



# Momentum + Recalibration = Record Growth & 90% Retention

November 15, 2023

HealthTech



# Scott Manis



Scott Manis brings over 30 years of healthcare experience to his role as Regional Vice President, most of which have been in improving hospital operations and developing strategic business partnerships. His early career clinical bedside experiences molded his perspective and focus on excellence in patient care. Scott's experience includes CEO positions in for profit, notfor-profit and government owned hospitals ranging from 18 to 460 beds.

**Scott Manis, FACHE**  
**Regional Vice President**  
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# Brian Burnside, President/CEO



Brian began his role at Carlinville Area Hospital in August 2020. Brian is an award-winning leader in healthcare, with more than 20 years of CEO experience. His organizations have been recognized by Becker’s Hospital Review as “Top 150 Places to Work in Healthcare” and with Press Ganey’s “Summit Award-Top 5% Patient Satisfaction” for 5 consecutive years. Professionally, he has been honored with the “Iowa Hospital Association-Young Executive Achievement Award” and the “Texas Hospital Association-Outstanding Rural CEO of the Year”. Brian leads with the principles of strategy, culture, and growth. When coming on board, Brian immediately began to align his strengths of culture enhancement, community engagement and service line growth to help set a new course for the Hospital.

# Tracy Koster, COO



**Tracy Koster, COO** has served in a leadership role at CAH+C for the past 17 years with an emphasis in Human Resources, Community Outreach, and Ancillary Services. Tracy accepted the role of Chief Operating Officer in 2020 as she continues to look for opportunities to make a positive impact within the Hospital and the communities it serves. As COO, Tracy has played an instrumental role in modernizing HR practices including pay and benefits and navigating her departments through change to connect with the strategies and vision of the organization.



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**Not A Critical Access Hospital.....  
A Comprehensive Rural Health  
System**



# Comprehensive Rural Health System





# What was HR Recalibration?

A purposeful review of  
“Everything HR”  
through our  
*Teammates’*  
perspective



## How did we Recalibrate Human Resources?

- Unburied, Paused and Provided Permission
- Asked Our Teammates
- Packaged Culture Communication
- Redefined Entire Compensation Package--including Benefits
- Created Success Paths
- Had Fun!

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# OUR RESULTS





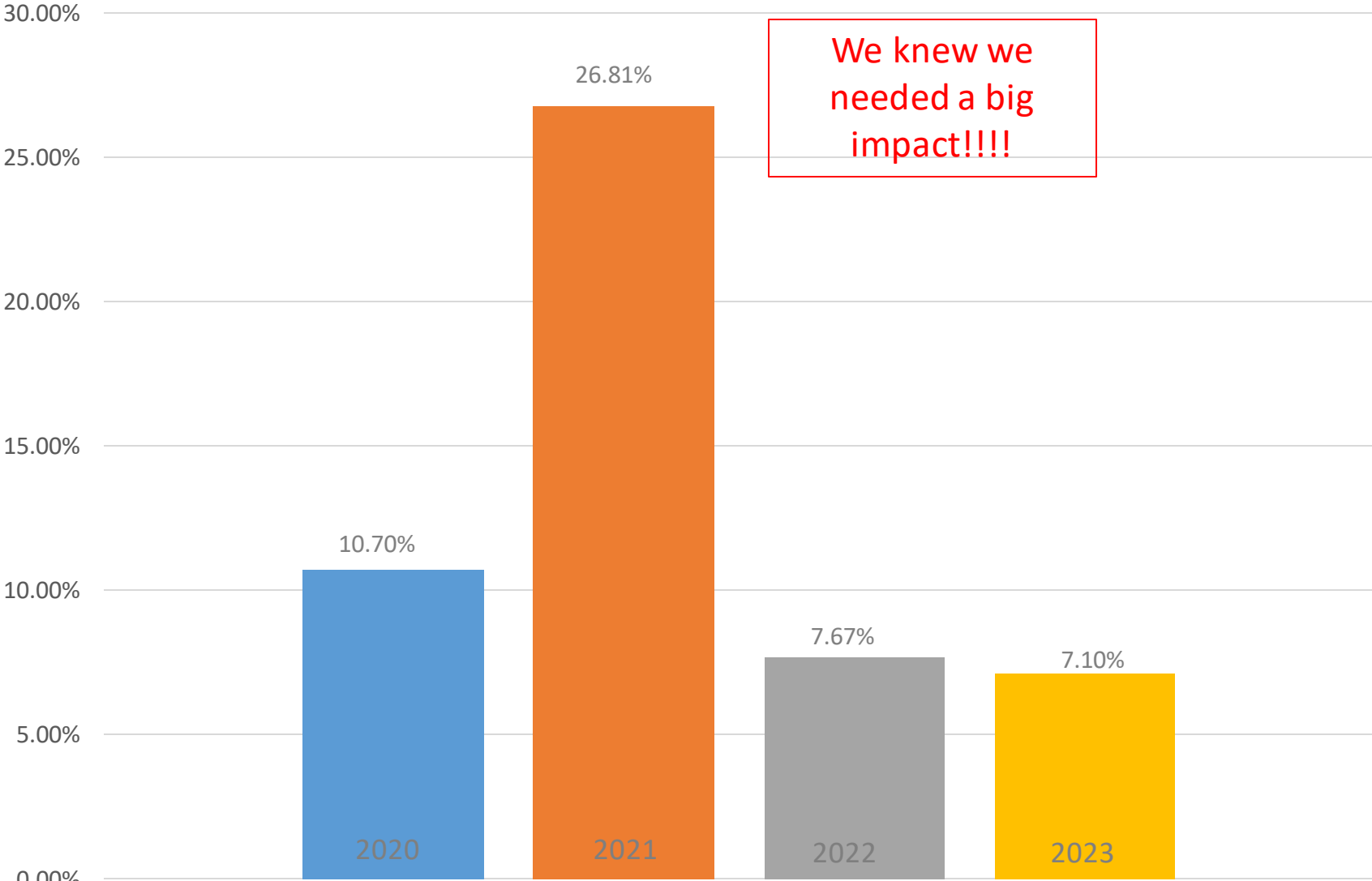
# 7.67% Turnover!!!

