



CASE STUDY Rainy Lake Medical Center

ICEBox initiative - A Community Hospital's Journey to Excellence

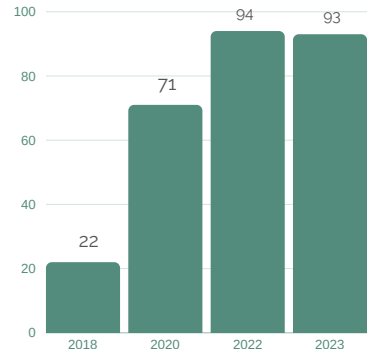
At a glance

In response to the organization-wide commitment to elevate employee engagement which began in earnest in 2019, the 2022 and 2023 employee survey results indicate that Rainy Lake Medical Center's top-ranking employee engagement is now a pattern. It is measurable . . . yet best of all, it is palpable and impactful.

EMPLOYEE ENGAGEMENT

OVERALL
Percentile Ranking

RAINY LAKE MEDICAL CENTER
International Falls, MN



"We're in growth mode because of the strength of our culture. Strong employee engagement strengthens our ability to thrive even in challenging times."

-Robb Pastor, CEO

CHALLENGES

As a first-time CEO, Robb Pastor saw big potential at RLMC. It was this potential that drew him to serve as the CEO. While he suspected it during the recruitment process, it was confirmed by an employee survey early in his tenure in 2018. Employee engagement was very low, measuring at only the 22nd percentile. Robb's past experience and firm belief that high employee engagement is required in order for the organization to be successful and grow, helped him to know how to approach this challenge.

KEY CONTACTS

Robert Pastor, CEO

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ICEBOX INITIATIVES

"This is how we TEAM around here"

Employees collaborate together across silos to contribute to organization-wide initiatives, goals, and strategies.

Through a structure of employee-driven teams, employees serve as the major contributors to creating a cultural shift of gigantic proportions: **patient satisfaction** scores have consistently gone up, **resiliency** through a global pandemic remained high, **community presence** has never been stronger and **employee engagement** scores rank RLMC in the top percentiles of all hospitals in the nation!

"This is how we LEAD around here"

Leaders are united by nine-core leadership practices in the pursuit of excellence, progress, and results.

An internal leadership development process is well defined and executed to ongoingly **strengthen and synergize** all leaders to engage with individual employees in new and better ways to **set and achieve goals** and to **"grab the baton"** for the work of the employee-driven teams that are leading **organization-wide improvements** as part of the efforts of the ICEBox Initiative.



CASE STUDY - CONTINUED



RLMC receives Organizational Culture Team Award from Minnesota Hospital Association

SOLUTIONS



For RLMC, their efforts to strengthen workplace culture and increase employee engagement goes deeper than simply being a "nice thing to do." The focus on their people is a top strategic priority. While many businesses say that their employees are their most important asset, there is no doubt of this commitment at RLMC as evidenced by the first 2 of 5 strategic imperatives in the organization's multi-year strategic plan:

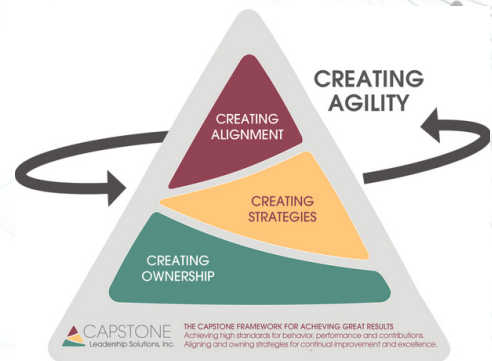
- 1 Continually elevate a high-performance culture and processes in which growth and greatness can flourish.
- 2 Secure and develop the talent needed for today and tomorrow.

ACHIEVING GREATNESS IS A JOURNEY

Capstone partners with small healthcare organizations that are committed to big transformations.

CAPSTONE'S FRAMEWORK FOR ACHIEVING GREAT RESULTS®

Guides organizations to **create alignment, ownership, and agility** in support of continual progress towards improving results and advancing strategies by engaging and empowering employees and strengthening the leadership team.



When a community hospital is *strengthened*,
a community is *strengthened*.



Engage Your Employees

Gain valuable contributions from your experts on the front lines. A structure of employee-driven teams support organization-wide improvements and department employees work together to set and achieve goals aligned with the organization's top strategies.



Strengthen Your Leadership

Move beyond reacting to daily issues and operational management tasks, to strengthening and synergizing the leadership team by adopting core leadership practices that are proven, proactive, and impactful - and most importantly, do-able!



Change How You Change

Identify, overcome, and prevent common barriers that put your organization at risk for slowing down, halting or even reversing progress. Your big goals and plans can only be realized when change can be successfully navigated.

