

Owensboro Health Case Study

Client Profile

Owensboro Health is a nonprofit health system with a mission to heal the sick and to improve the health of the communities it serves in Kentucky and Indiana.

Challenge

- Increase employee engagement scores
- Increase patient quality of care scores
- Empower employees to be a part of the solution

Solution

Owensboro Health worked with PRC to survey employees and identify areas of potential improvement. PRC then designed interactive Action Planning workshops with clearly outlined learning objectives for Owensboro Health leadership.

Results

- Increase in “Excellent” ratings as a place to work by 7.4%
- Experienced 53% growth in fully engaged employees
- Increase of 15% in “Always” ratings of patients’ perceptions of staff responsiveness
- Increase in “Excellent” ratings by patients for Overall Quality of Care for all patient areas

Driving a Culture of Excellence



About Owensboro Health

Owensboro Health is a nonprofit health system with a mission to heal the sick and to improve the health of the communities it serves in Kentucky and Indiana. The system includes Owensboro Health Regional Hospital, nationally recognized for design, architecture and engineering and the only hospital in the world to be designated a Signature Sanctuary by Audubon International, Owensboro Health Muhlenberg Community Hospital, the Owensboro Health Medical Group comprising over 180 providers in over 30 locations, a certified medical fitness facility, a surgical weight loss facility, and the Mitchell Memorial Cancer Center which is affiliated with the University of Kentucky’s Markey Cancer Center. Owensboro Health has been recognized for outstanding care, safety, and clinical excellence by The Joint Commission. As the largest employer west of Louisville, Owensboro Health has 4,240 employees, and in FY 2017 saw 17,119 inpatient admissions and 842,356 outpatient encounters. A committed community partner, Owensboro Health provided grants of \$669,632 in the last year to health, social service, education and arts agencies across the region. For more information, visit owensborohealth.org.

Situation

With their ongoing commitment to patient quality care, Owensboro Health engaged Professional Research Consultants, Inc. (PRC) to help drive excellence from the perspective of their employees, physicians, and patients which has led to positive growth across Owensboro Health System.

“Prior to starting with PRC, Owensboro Health was always considered a very good hospital; we were doing a lot of great things. However, we were tired of settling for very good. We wanted our physician, employee and patient experience to be measured by someone that could truly partner with us together, to help us soar to excellence, which is why we chose PRC.” – SHANNON PARHAM, DIRECTOR OF PATIENT EXPERIENCE AT OWENSBORO HEALTH

Solution

Intuitively, healthcare leaders are aware that it is necessary to provide both interpersonal and workplace support to their team to build workplace engagement. When leaders provide the right tools, teams can focus on engaging the patients and providing excellent care. PRC's research on engagement has found a positive link between an engaged workforce and the patient experience. Understanding that there is a positive relationship between patients' perceptions of overall quality of patient care and employee engagement, PRC directed a holistic approach to surveying Owensboro Health's leadership and their teams. This approach assessed key organizational health indicators and areas for improvement. PRC shared with Owensboro Health crucial findings that indicated which specific areas of focus would have the greatest impact in making Owensboro Health an excellent place to work.

Putting their findings into action, PRC designed interactive Action Planning leadership workshops with clearly outlined learning objectives for Owensboro Health leadership. These objectives set specific, actionable goals and necessary steps for Owensboro Health to improve their Key Drivers® of Excellence and achieve their goals. Each action plan focused on improving employee engagement scores. The three key areas that employees felt were most important when rating their work place as Excellent were:

- **Access to the Materials/Equipment Needed to Do Your Job**
- **Senior Leadership's Timeliness of Communication About Things That Affect You**
- **Staff's Responsiveness to Patient Needs**

Action Planning

Owensboro Health leadership was responsible for creating an action plan that their teams were capable of implementing which would have a positive impact on their department. These department lead action plans occurred over a period of 18 months and were held accountable via an online reporting system. Understanding that achievement of excellence is a process and not a onetime event, the PRC approach enabled Owensboro Health leadership to monitor their progress along the way.

