

Success Story: VISN 20 of the Veterans Health Administration



Master Certified Values Coach Trainers (MCVC-T) from the 8 major medical centers of VISN 20 in the Veterans Health Administration

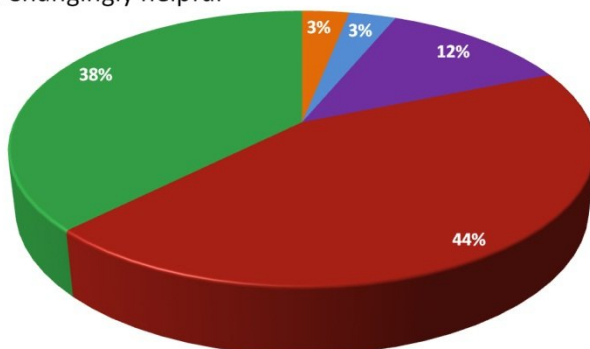
Following a successful series of values training initiatives with the Alaska VA Healthcare System, at the beginning of 2011 Values Coach launched a multi-pronged cultural transformation with VISN20 of the Veterans Health Administration, which includes eight major medical centers, more than 30 community-based outpatient clinics and domiciliary facilities, and more than 10,000 employees in the states of Alaska, Washington, Oregon, and Idaho.

During 2011, 53 VISN20 employees became Master Certified Values Coach Trainers (MCVC-T). They in turn have prepared more than 200 co-workers to be Certified Values Coach Trainers (CVC-T), who in turn are sharing the course on The Twelve Core Action Values across the system.

In 2012 the initiative is being expanded to include additional trainers and added educational resources, and the Values Coach team will make further site visits to each location to work with the management teams to help them create a cultural blueprint for their Invisible Architecture of core values, organizational culture, and emotional attitude in the workplace.

Responses from Master Certified Values Coach Trainers in VISN 20 of the Veterans Health Administration on how the course has impacted them personally

- Not at All
- Not as much as i had hoped
- Somewhat helpful
- Very helpful
- Life Changingly helpful



Success Story: Community Hospital, McCook, Nebraska



President and CEO Jim Ulrich and his team prepare to distribute The Florence Prescription to every employee at Community Hospital

Community Hospital has 18 Certified Values Coach Trainers (CVC-Ts), including President and CEO Jim Ulrich and the three Vice Presidents making up the executive team. They began their Values Collaborative journey by giving a copy of *The Florence Prescription: From Accountability to Ownership* to every employee, contract staff, members of the Hospital and Foundation Boards of Directors, and the Medical Staff. Then, over a two-year period, they planned a rollout to have all employees complete the course on The Twelve Core Action Values in 12 one-hour sessions, beginning with the entire middle management team. The impact on employee perceptions has been remarkable:

- Perceptions of Community Hospital as an excellent place to work increased by 26% to the 74th percentile.
- The percentage of employees rating the hospital's training and professional development as excellent increased 51% to the 91st percentile.
- The percentage of employees rating the "likelihood of recommending the hospital as a place to work" as excellent increased 45% to the 84th percentile.
- The percentage of employees rating the "likelihood of recommending the hospital for medical services" as excellent increased 42% to the 79th percentile.

Of course, as is the case with any enlightened organization, Community Hospital is engaged in more than just values training. But President and CEO Jim Ulrich says that their commitment to *The Florence Prescription* and to The Twelve Core Action Values has been one of the most important factors in the ongoing cultural transformation of Community Hospital.

"Our core group of Certified Values Coach Trainers has already trained our directors and coordinators, and we'll share the course with the rest of our staff during this year. People really appreciate that we're doing something that helps them personally and professionally, and I know this training is helping us do a better job of serving our patients and our community."

Jim Ulrich, President and Chief Executive Officer
Community Hospital, McCook, Nebraska

Community Hospital President and CEO Jim Ulrich and Values Coach CEO and Head Coach Joe Tye will be presenting at the Florida chapter of the Healthcare Financial Management Association on May 22, 2012 in Tampa, Florida.

