

# A Culture Transformation in Healthcare



**GOAL: 90<sup>th</sup> PERCENTILE in Patient Experience**



One of the largest Health Systems in the USA



**21**  
Hospitals



**61K**  
Employees

*“We can have the most beautiful facilities, well-functioning processes and a clean environment, but we will still fail. We must strengthen our culture and accountability to focus on empathy, customer service and communication across the entire organization.”*

- Sven Gierlinger, Chief Experience Officer Northwell Health

## CHALLENGE



In 2015, Northwell Health challenged their leaders to take action and focus on patient experience on an organizational level. With a goal of reaching the 90th percentile in patient experience by 2020, Northwell Health's Office of Patient and Customer Experience [OPCE] implemented a system-wide cultural transformation to redefine their commitment to higher expectations in care.

- Disseminate **Culture of C.A.R.E.** [Connectedness, Awareness, Respect, and Empathy] throughout the organization to drive patient and customer experience
- **Observe, measure, and assess** patient-provider and patient-staff interactions for feedback and process improvement
- Reignite the passion of providers and staff so they can drive innovation and create **meaningful experiences** for patients and customers
- Foster commitment to and advocacy of C.A.R.E **from the top-down**, including executive leadership, their managers, and their staff

## OUR APPROACH

### ASSESS: Focus Groups, Site Tours, Interviews

Developing an understanding of the perceptions, current climate, and the obstacles to system-wide initiatives within Northwell Health gave us the elements to create a multi-faceted program for dissemination.

### IMPLEMENT: A Custom-built Program

In collaboration with Northwell Health's OPCE, implementation included the following:

- **All-Employee Program:** creation and design of an experiential Culture of C.A.R.E. course – a core component of the employee development course.
- **Executive Program:** vision framework, design and expert facilitation of interactive, experiential workshops creating leader alignment and ownership across the organization
- **Coach-The-Coach Program:** design, coaching, and certification of Culture Leaders to champion the C.A.R.E. program and drive culture facilitation of the program across the organization to all staff

## RESULTS

- **Collaboration and partnership** with Northwell Health OPCE to design and articulate the new Culture of C.A.R.E. for the entire organization
- **Over 200 Executive Leaders** aligned and activated in half-day workshops
- **Over 50 Culture Leaders and 200 Facilitators** trained and coached in the art of facilitating the all-employee content

Fortune Magazine ranked Northwell Health number 93 on it's 2020 list. This is the first time the health system landed on the annual list. In addition, five Northwell Health hospitals received top-50 national ratings in adult medical specialties in US News & World Report's 2019-20 Best Hospital rankings. They are praised for their job satisfaction, innovation, and initiatives focused on community health and outreach.

**By creating and sustaining a Culture of C.A.R.E.**, Northwell Health's employees are living **the fundamental core values** of the organization through their interactions with one another, with patients, and with customers. This program motivated employees, from the top-down, **to live C.A.R.E. from the inside out.** Since implementation, Northwell Health's staff has become more patient- and family-centered in their service promises and delivery.



Sven Gierlinger,  
Chief Experience  
Officer Northwell  
Health

*“The patient experience defines our culture and sustaining that has been an important priority. We can scale and spread it across the organization through employee engagement by storytelling. We can tap into emotions of why we are in healthcare and demonstrate how this world class care we deliver impacts people's lives. We are changing lives.”*

*“Delivering Happiness brought creativity, passion, and inspiration to our collaboration enabling the team to successfully begin our cultural transformation.”*



Agnes Barden  
VP Patient & Customer Experience,  
Northwell Health

# QUICK FACTS

Since the engagement with **Delivering Happiness & Vynamic**, Northwell Health has achieved the following successes.

**7 OUT OF 8** HCAHPS domains have seen significant improvement

increase in employee engagement over a two-year period **45% TO 85%**

**90<sup>th</sup>** PERCENTILE in patient experience reached by 20% of ambulatory locations within eighteen months

Fortune Magazine's 100 Best Companies to Work For 2020 **BEST 100**

 **5** NORTHWELL HEALTH HOSPITAL

received top-50 national ratings in adult medical specialties in US News & World Report's 2019-20 Best Hospital rankings.



DH is a coach|sultancy working on creating sustainable cultures to drive business objectives and profits. To date, we've worked with over 350 companies and organizations around the world including:

aetna

Centura



STARBUCKS



Northwell Health



Email us [culture@deliveringhappiness.com](mailto:culture@deliveringhappiness.com) to discover how a happier culture will lead to more success for your team.