

Case Study: Tri-County Health Care



The Challenge

Tri-County Health Care (TCHC) is a critical access hospital in Wadena, Minnesota. CEO Joel Beiswenger attended Joe Tye's presentation at the AHA's Rural Health Care Conference in 2018. Beiswenger brought Values Coach in to work with this team on building a more positive Culture of Ownership. As part of the project he wanted to finalize a Cultural Blueprint for the TCHC Invisible Architecture and to build upon TCHC's previous work with Studer Principles.



ASSESS

Results from the validated VCI-Culture Assessment Survey gave Joel and his team an objective picture of how TCHC staff perceive their culture, quantified the financial impact of negative attitudes and behaviors, and challenged leaders to raise the bar. The report pointed to key problem areas and identified opportunities for improvement.



INSPIRE

Every associate was given a copy of *The Florence Prescription: From Accountability to Ownership* with a special foreword by Joel. They all attended one of the series of inspirational 90-minute presentations by Values Coach CEO and Head Coach Joe Tye.

An "all hands on deck" daily huddle was launched, beginning with The Pickle Pledge and that day's promise from The Self Empowerment Pledge (open the QR code for a one-minute YouTube video of their first huddle).



ENGAGE

All TCHC managers completed a one-day course to become Certified Values Coach Mentors (CVCM) and a core group of 24 staff from across the organization completed the 4-day course to become Certified Values Coach Trainers (CVCT).

As part of that process the team drafted a new and more authentic statement of TCHC core values. A Culture Committee was established and all employees were encouraged to take The Florence Challenge to be emotionally positive, self empowered, and fully engaged. Proceed Until Apprehended banners were posted at strategic locations around the hospital.



SUSTAIN

A designated Values and Culture Classroom is decorated with banners for The Twelve Core Action Values, The Self Empowerment Pledge, The Pickle Pledge, and the new TCHC Core Values. The CVCTs are now team-teaching the course on The Twelve Core Action Values for all associates with outstanding results. Everyone received a TCHC custom edition of the workbook *These Are Your Values*.

"It has truly been an inspiration to see the personal changes people are making as a result of our work on values and culture."

***Teresa Johnson, Chief Human Resource Officer
Tri-County Health Care***

Values Coach Inc.

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

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RESULTS

- Patient satisfaction top box scores went from an average of the 70th percentile in 2018 to an average of the 80th percentile in the first half of 2019.
- In 2019, employee engagement was in the 85th percentile, a 50% improvement from the previous year.
- On the Press Ganey Leader Index, seven of 10 groups rated their leaders at the highest level and none rated their leaders at the lowest level.
- The Cultural Productivity Benefit - as measured by change from the first to the second VCI-17 Culture Assessment Survey - totaled an annual \$750,000.
- There has been a noticeable diminution of silo walls throughout the organization, and providers have been more actively engaged in the Culture of Ownership.
- CVCTs are team-teaching the course on The Twelve Core Action Values for all current and new associates. This is a typical post-course evaluation comment: "This experience will help me at TCHC and my home life more than I can express. Thank you!"
- There have been heartwarming examples of individual employees making impressive personal changes because of this work.



Launching The Florence Challenge at TCHC

"In 2019, our first full year of working with Values Coach, we achieved our best financial results ever, reached our highest ever employee engagement, saw significant improvements in patient satisfaction and quality results, and earned our first ever shared savings with our Medicare ACO. And though we could not have foreseen this at the time, the work we've done on Values and Culture has helped us to more effectively deal with the COVID-19 pandemic crisis and meet the challenges with a greater sense of resilience and optimism."

*Joel Beiswenger, President and CEO
Tri-County Health Care in Wadena, Minnesota*