

# *How to Become a "Best Place to Work" in Healthcare*

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ORTHO  OKLAHOMA

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A DIVISION OF Stillwater **Medical**



We thought we had it all together.

We thought our patients loved us.

We thought our employees loved us.

We thought everyone trusted us...

**WE WERE WRONG.**



# Let's Start from the Beginning

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In 2009 – This is who we thought we were:

- **A Multi – Specialty Orthopedic group in Stillwater, OK**
- **A 117 - bed community trust hospital**
- **A trusted provider and employer in our community**
- **A quality regional health care facility**
- **A good place to work and a good place to receive care**



# This is who we really were:

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- A local hospital – that gave much better care on the weekdays than on the weekends.
- We had no operating margin and were struggling to keep up financially.
- Adversarial relationship between Leadership and Physicians.
- Adversarial relationships between leaders and departments.
- There were “sacred cows” all over the place.  
“Oh, that’s just how \_\_\_\_\_ is .....”
- The hospital team was rarely, if ever, acknowledged with any National Recognition
- We were an average facility at best.

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# In 2009, we surveyed our patients and employees for the first time

- Overall Patient Satisfaction – Top Box Score 76.2% = 38<sup>th</sup> percentile
- Overall Employee Satisfaction – 52<sup>nd</sup> % percentile
- Overall Employee Engagement – 29<sup>th</sup> percentile

**BUT WAIT, IT GETS WORSE...**

# Employee Satisfaction with Leadership

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## 25<sup>th</sup> Percentile



THAT SUCKS,  
DUDE

# Our Journey from “Just OK” to something better started with the creation of our standards...

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- 15 High Performers, Staff Educator, Patient Advocate and COO
- Met once a week for 3 months
- Got into the nitty gritty of staff frustrations and staff expectations
- We decided to Commit to Excellence in everything we do
  - Worked Chapter by Chapter
  - Huge Posters on the Wall in Cafeteria
  - We made a big deal about getting their input



**Our transformation started with a small team passionate about changing our culture into something they were proud to be a part of....**

Be passionate about the culture and the business, and remain positive, because it inspires others.

Barry Libert

quote fancy



# The first things we did:

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- Loosened our grip as leaders.
- Walked arm and arm with our high performers through all the tough issues they were struggling with and created solutions together to fix them.
- Cultivated a coalition that people wanted to join...it was fun to help remove the issues that caused our front-line team members grief.
- Developed trust with leadership and an emotional connection to doing their work and accomplishing great things.

High Performers  
are not born;  
they are conditioned  
by habit.

- Brendon Burchard -

# High Performer Characteristics

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- Great Attitude
- Great work ethic
- You relax when you know they are working
- Brings solutions
- Sees the bigger picture
- Consistent
- Adheres to policies
- High commitment to teamwork
- You would cry if they left the organization





# Up to that point, employee education had been plain and boring

- We wanted to make it fun.
- Why shouldn't it be fun?
- We deal with enough tough stuff.





# Standard of the Month

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- Commitment to coworkers
- The Golden Rules
  - Dignity
  - Respect
  - Safety
  - Privacy
- Hallway Etiquette – 5/10 Rule
- Phone Etiquette
- Collaboration & Resolving Conflict
- Sense of Ownership
- Sensitivity to Wait Times
- Communication
- Environmental Appearance

*September Standard of the Month*

## *Collaboration & Resolving Conflict*

*I will*

- Be accountable to my coworkers
- Hold my co-workers accountable in a respectful manner.
- Be loyal and respectful of my coworkers, by addressing concerns directly with them and expecting them to do the same for me.
- Assume good intentions, believing that those involved genuinely want the best for our patients.
- Be clear and kind when discussing problems, holding others accountable and receiving feedback.

