

Client: Florida Hospital • Orlando, FL

TRANSFORMED CULTURE OF 1200 BED / 9000 EMPLOYEE HOSPITAL

Challenges

- Leadership team was not aligned to hospital's priorities and goals
- Fear of retribution for speaking out on work / patient care issues
- Employee morale (Gallup) < 4.07
- Patient experience scores < 40 percentile
- Expanded bed capacity not being fully utilized

Signature Solutions

- Conducted Executive Leadership Workshop (8) and created a document which clearly defined the hospital priorities and urgency for achieving them, which was used to communicate a consistent message to 7,000 employees
- Laid the foundation to create an environment of transparency and accountability
- Developed a Leadership Development Plan for the Leadership team (150)
- Conducted "Leadership Frameworks" workshops for leaders and managers, creating the space for them to speak candidly with each other about issues and defining clear lines of accountability for the key metrics. Workshops were broken into 3 segments with work assignments between each and key process breakdowns identified (involved senior executives and directors in facilitation of these workshops)
- Trained 16 senior leaders to teach the "Leadership Frameworks" workshop

Results

- Leadership has learned a new way of effectively communicating with front line employees. This has led to increased trust and transparency as reflected in their 2013 Gallup survey results (4.32 and 92% participation, both record setting)
- As the front line assumed ownership and accountability for the hospital's priorities, patient satisfaction scores improved from the 40th to the 90th percentile
- As the culture has continued to transform:
 - Recognized by US News and World Report as one of top 50 hospitals in the US and had highest number of Medicare patients in country
 - Average In-Patient volumes have consistently exceeded capacity
 - In patient volumes exceeded 50k for 2013, exceeding revenue targets
 - Year-to-date in-patient volumes averaged 102% of capacity

