



Governor's Sterling Award Best Practice



Title of Best Practice: Sacred Work

Description of Best Practice:

At Florida Hospital Memorial Medical Center, we identified the need to highlight the context, the meaning in our work. We discovered that it was challenging for our care team to rally around statistics and jargon-laden strategic plans. Based on our Christian mission of Hope, Health, and Healing, we began to identify our work as Sacred Work. We gathered to discuss the meaning of the term, to identify the attributes required of each of us to fulfill our Sacred Work, and made commitments to each other in writing to live those attributes. We also identified the focus of our Sacred Work as being on our patients. Not just the patients of today, but the patients of tomorrow. Competency now requires not just technical skills, but love and compassion lived out through our work.

Results:

We discovered that the search for meaning in life includes the search for meaning in work, and that our care team embraced the Sacred Work with enthusiasm. This embrace was not universal, and members of leadership and staff did leave the organization. Our performance improved as a result. Since our commitment to Sacred Work, we have:

1. Risen to the top 5% in the Country for overall patient satisfaction and willingness to recommend.
2. Been listed as the safest hospital in Florida by Consumer Reports
3. Achieved top quartile performance in physician satisfaction
4. Received an "A" rating from The Leapfrog Group in each rating period (the only hospital in our two-county market to do so).
5. Increased Market Share for four straight years for Inpatient and Emergency Care
6. Enhanced earnings

Application:

Any organization can accomplish similar progress by following the steps below:

1. Identify the purpose in your work
2. Label it, define the label, and talk about it often



3. Identify the team-member attributes required to achieve your purpose and request individual commitment
4. Encourage and enforce those attributes. Celebrate successes, tell stories, honor great examples, and exit the non-committed
5. Track results, tie improvements in outcomes to living your purpose, and celebrate often

