

Committed to culture change: Transforming a working environment

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11%

REDUCTION IN NURSE TURNOVER

5.6%

INCREASE IN OVERALL SATISFACTION

60%

DECREASE IN WORKPLACE INJURIES

SUMMARY

Leaders at Sutter Solano Medical Center (SSMC) knew they had an excellent care team. But they also observed that the staff as a whole wasn't living up to its potential. After intensive investigations, leaders determined that a tepid workplace culture was holding SSMC's staff back. Recognizing this, they wanted to orchestrate a comprehensive cultural overhaul to elevate clinician performance and deliver the exceptional outcomes that SSMC's patients deserve.

"Our people are caregivers. They're showing up every day to do their best and help others. The question is, how do you connect them to that purpose? Culture is the key."

—**Abhishek Dosi**, CEO, Sutter Solano Medical Center

OPPORTUNITY

SSMC was determined to root out the cause of patient dissatisfaction. Leadership personally interviewed more than 80 employees, and from these interviews, a consensus emerged. Employees overwhelmingly agreed that a lagging workplace culture was the heart of the problem. However, meaningful, sustainable cultural change is notoriously difficult and would require rigor, discipline—and data. For this they turned to NRC Health.

SOLUTION

With help from NRC Health's Improvement Advisors, SSMC's leadership developed an approach for comprehensive cultural reform. The concept called PARTnership incorporates an acronym for Professionalism, Accountability, Responsibility, and Teamwork. These principles, once taught, would need continuous reinforcement if they were to motivate lasting change within the organization. Using Real-time Feedback solution, SSMC's leaders gave staff a totally transparent view into how the new cultural approach affected patient satisfaction—indisputably proving what SSMC's caregivers were truly capable of.

RESULTS

- 11% reduction in nurse turnover
- 60% decrease in workplace injuries
- 6.4% increase in patient satisfaction with physician staff
- 3.6% increase in patient satisfaction with nursing staff
- 5.6% increase in overall satisfaction

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