# Key Points of Success

- Focus on the “small stuff”
  - Don't assume anybody knows anything
  - Tell them over and over until people get it.
- Show what right looks like
  - Paint a vivid picture showing the “why” behind the behavior standard and what can happen when things don't go well.
- Emulating feelings whenever possible
  - We used humor whenever possible to highlight negative behavior creating a peer pressure to eliminate it.
- Involve your Physicians

# Difference Makers

- **Create an environment to allow high performers to lead the effort**
- **Be a role model, everybody must walk the talk, especially the leadership team.**
- **We spent more time educating and supporting than we did “fixing things”**



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## Wins

Spotlight features of employees and docs in breakroom

Key elements of every patient interaction

Regular employee rounding meetings

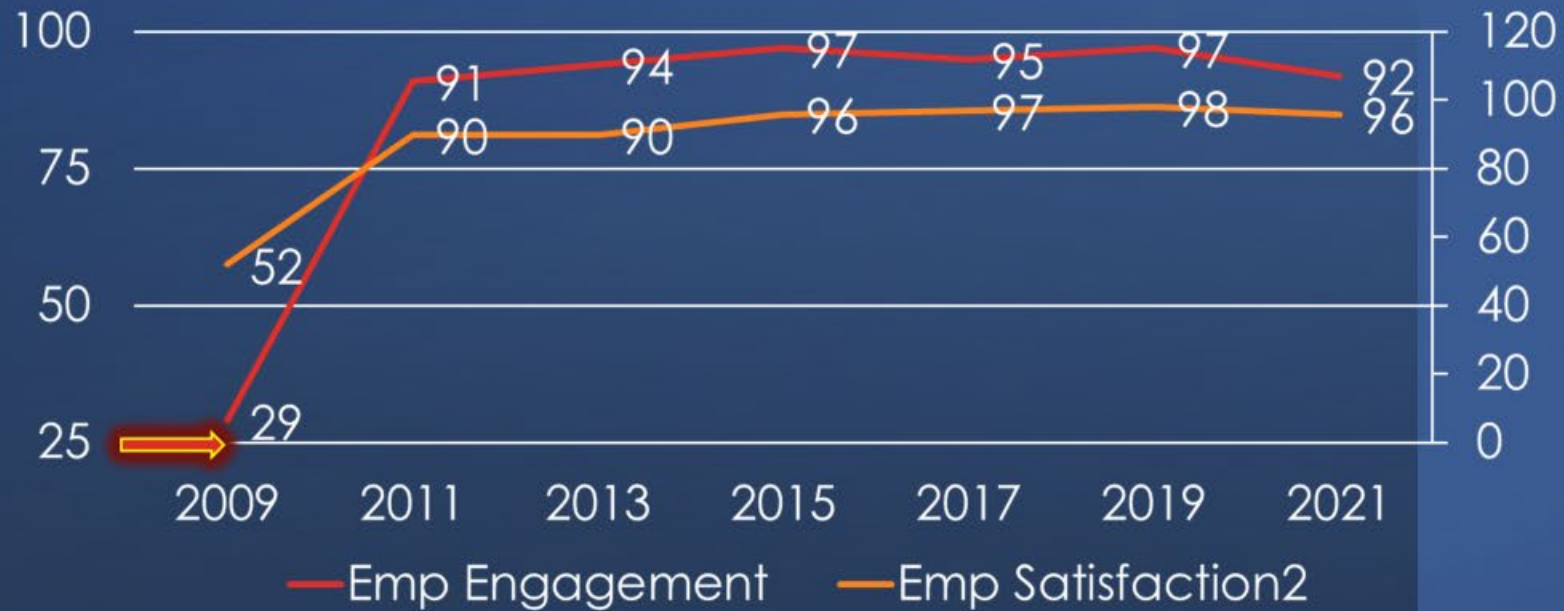
Stoplight reports

Peer interviews

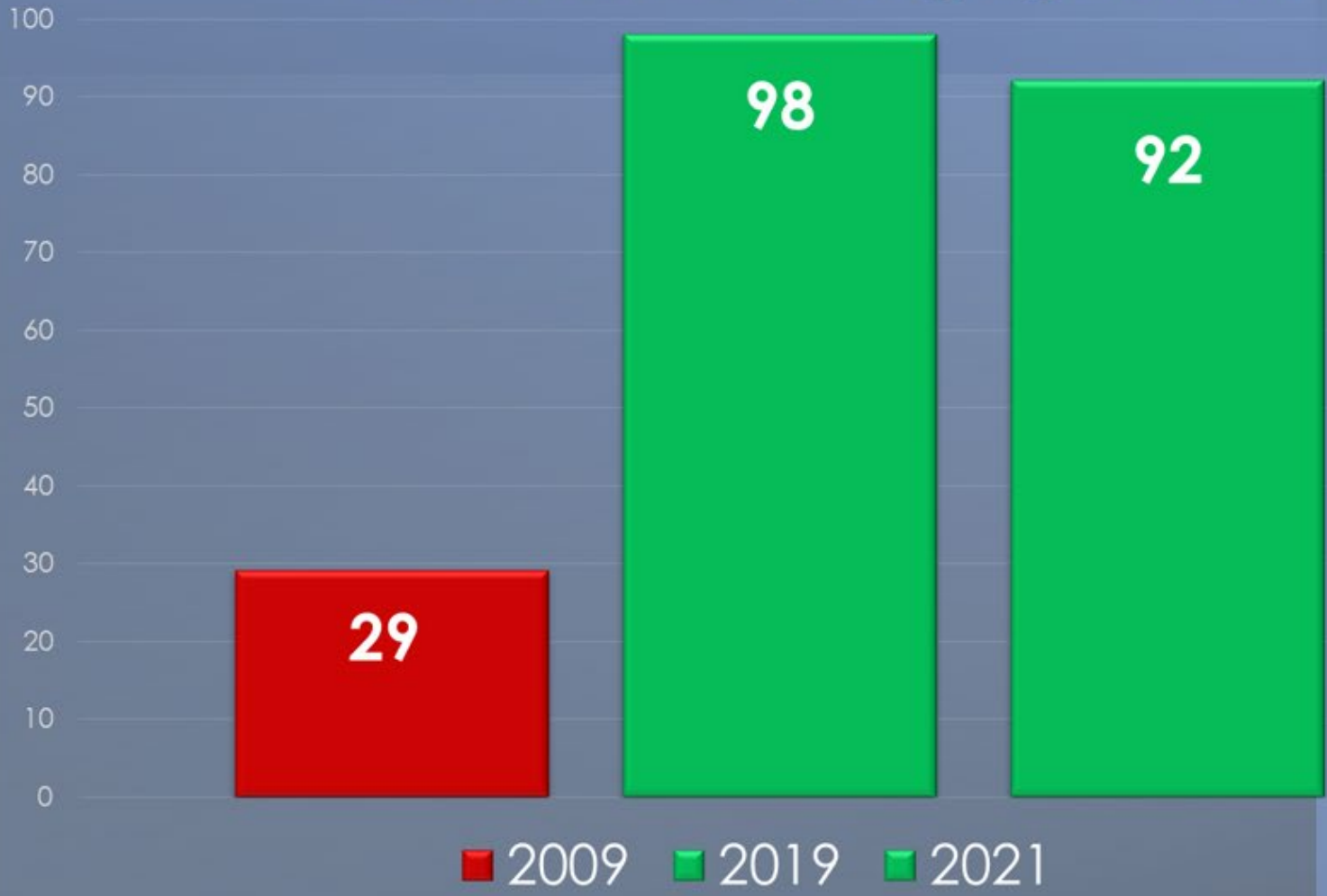
**PRACTICE**  
**PRACTICE**  
**PRACTICE**  
**PRACTICE**  
**PRACTICE**  
**MAKES PERMANENT**



