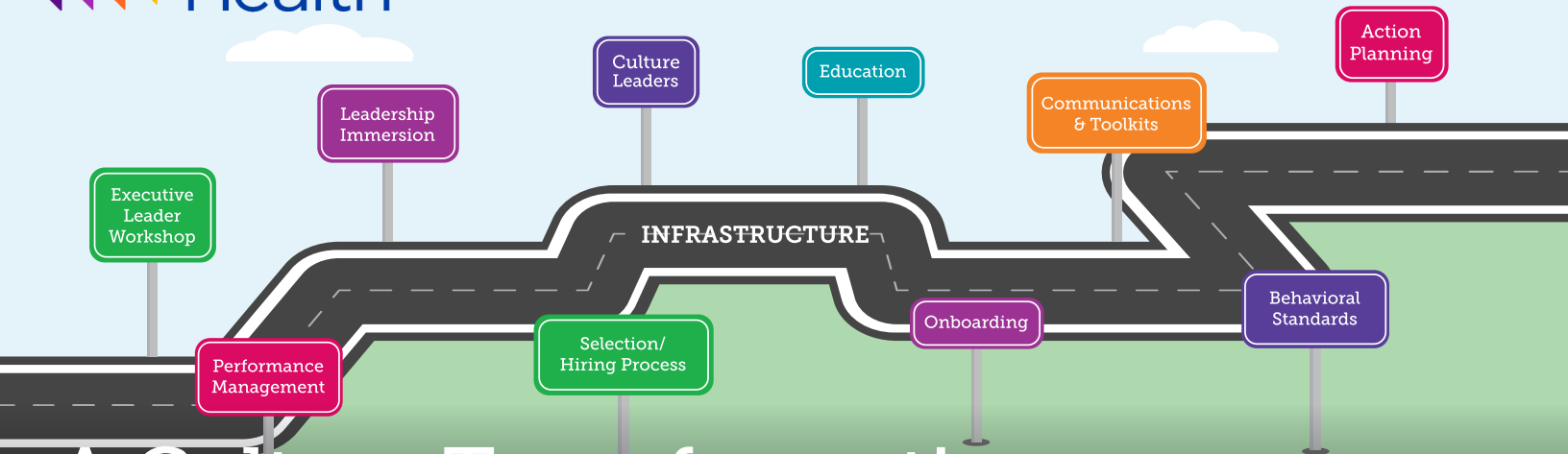




**GOAL: 90th PERCENTILE
in Patient Experience**



A Culture Transformation in Healthcare

DELIVERING  **happiness™**

THE CLIENT:



One of the largest
Health Systems in
the USA



21
Hospitals



61K
Employees

THE CONTEXT:

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.

"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

THE GOALS

- 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 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

THE 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

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.

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

7 OUT OF 8 domains have seen
HCAHPS significant improvement

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

90th in patient experience reached by
20% of ambulatory locations within
PERCENTILE eighteen months

"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

In healthcare, Delivering Happiness has also worked with:



Delivering Happiness started as a book written by Tony Hsieh, CEO of Zappos.com, on his business philosophy and lessons learned in focusing and prioritizing company culture and employee happiness. Today, DH is a coach-sultancy [combination of coaching + consulting], working with individuals and organizations on creating sustainable cultures to drive business objectives and profits.