CY2022

ZERO Nursing Turnover  
Receiving Unsolicited Applications



# Annual Turnover Rate



We knew we needed a big impact!!!!



**95% Employee Survey  
Response Rate!!!**



# TOP 10% of Hospitals in The Country!

4.31 of 5.0  
90<sup>th</sup> Percentile

Overall Employee Engagement





**“I would recommend this organization as a good place to work”**

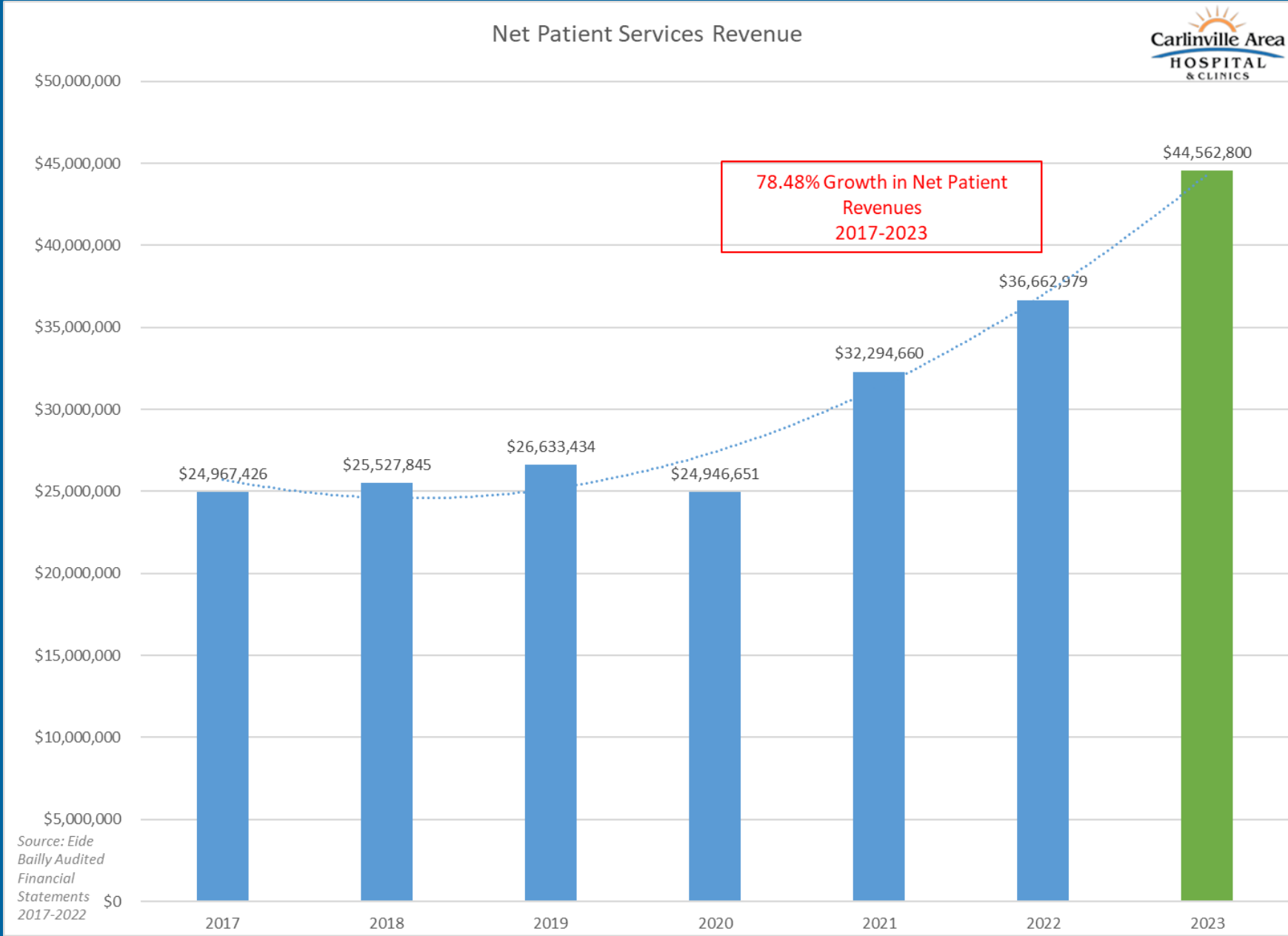
**0% Unfavorables!!!**

**(ZERO 1's or 2's)**

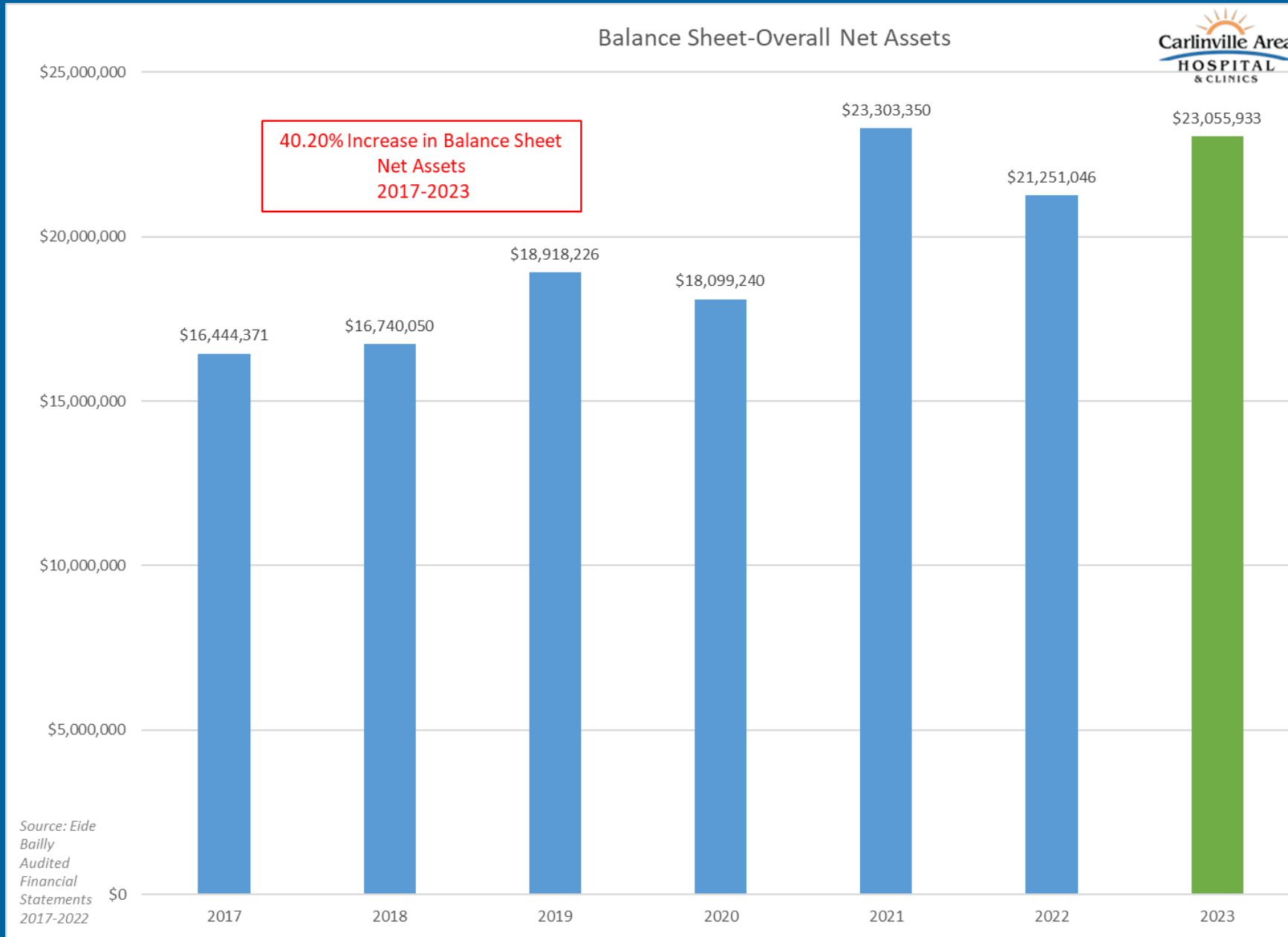
**4.36 CAH vs. 4.01 AVG**

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# Net Patient Revenue

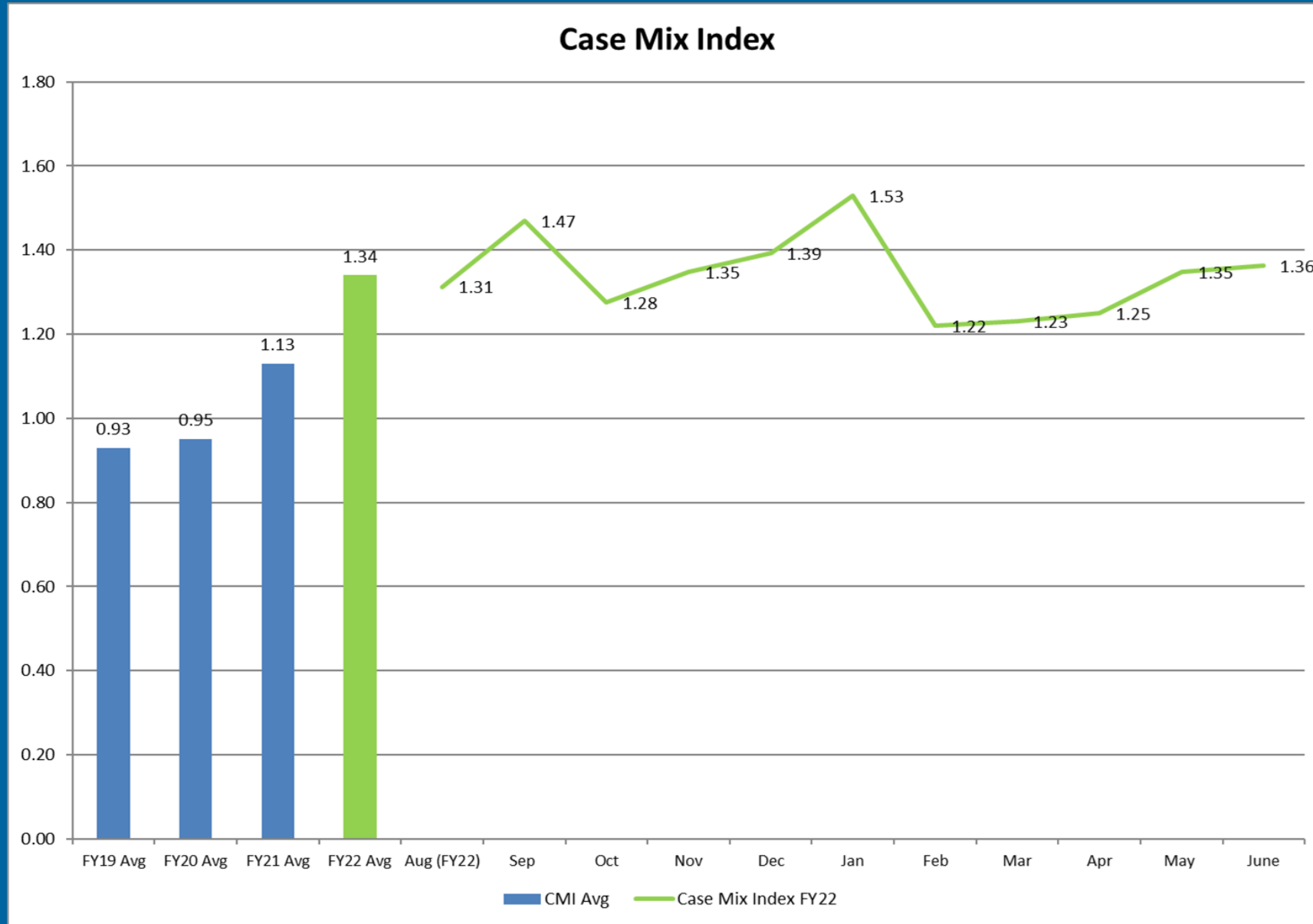


# Net Assets

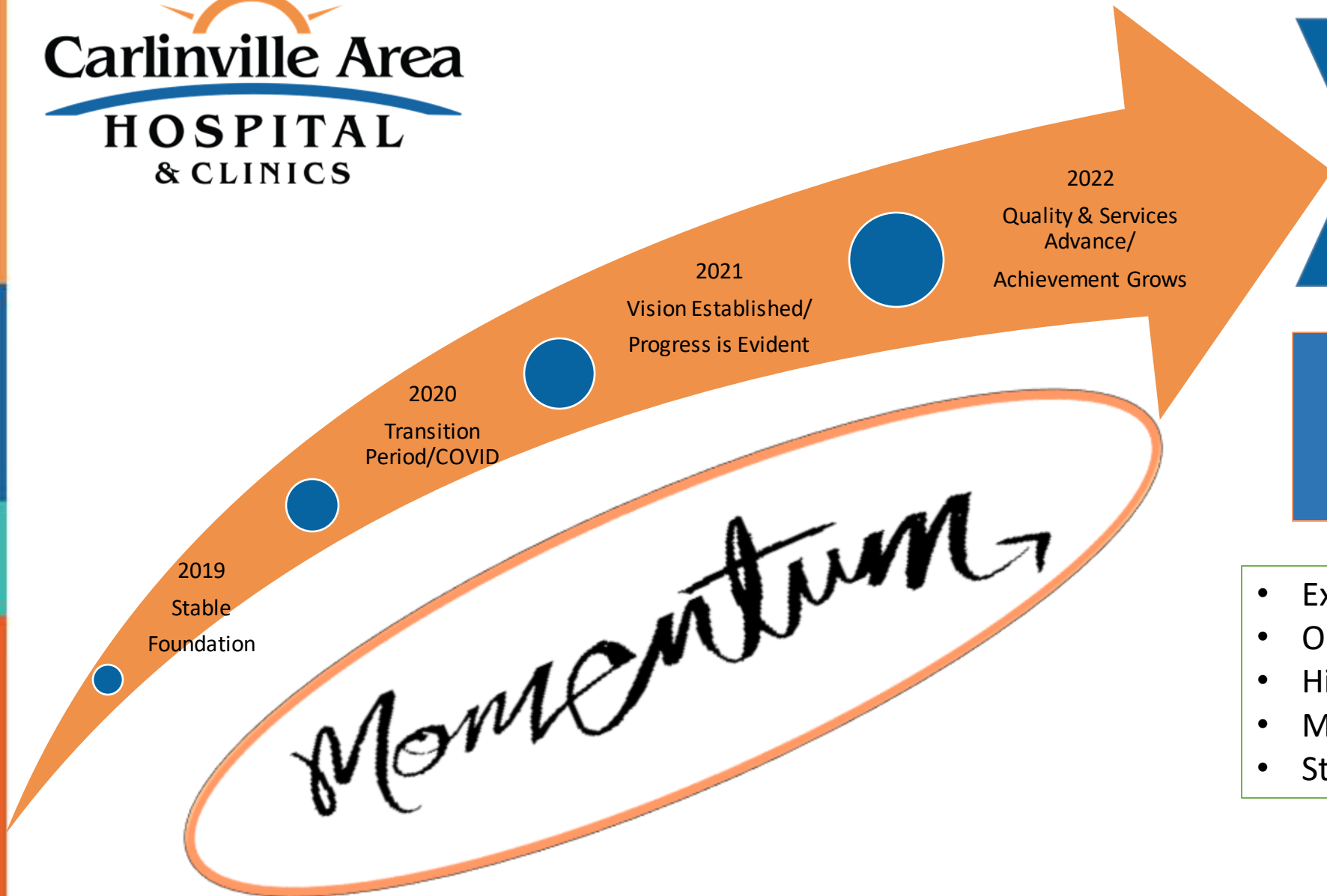




# Case Mix Index



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2022 status =  
Top 25% of Critical  
Access Hospitals

