

# CASE STUDY

## Sullivan County Community Hospital

*Good to Great to even GREATER through Teamwork, Compassion & Pride*

### At a glance

You can feel it as soon as you walk through the doors. There's something happening at Sullivan County Community Hospital.

Creating a culture of teamwork, compassion, and pride didn't happen overnight - Sullivan County Community Hospital did it by committing to elevating the culture through engaging employees to contribute to the organization's key strategies and goals.

### CHALLENGES

There wasn't anything glaring that stood out as terribly wrong or broken - everything was good. But good is a four-letter word and SCCH was looking to be GREAT!

Recognizing the need for a culture shift, leaders sought to improve communication, build trust, and empower employees to take ownership of their roles and goals.

***"Before 2015 we would have responded that we didn't have a sense that organizationally there was a problem."***

-Michelle Franklin, CEO

### KEY CONTACTS

**Michelle Franklin, CEO & Initiative Champion**  
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**Human Resources Director**  
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### SOLUTIONS

The key driver of success is in the implementation of employee-driven teams. These teams play a pivotal role in aligning organizational goals and strategies, fostering synergy, and facilitating deliberate action.

The emphasis on trust, transparent communication, and empowerment of leaders contributed to a positive journey to greatness.

### MEASURABLE OUTCOMES



Recipient of the Press Ganey **Guardian of Excellence** in Staff Engagement award.



Within the first year of the journey, SCCH experienced a **2 million dollar** positive swing in profit.



Press Ganey **"Senior Leader Confidence"** scores went from 30.5% in 2015 to **95% in 2023**

### TACTICS TO TAKEAWAY

1

#### Employee-Driven Teams:

The organization leverages employee-driven teams to focus on specific objectives, ensuring alignment with top goals and strategies.

2

#### Leadership Empowerment:

Trust in senior leadership, a commitment to open communication, and the empowerment of department directors are crucial components of Sullivan County Community Hospital's journey to greatness.

3

#### Senior Leadership Buy-In:

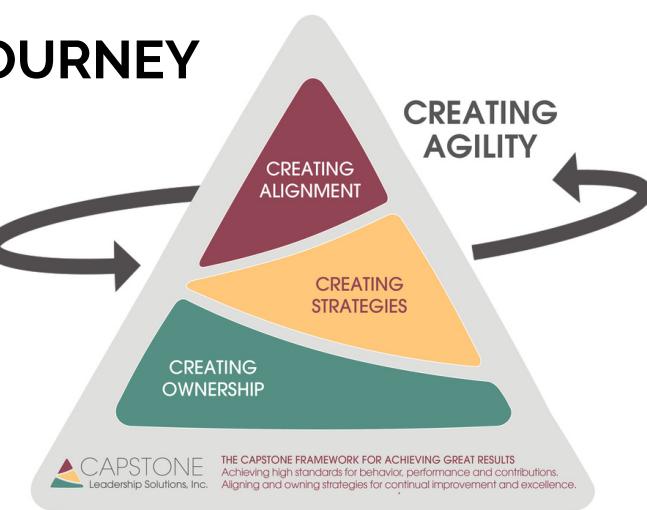
The success of the journey hinges on the support and buy-in from senior leaders who recognize the value of improving staff engagement, developing leaders, and setting annual goals.

## 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.



#### 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.

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