Success Story: Fillmore County Hospital, Geneva, Nebraska

Since Fillmore County Hospital joined the Rural Values Collaborative, there has been almost total buy-in to The Twelve Core Action Values. Within a short time after completing the training, the hospital saw unprecedented increases in patient satisfaction, which have improved in 27 of 30 measures. Shari Michl, the hospital's Quality Improvement Team Leader, says: "People were ready for a change – they just needed to know that it's okay to reject toxic emotional negativity, and they needed the tools to help them make personal changes themselves."

Employees wrote 6-word descriptions of what each of The Twelve Core Action Values meant to them personally, which were then compiled in a handsome booklet. Here's how some of them described what Core Action Value #1, Authenticity, meant to them:

Passion to love myself and others

Full of love and endless laughter

Be strong through thick and thin

Embrace love, enjoy life, hug all



Fillmore County Hospital CEO Paul Utemark leads a group in reciting that day's promise from The Self-Empowerment Pledge (look closely and you can see Florence Nightingale in the audience).

"Our participation in the Values Collaborative has started a movement of our people who are committed to empowering themselves to act upon their values. Our department managers feel more confident in having a core set of values to assist us in holding ourselves accountable. I have had several people tell me how their personal lives have changed and their families have noticed and told them. I really feel this program fills a huge void in our organization that I believe also exists in our American culture, the watering down or the lack of discussion of and commitment to our values. As a result of this training, I got a whole new management team without having to change any of the people."

Paul Utemark, Chief Executive Officer
Fillmore County Hospital, Geneva, Nebraska

Success Story: Brodstone Memorial Hospital, Superior, Nebraska

Like most other Rural Values Collaborative participants, Brodstone Memorial Hospital has made participation in the course on The Twelve Core Action Values a requirement for all staff members. Since implementing the training, the hospital has experienced a significant reduction in employee turnover.

Tim Hiatt, Director of Network Administration and one of the hospital's Certified Values Coach Trainers, says: "Overall the training has greatly benefitted not only the hospital but each staff member who takes it to heart. I have seen firsthand where staff members are talking with each other when there is a conflict instead of going to war."



Becky Caldwell promotes The Pickle Challenge at Brodstone Memorial Hospital; she also recorded a song about The Pickle on You Tube – she's pictured here with Tim Hiatt.

"Brodstone Memorial Hospital is blessed with committed, responsible caregivers and employees. The Rural Values Collaborative was certainly the catalyst most responsible in helping us to build our culture of ownership on a foundation of values that has helped us to develop in our professional and personal lives."

John Keelan, Chief Executive Officer

Brodstone Memorial Hospital, Superior, Nebraska

Brodstone Memorial Hospital was recently named one of the top 100 critical access hospitals out of nearly 1,700 in the country. The announcement was made as part of the National Rural Health Association's 10th annual Critical Access Hospital Conference.

Success Story: Redefining Core Values at Tucson Medical Center

As part of a larger turnaround effort, Tucson Medical Center engaged Values Coach for a series of training and consulting initiatives. One project was to work with the leadership team in redefining the medical center's statement of core values. The one they had was outdated and in any event, no one knew what the stated values were, much less incorporated them into day-to-day expectations. It did not serve to create a competitive advantage in recruiting new employees or in differentiating the medical center in the eyes of physicians and patients. An extensive process was implemented to engage various constituencies in thinking about values and related expectations. CEO Judy Rich was very clear in insisting that the final product would be authentic, and not just a collection of words people would expect to see in such a document. The statement went through many drafts before finally being approved by the executive team and the board. A graphic designer was then commissioned to transform the printed page into something that was visually attractive and compelling.



Values Coach CEO Joe Tye conducted focus groups engaging hundreds of TMC employees...



The final product - "You nailed it - this is who we are" said the board chair upon seeing the new TMC statement of values

"Values Coach has been a valued resource for Tucson Medical Center... We've shared The Florence Prescription with more than 400 TMC employees - it's gotten rave reviews and I believe is helping us foster a culture where people take values more seriously, and take a greater sense of ownership for and pride in their work. And by guiding us in the process of crystallizing TMC's core values and the expectations created by those values, Values Coach has helped us lay a solid foundation for our future growth and development. We couldn't have done it without this support."

Judy Rich, President and CEO, Tucson Medical Center