- Exceptional Care Quality
- Outstanding Patient Satisfaction
- High Employee Engagement
- Marketshare Growth
- Strong Financial Standing



### FOUNDATIONAL ERA

- New Facility
- New MOB
- RHC Established
- General Operations
- Community Health Needs Assessment
  
- Pandemic



### GROWTH ERA

- Clinic System Rebuild
- Surgery Advancement
- Springfield Clinic Relationship
- HR Recalibration
- Market Share Focus
- Marketing Rebuild
- Coordinated Ortho
- Hospitalist Redesign
- Technology Modernization



### PERFORMANCE ERA

- Advance Care Unit
- Consistency/Hardwiring
- Finance Rebuild
- Chartis Top 100
- Alliance Momentum
- Specialty Clinic Relocate
- EMR Consideration
- Patient Experience
- Professional Leadership Development
- Medical Community Development
- Tele Specialists



### REGIONAL LEADERSHIP ERA

- Clinic System Expansion
- Alliance Leadership
- Local H/C Leadership
- Government Advocacy
- Future Models of Care
- Clinical Partnerships

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# A CULTURAL REVOLUTION

- CAH+C was flat.....
- Lack of true team engagement
- Employees were surviving not thriving



Before	NOW
Can't	CAN
Steady/Stable	MOMENTUM
React	RESPOND
Shallow	DEPTH
Unfocussed	ALIGNED
"By Accident"	PURPOSEFUL
Silo'd	INTEGRATED
	TEAM-TEAM-TEAM
	POSITIVE-POSITIVE-POSITIVE

# STABILITY *Allowed Our Results...*

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- Did not happen “By Accident”
- Were the result of being “Purposefully Proactive”
- Were not “Programmed”, “Time-lined” or “Pillared”
- Were fueled by “Permission to Re-think HR”
- Were created by good team-based decisions...
