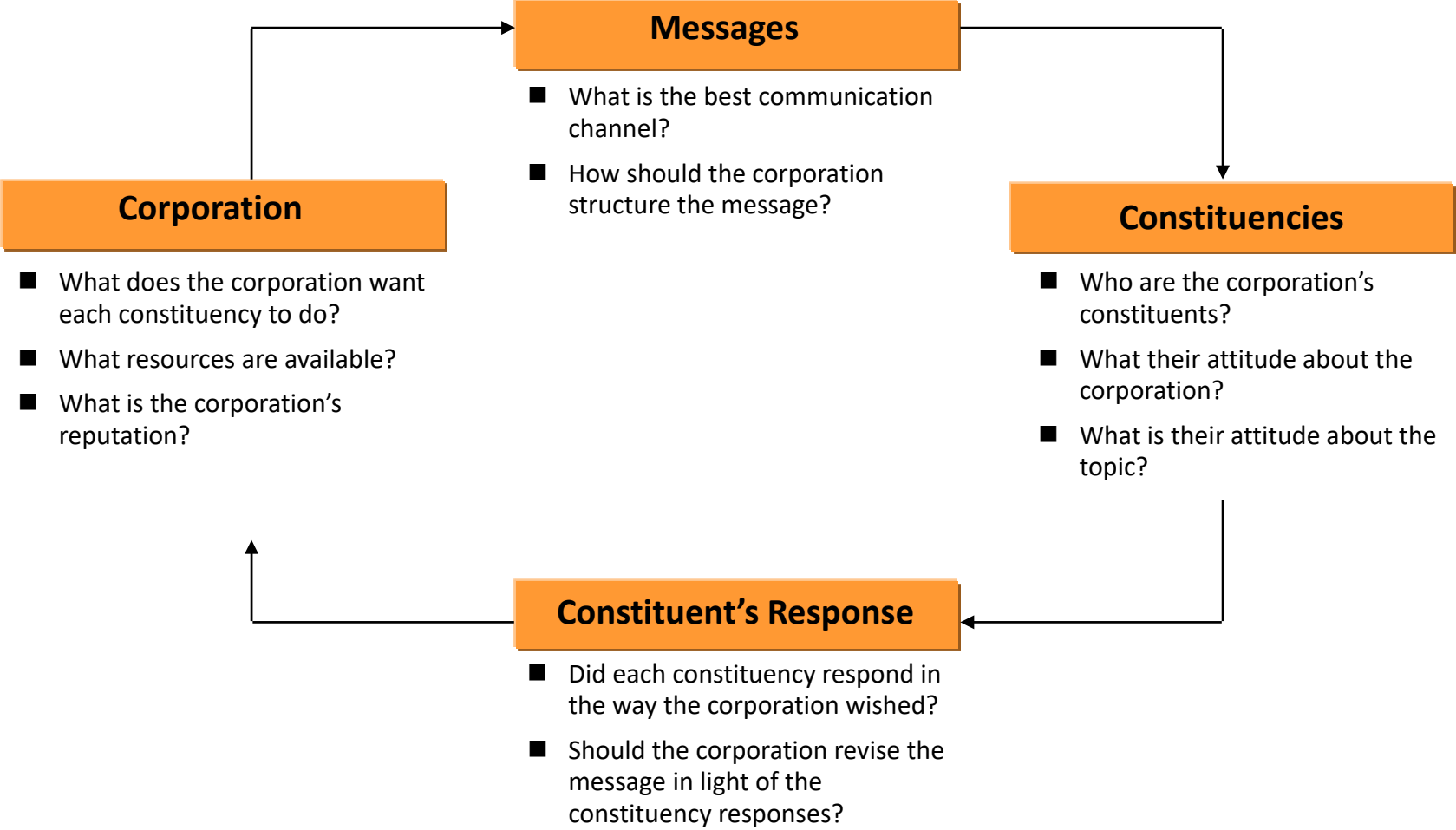
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# Corporate Communication Strategy Framework



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# Questions?



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HEALTH CARE  
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