



Company: Ambulatory Care Solutions, LLC

Industry: Healthcare/Primary Care Clinics/Government Contracting

Challenge: Over the course of an 8 month period ending in May of 2009, Ambulatory Care Solutions (ACS) had doubled in both its revenue and number of full time employees. In July of 2009, the Senior Management of ACS met to begin mapping next steps to address the “growing pains” associated with expanding so quickly.

They came to the realization that if the company was going to experience sustained growth, increase operational efficiency, and maintain a healthy financial statement, they would need to standardize and implement behaviors across the enterprise that would increase communication, employee morale, and trust in leadership.

Solution: Based on this information, they decided to focus on the human element of business as equally important to the company as the financials, quality metrics, and growth. It was then that they implemented initiatives such as conducting employee opinion surveys, rounding on employees, actively and consistently recognizing employees for their efforts, revamping the interviewing process, setting standards of behavior, addressing issues with low performers consistently, and developing an objective employee evaluation process.

Results: Some of the positive results that came from implementing these initiatives included a drop in the turnover rate from 16% to 9% between the years of 2010 and 2012. Furthermore, customer satisfaction increased from 4.62 to 4.78 on a 1 to 5 scale. These high level statistics show improvement but a closer look into specific areas of the employee opinion surveys reveals great stories of success. They are as follows:

- **Work Environment** (*defined as having the necessary tools and work space conducive to producing good work*) improved over 0.3 of a point in just one year. This can be directly associated with addressing the needs of employees raised in leaders’ rounding for outcomes
- **Staffing** (*defined as enough staff to perform operations*) improved a little under 0.3 of a point in just one year. This can be associated with explaining to each location the staffing the model as well as the “why” behind the staffing model.
- **Supervisor** (*a score of the surveyed’s direct supervisor as a leader*) improved 0.2 of a point in a year’s time which could be attributed to conducting rounding on a regular basis, recognizing employee’s accolades and addressing issues associated with low performers.
- **Teamwork** (*scores communication, productivity, efficiency, and treating fellow co-workers with dignity and respect*) improved 0.15 of a point and could be attributed to setting standards of behavior, providing positive examples of leadership by direct supervisors through employee recognition, and frequent rounding. It can also be attributed to addressing issues with low performers and interviewing job candidates with a series of questions that reveals which candidates that best resemble behaviors consistent with mid to high level performers.

What does this mean to you: Our experience has shown that focusing on the “human element” within an organization yields returns that can be measured in the hard numbers of business operations.