- Over and Over and Over and Over and OVER!!!

*We always knew we had a ‘good’ culture ...now we have a **GREAT** culture.*

*We can see the difference!*



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# ASKED OUR TEAMMATES



# A couple of Key Discussions...

- Detailed Review Prior Employee Survey Results:
  - Realized that big items hadn't been addressed--- Opportunities!
    - Benefit Structure
    - Security
    - PTO Conversion
- All-Team Meeting from Rural Health Clinics

Rate the CAH Clinic 1-10	1	2	3	4	5	6	7	8	9	10	AV G	Mode
Overall Ranking (All things)	0	0	1	3	4	3	8	5	4	0	6.2	7
Teamwork & Communication	2	3	3	7	2	3	5	1	0	0	4.1	4
Vision & Leadership	0	3	2	4	4	7	3	3	2	0	5.5	6

- The impact wasn't from what we heard, but that we carefully listened and didn't defend the status quo.



# THE BEST MEETING IN THE HISTORY OF MEETINGS!

- Nursing Recruitment & Retention Task Force
  - They were AWESOME!!
  - They were incredibly reasonable
  - Focused on work-life balance
  - Wanted to have choices about how to earn extra money



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# Unburied, Paused and Provided Permission



# Needed to be able to “THINK”

- Human Resources was absolutely buried in forms, paperwork, and inefficient processes...an excellent leader couldn't lead!
- We “Paused” our evaluation process
  - 16 Page Evaluations
  - Check Box of Job Description
  - Literally 90% of EE's were 5.0
- Gave Ourselves Permission to “Stop the Madness”

# New Evaluation Format

## COMMITMENT

Employee demonstrates loyalty and commitment to CAH&C and positively represents the organization in the workplace and community.

