

# CASE STUDY

## Midland Memorial Hospital

Between 2014 and 2017, Values Coach worked with Midland Memorial Hospital to define a Cultural Blueprint for the Invisible Architecture and engage every associate in The Twelve Core Action Values. Results include:

- » In the first year, there was a 10-point increase in HCAHPS scores. Overall patient satisfaction has continued to improve with up to 95% of patients giving good to very good scores on patient satisfaction surveys.
- » Patient satisfaction in the Emergency Department went from the bottom 10<sup>th</sup> percentile to the top 10<sup>th</sup> percentile nationally; the hospital's chief operating/ chief nursing officer and ED Director were invited to speak at the annual Press Ganey conference and again at a regional conference.
- » There has been a 32% reduction overall RN turnover since beginning this work, and a 43% reduction for new nurses in their first 2 years of employment.
- » Overtime has significantly decreased; there has been a \$2.5 million reduction in contract labor; and total employee count is down by over 100 Paid FTEs.
- » The Culture of Ownership has become an integral element of MMH's recruitment and retention efforts. As one example, all new employees complete the two-day course on The Twelve Core Action Values as part of the new employee experience.
- » In all-employee surveys, 87% reported that they were more aware and positive in their attitudes, and the number of people agreeing with the statement "We refrain from toxic negativity and treat others with respect" increased from 36% to 61%.
- » In a separate survey of managers, 94% reported that the initiative was helping them to be more effective both as a leader at MMH and in their personal lives.
- » In the first two years MMH achieved 22% reduction in CLABSI, 38% reduction in ventilator related events, and 64% reduction in CAUTI.
- » The number of areas meeting Values Based Purchasing (VBP) levels increased from 58 in FY 2015 to 84 in FY 2016.
- » Utility costs have been reduced by more than a million dollars per year, with a substantial proportion of those savings coming from people thinking like owners and turning off lights.
- » The annual Cultural Productivity Benefit is more than \$7,200,000; a research team from Texas Tech University is now working with Midland Health to quantify the overall cost savings and cost avoidance.
- » Midland Health has a substantially more positive reputation in the community, and the Culture of Ownership Initiative is now being shared with the Midland Independent School District and other community partners.

"Our engagement with Values Coach has resulted in substantial cost savings, measurably enhanced morale, improved quality and patient safety outcomes, and significantly improved patient satisfaction, but the most important benefit has been the impact on helping our people change their lives for the better."

Bob Dent, Senior Vice President, COO/CNO  
Midland Memorial Hospital, Midland Texas  
2018 President, American Organization of Nurse Executives

**Learn how Values Coach can help your organization achieve similar results:**  
[ValuesCoach.com](http://ValuesCoach.com) | 319-624-3889 | [Michelle@ValuesCoach.com](mailto:Michelle@ValuesCoach.com)

# MIDLAND HEALTH

has earned the

# VALUES COACH INSPIRED AWARD

for Values and Culture Excellence



Learn how Values Coach can help your organization achieve similar results:  
[ValuesCoach.com](http://ValuesCoach.com) | 319-624-3889 | [Michelle@ValuesCoach.com](mailto:Michelle@ValuesCoach.com)