

TURNING CRISIS INTO OPPORTUNITY

Re-igniting the Spirit of Caring drives culture transformation by helping staff at all levels regain trust and reconnect to their purpose.



BACKGROUND

If you are a leader when it comes to managing a crisis, it is not a question of “if” but a question of “when.” And unfortunately, you cannot pick your crisis. So, in 2016, when St. Luke’s Magic Valley in Twin Falls, Idaho experienced a devastating sentinel event, coupled with changes in leadership and a major EMR conversion, the organization was confronted with a tsunami of negative emotion. The levels of fatigue, distrust, burnout and likelihood of a wave of resignations threatened the medical center.

CHALLENGE

St. Luke’s Magic Valley Medical Center needed leaders – both formal and informal, who could keep employees motivated and committed to an exceptional patient experience. A crisis is sometimes the symptom of a deeper problem in your culture, structures or operating model. If you don’t fix the underlying problem, the crisis will go from a singular acute event to chronic turmoil.

St. Luke’s leadership decided to use the crisis as an opportunity for culture transformation.

- St. Luke’s Magic Valley staff needed to regain trust and support healthy relationships at all levels within the organization.
- System leaders established enterprise goals to drive a culture that would provide exceptional care and service to patients and the community.



SOLUTION

The *Re-Igniting the Spirit of Caring* (RSC) workshop was implemented in March 2016. RSC engages, renews, and bonds people from all roles and disciplines within an organization. Participants gain insight and expand their ability to care for themselves, their colleagues, and the patients and families they serve.

- St. Luke's Magic Valley had facilitators trained to offer licensed RSC workshops. They offered the workshop in-house monthly beginning in March 2016.
- About one-third of St. Luke's employees, providers, executives and volunteers from 80 service areas/units have participated in a two year period.

OUTCOME

The organization-wide impact of the Re-Igniting the Spirit of Caring workshop has been significant:



Overall Program Rating: 4.83 of 5.0.



99.15% of participants recommend the experience.



An estimated \$589,000 savings due to employee retention (avoided turnover costs.)



Employees rediscovered their common purpose, strengthened their teams and co-created a vision for their future.



Over 2 years, 19 participants indicated they had planned to leave either the organization or their career before attending RSC. Their RSC experience caused them to recommit with renewed enthusiasm and sense of purpose.

**Love what you do.
Know that it matters.
That's joy.**