## INTEGRITY

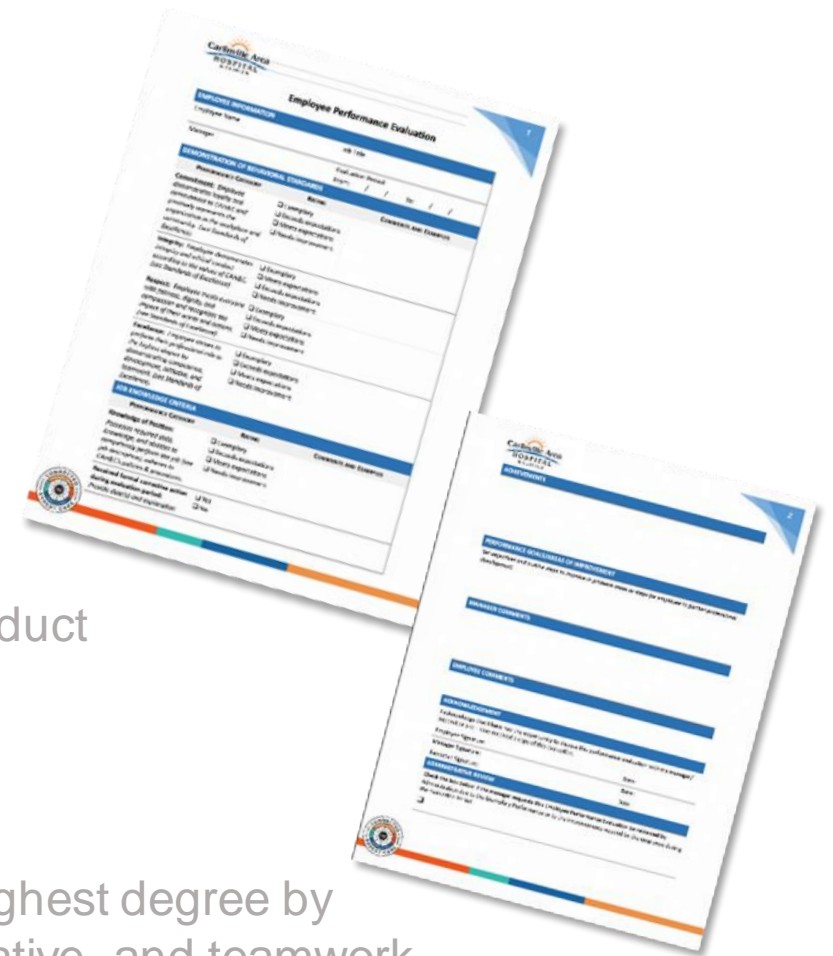
Employee demonstrates integrity and ethical conduct according to the values of CAH&C.

## EXCELLENCE

Employee strives to perform their professional role to the highest degree by demonstrating competence, professional development, initiative, and teamwork.

## RESPECT

Employee treats everyone with fairness, dignity, and compassion and recognizes the impact of their words and actions.



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# REBUILT COMPENSATION & BENEFIT STRUCTURE



# HR Recalibration



**Market Adjustments**

**Insurance Changes**  
Reduction monthly premiums to employees

**Insurance Changes**  
Home Hospital Claims

**Sick time Conversion**  
Payout

**Career Development**  
Clinical Ladder Program

**Other**  
Short-term Disability & EAP Program

**Sick time Conversion**  
Convert to PTO

# Impactful Employee Testimonies



***“The facility cares about me and my family; that is a rare thing.”***

**Eric Owens, MRI Tech**



***“The hospital has helped me start a women’s health program and they have supported me in it.”***

**Amber Da Gama Rose, Therapist**



***“The new benefits package has been life changing for a lot of my coworkers and their families.”***

**Amanda Ross, ER Nurse manager**

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# Clinical Ladder Recognition Breakfast



## EDUCATION = ADVANCEMENT

- Hired Clinical Educator
- Robust Onboarding for Nurses
- Developed program to hire new grad nurses
- Making community connections with educational institutes
- Clinical Ladder Program
  - 34 Recipients 9-LPNs and 25 RNs
  - 13 Eligible for Ladder Level Advancement
- Expanded Clinical Ladder Program
  - Laboratory
  - Radiology
  - Cardiopulmonary



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# Not “Forced Fun”

- Employees get out of our culture what they put into it.
- Allow time for Employees to attend events, participate, and experience.
- Laughter is the key.
- Keep everyone wondering: “What are they going to do next?”



