

Case Study: Midland Health



When Midland Memorial Hospital opened a new \$176 million facility in late 2012, leadership had assumed it would resolve patient satisfaction deficiencies for which the hospital had been cited by its accrediting agency. Instead, patient satisfaction continued to decline. When the visible architecture failed to have an impact, the hospital partnered with Values Coach to work on its Invisible Architecture™ and build a more positive Culture of Ownership in a multi-year Values and Culture Project.



ASSESS

The proprietary VCI-17 Culture Assessment Survey documented the high cost of cultural negativity in terms of lost productivity, resistance to change, low employee engagement and morale, and community reputation, and quantified the financial cost to be more than \$15 million per year. Leadership workshops and focus group sessions helped define an authentic statement of core values and cultural philosophy, reinforced in a custom book by Joe Tye.



INSPIRE

A special edition of *The Florence Prescription: From Accountability to Ownership* with a foreword by members of the leadership team was given to every Midland Health team member. Everyone was encouraged to sign and post the Certificate of Commitment to be emotionally positive, self empowered, and fully engaged. All-staff "Lion in the Mirror" sessions inspired people to embrace personal success strategies including The Pickle Pledge and The Self Empowerment Pledge. The Pickle Challenge for Charity raised awareness of, and intolerance for, toxic emotional negativity.

Values Coach Inc.

Helping healthcare organizations build a culture of ownership on a foundation of values.

www.ValuesCoach.com

www.TheFlorenceChallenge.com



ENGAGE

A second series of all employee sessions introduced The Twelve Core Action Values. The initial group completed the four-day course to become Certified Values Coach Trainers (CVCT), with representatives ranging from frontline environmental services workers to the chief of the medical staff. These Values Trainers in turn team-taught the 2-day course to all associates, including new people in orientation. Subsequent classes have added nearly 50 more Values Trainers to the team. In 2016, The Midland Independent School District joined the initiative; 60 Values Trainers - including 20 volunteer parents - are team-teaching the course in MISD schools.



SUSTAIN

Midland Health has kept the Values and Culture Project physically visible, including a Culture of Ownership Classroom, hospital-wide banners that each month cover one of The Twelve Core Action Values and, of course, pickles everywhere. Every morning at 8:16 sharp, the leadership team meets in the main lobby for the daily huddle, which begins with reciting The Pickle Pledge and that day's promised from The Self Empowerment Pledge, as well as a story reflecting one of The Twelve Core Action Values. In early 2019, the next generation of Values Trainers will be taught by Midland Health's own Master CVCTs. Midland Health COO/CNO Bob Dent and Values Coach founder Joe Tye have co-authored three books, including the award-winning *Building a Culture of Ownership in Healthcare* (Sigma, 2017).



RESULTS

Results are as of late 2017. In the time since, Midland Health's commitment to a Culture of Ownership has helped the organization more effectively cope with the significant financial challenges being faced by health systems nationally.

- In the first year, there was a 10-point increase in HCAHPS scores. Patient satisfaction in the Emergency Department went from the bottom 10% to the top 10% in the hospital's comparison group.
- In the first two years MMH achieved 22% reduction in CLABSI, 38% reduction in ventilator related events, and 64% reduction in CAUTI.
- There has been a 32% reduction overall RN turnover and a 43% reduction for new nurses in their first two years of employment.
- In follow-up all-employee surveys, 63% agreed with the statement "My coworkers are more positive and more fully engaged" and 87% agreed with the statement "I am personally more aware of my attitude and the attitudes of people around me, and more fully engaged to my work" than before the program started.
- 95% of managers reported that the initiative is helping them to be more effective both as a leader at MMH and in their personal lives.
- Overtime and contract labor expense have been significantly reduced.
- Utility costs have been reduced by more than a million dollars per year, with a substantial proportion of those savings coming from people thinking like owners and turning off lights.
- Midland Health has a substantially more positive reputation in the community, and the Culture of Ownership Initiative is now being shared with the Midland Independent School District.



Midland Health was the first organization to receive the INSPIRED Award for Values and Culture Excellence

"I consider our work with Values Coach on the Invisible Architecture of Midland Health to have been as indispensable as our work with the architects who designed our new hospital facility. As a result of our commitment to a culture of ownership we have documented record-high patient satisfaction and clinical quality indicators and have calculated a cultural productivity benefit of more than \$7 million annually."

**Russell Meyers, President/CEO
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