These Key Drivers of Excellence set the stage for Owensboro Health to begin strengthening their engagement.



After 18 months, PRC performed another Employee Engagement survey with the same employees/departments to measure the effectiveness of the Action Planning process.

“Owensboro Health was really excited to be involved in the PRC Action Plan Process toward excellence. Our units collaborated and worked with the PRC recommendations to implement real action plans for success. Going from “good” to “excellent” ratings just exemplifies our teams dedication and strength. Thank you PRC for helping us shine!” – JEREMY CROWDER, NURSE MANAGER AT OWENSBORO HEALTH

Results

By working with PRC, Owensboro Health obtained key factors that would most drive their employee ratings and developed custom Action Plans unique to their departments that enabled Owensboro Health to understand, address, and meet staff preferences and thus drive positive growth across the organization.

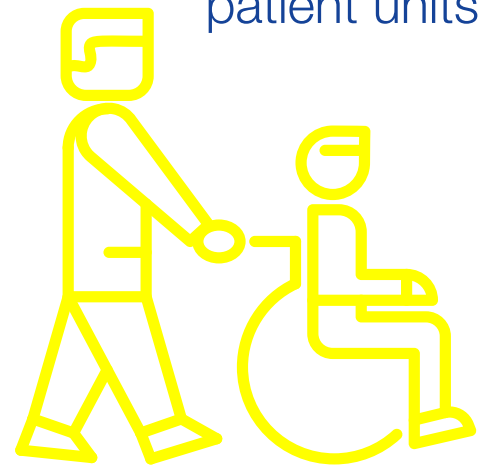
Working with PRC, Owensboro Health was able to achieve the following:

- Clarity on the institution's strengths and opportunities for growth
- Creation of 154 action plans by leaders across the organization
- Increase in "Excellent" ratings as a place to work by 7.4%
- Experience an 11.3% increase in employees reported connection with mission/vision/core commitments
- See an 8.9% increase in the likelihood of employees to recommend Owensboro Health as a place to work
- Owensboro Health experienced growth of 53% in fully engaged employees
- All key areas in the Employee Engagement Survey increased in "Excellent" ratings by an average of 6%

Additional results associated with an increase in their workforce engagement:

- Physician ratings of Owensboro Health as a place to practice medicine increased by 5% in "Excellent" ratings
- Patient perceptions of overall quality of care increased in their Excellent ratings for key patient areas surveyed
 - For example, Outpatient Units increased by 15.5% "Excellent" ratings
- Patients' perceptions of staff responsiveness to patients' needs increased by 15% in "Always" ratings

Overall Quality of Care
increased across all
patient units



“Owensboro is dedicated to providing the highest quality of care and it’s no secret that our employees are the key driver in making this happen. We engaged PRC to help us increase our employee satisfaction and engagement and are thrilled with the results. The direct correlation between our work with PRC, employee engagement, and our improved patient care scores is undeniable. We have proudly set a new bar of excellence and will continue to do so in order to provide the quality of care our patients deserve.” – TERESA RASCOE, EXECUTIVE DIRECTOR OF ORGANIZATIONAL DEVELOPMENT AND CULTURE AT OWENSBORO HEALTH

Fully engaged employees are more likely to promote Owensboro Health as a great place to work than less engaged employees.

Fully engaged employees...

- feel more empowered
- take part in the solution
- have a stronger level of connection to the organizations mission
- provide a more positive interaction with patients
- are more likely to refer their organization



About PRC

Professional Research Consultants, Inc. (PRC) is the most trusted leader in healthcare survey research through an uncompromised commitment to quality, service, collaboration, innovation, and growth. Using high quality survey research, PRC gives a voice to customers of healthcare organizations. We partner with these organizations, providing meaningful information and resources, to support their efforts in improving healthcare for all, and in becoming better places for patients to be treated, physicians to practice medicine, and employees to work. PRC drives excellence in healthcare by facilitating millions of interviews, delivering insightful reports, and consulting on strategic best-in-class solutions. PRC is focused on our dedication to excellence in healthcare as the driving force behind our firm's business ethics.