OUR CULTURE!

# A FUN Culture is in our DNA





# HOSPITAL WEEK FUN!





TEAMWORK!



FUN...FUN...FUN



Carlinville Area  
HOSPITAL  
& CLINICS



RELAXATION!

# Logo Store & Annual Cookout



Jeans on Friday w/ Logo Wear





# OPEN COMMUNICATION



# Quarterly Employee Open Forums





# COMMUNITY FUN!





# CELEBRATE





FUN TRADITIONS!

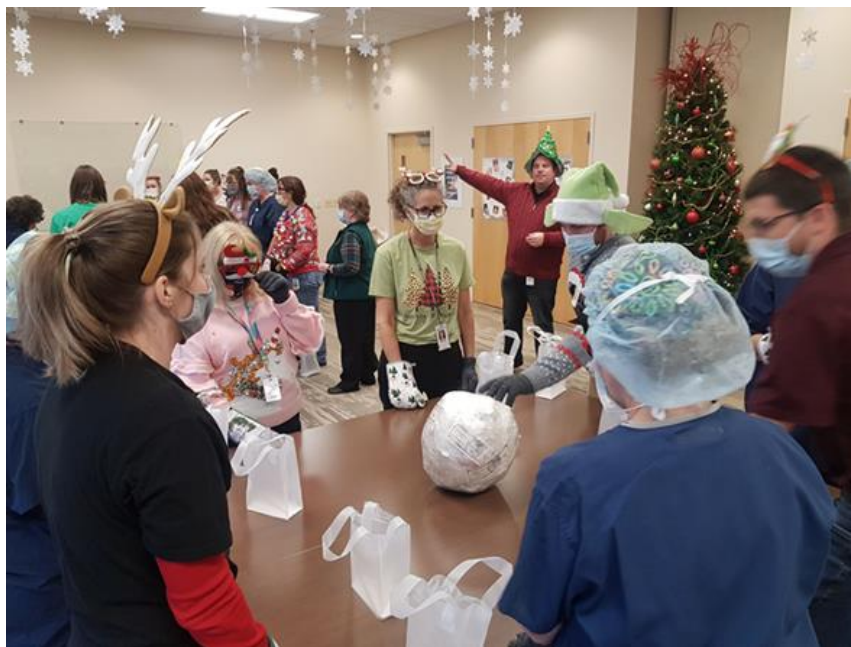
# Annual Turkey Bowl





HOLIDAY FUN!

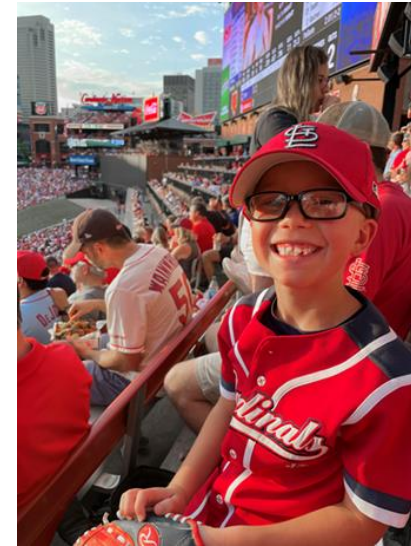
# Five Days of Christmas





FAMILY FUN!

# Ticket Winners Attended Game





# FAMILY FUN!



July 4<sup>th</sup> Lights on the Lot



Annual 5k





# FAMILY FUN!



**Celebration Museum**  
**Employee Open Forum**  
**Logo Wear Store**  
**Turkey Bowl**  
**Snowball Fight**  
**5 Days of Christmas**  
**Escape Room**  
**Hospital Relays**  
**Haunted House**  
**Cardinals Tickets**  
**Fireworks on the Lot**  
**Golf Tournament**  
**Pool Party**  
**Jeans-Logo Wear Fridays**  
**Photo Contest**  
**Golf**

**Progressive Pot Luck**  
**CEO Omelets**  
**Breakfast with Brian**  
**Heads & Tails**  
**Obstacle Courses**  
**Karaoke**  
**Food Trucks**  
**Gold of the Dessert Kings**  
**National Speakers**  
**Dress-up Days**  
**Community Volunteering**  
**Silly Awards**  
**Videos**  
**Whiffle Ball Tournament**  
**Corn hole**  
**Sudoku**





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