

# Improving Patient + Business Outcomes

Through a Culture of Strengths-Based Conversation at Mission Health

Mission Health is a leading innovator in the healthcare industry. For five of the past six years, Mission has been named a Truven Top 15 Healthcare System, an honor given to the health systems that outperform their peers with respect to survival rates, efficiency, and patient outcomes. Mission has earned this top spot because of an unwavering commitment to clinical innovation and their team members.

## THE PROBLEM

**Burnout was occurring in clinical and non-clinical team members**

The healthcare industry must adapt to constant change from external factors such as government and third-party payor regulation, aging patient demographics, and an extremely competitive labor market. Mission Health's biggest challenge, in part owing to such pressures, is how to address burnout.

In 2015, Mission could see that their teams were getting lost in the day-to-day grind. Team members were losing their passion. Engagement at the team level atrophied, causing higher levels of turnover, and efficiency began to suffer.

Mission realized that becoming a great place to work and practice had to be their number one strategic priority, based on the simple realization that team members couldn't support patients and each other unless the team members themselves were supported. And that support meant ensuring that team members were spending time on work that was meaningful to them, in a way that was still aligned to Mission Health's objectives and desired outcomes.



**1.6** billion  
in Revenue



**879K**  
Community  
Members



**12,000**  
Team  
Members



**550**  
more lives  
saved in 2015  
than national  
average



Top **15**  
Truven  
Ranking

## THE SOLUTION

### Weekly Check-Ins with StandOut

To create the framework of support that team members needed, Mission committed to building a culture of strengths-based coaching conversations by implementing StandOut and leveraging the power of frequent Check-Ins.

Since Mission Health implemented StandOut, 12,000 team members have assessed and shared their own strengths. Over 2,000 teams have self-organized to creatively solve for better outcomes. And team members have completed over 530,000 Check-Ins, helping them stay passionate, accountable, and engaged in the near-term priorities of the team.

## THE RESULTS

At the team level, encouraging team members to check in frequently has empowered team leaders to give staff critical information and coaching insights right at the time of need. StandOut has sparked dramatic results.

### Increased Engagement, Retention and Sustained Adoption at Mission Health

- Mission Health's overall engagement has increased by 120% in 12 months.
- Mission Health's percentage of "Fully Engaged" team members increased from 17.5% to 36% in two years. That is almost twice the US Benchmark of 18.7%.
- Individuals who check in weekly are 1.7x more likely to be fully engaged compared to those who do not check in, and 1.4x more likely to be fully engaged than those who only check in monthly.
- 92% of users who start using Check-Ins continue to use them.
- Mission Health has seen a 6% increase in first-year retention.

*"If we did a once-a-year check on someone's blood pressure, that's not going to tell us anything. We want to know what it is continuously over time, and what to do about it. StandOut gives us a continuous reading of staff temperature and engagement and allows for the interactions that build on that engagement."*

**Ronald A. Paulus, M.D.**  
President & CEO