

Title: Cultivating a Culture that Inspires, Aligns and Delivers Results

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Background: Experts suggest that High Reliable Organizations (HRO) and consistent positive patient experiences can be achieved through cultural improvement. With an approach to create a provocative, memorable employee experience, our goal is to refine a new culture that will further support exceptional employee performance and produce positive patient and peer interactions. Our cultural framework model enables leadership effectiveness, competency development, performance management while challenging traditional organizational design structures. The use of these strategies employed also improved numerous key quality indicators, financial outcomes, engagement, and communications across teams throughout the health network.

Objective: Our approach facilitated intraorganizational communication and collaboration by instituting programs, campaigns and activities that excite and inspire employees at every level. The objectives were fueled by the goals to encourage aspirational thoughts and actionable, forward thinking progressive steps. Specific goals included consistently positive patient experiences and improvements, positive staff interactions, improved employee morale and retention and exceptional, measurable organizational performance.

Planning/Research Methods: Annual focus on Improving the Patient Experience was identified and quantified in organization wide development of Wildly Important Goals (WIGS) using the 4DX methodology. This inclusive departmental focus provided an opportunity for team-building work and leadership development with exercises using leading and lagging measures for realized performance. During this same time, organization wide service values were implemented to run parallel to core values and HRO safety behaviors, strengthening the expectations for consistency in behaviors. The recognition program models transitioned to further reflect appreciation for celebration of the behavioral values we uphold and a shift away from longevity to value contribution.

Implementation Methods: Rigorous communication was imperative to our shift in culture including quarterly open town hall meetings, frequent huddles, organization wide training on patient experience model by Press Ganey, and leadership development. Our Caring with Purpose educational opportunities were facilitated live with interactive elements and program books detailing performance expectations supported by rigorous management training.

Results: The most impressive result of the Cultural Framework model has been the significant increase in quality designations and HCAHPS results. CMS awarded our organization with 4 Star Overall Star Rating, Healthgrades awarded us with the coveted Patient Safety Excellence Award, Press Ganey scores have an improved trend line for the past two years, use of travelers has declined by half, turnover dropped, and quality scores have improved dramatically.

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