# What a Difference a Year of Focus Makes!

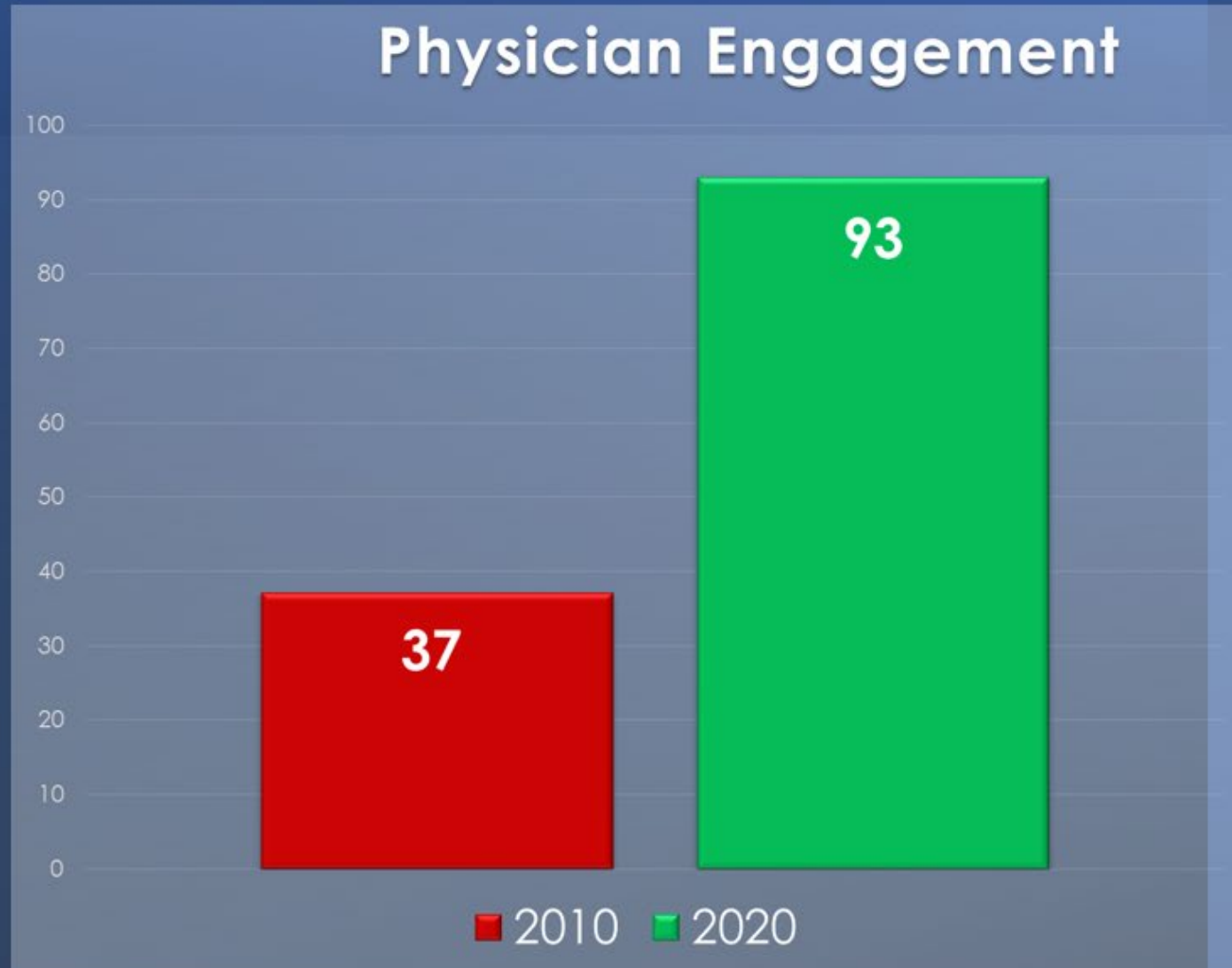


# Employee Satisfaction/Engagement





**For Better or Worse – Physician satisfaction, alignment, and engagement are primary drivers of Employee Satisfaction.**



# Success!

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- Our scores went up!
- We celebrated!
- Everyone got food!!!
- “We Got This”
- “Everything is Awesome”
- It was a “High Five” kind of time!



# LESSONS LEARNED...HINDSIGHT IS 20/20

- There is nothing on a to-do list more important than having an engaged team
- These are not soft skills, this is tough stuff
- What we thought were little things were big things.
- Don't assume anybody knows anything. Concepts may be “common sense” but not “commonly practiced”.



# LESSONS LEARNED...HINDSIGHT IS 20/20

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- Provide more upfront education, encouragement, and practice, practice, practice.
- It was a huge challenge for all of us...especially when it comes to dealing with long-term staff who create behavioral issues
- Hard Wired = Always
- It's our nature to allow people to work with us that don't know how to serve others. Remember that's the **only** business we're in – Serving Others.



**It has to become uncomfortable for those who do not follow your behavior standards**



Where Magic Happens



This space is where accountability happens....

# Hold each other accountable (in a respectful manner) for meeting our standards of behavior...

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Notice it doesn't say...

Report issues to their leader and ask leader to hold them accountable









# 2024 CARECHEX AWARD WINNER

## Stillwater **Medical**

Stillwater Medical Center  
Stillwater, OK





***Culture eats  
strategy for  
lunch every  
time. . . but a  
great culture  
with strategy  
is  
unbeatable.***



# Thank you!

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