



T: +(65) 6274 5145

www.DeepImpactOnline.com
coach@deepimpactonline.com



CASE STUDY:

TRANSFORMING CULTURE FOR PROACTIVE INNOVATION AND MEASURABLE RESULTS

Empowering Teams to Drive Change and Deliver Real Solutions for Enhanced Productivity and Patient Experiences

Industry: Healthcare
Combined Headcount: 4000
Number of Functions: 15

Profile

This large public integrated healthcare development in Singapore comprises an acute hospital and a community hospital. They prioritise every staff member and the care of every patient at the centre of all they do, striving to make a difference in the community.

The senior leadership team believes that engaged and satisfied employees are the key to excellent patient and caregiver service. Quality work-life, and physical and mental well-being are fundamental keys to employee satisfaction, productivity, performance, and retention. As such, there are various staff training and engagement activities throughout the year to build camaraderie and a cohesive workforce.

"This is the program that I've always wanted to see. Deep Impact has helped my staff to be proactive in personally taking up initiatives to develop real solutions that make an impact, rather than wait for project teams to develop solutions. They have created a sense of optimism and belief that change is possible and we have many measurable cases of improved productivity and better patient experiences."

**Chief Executive Officer
Healthcare Industry**



Challenges

In their pursuit of enhancing the patient care experience, initiating change from the ground up poses a formidable task within the dynamic hospital setting. Given the multitude of decision-makers and the need for fast sustainable interventions, effecting change while safeguarding patient safety remains a significant challenge.

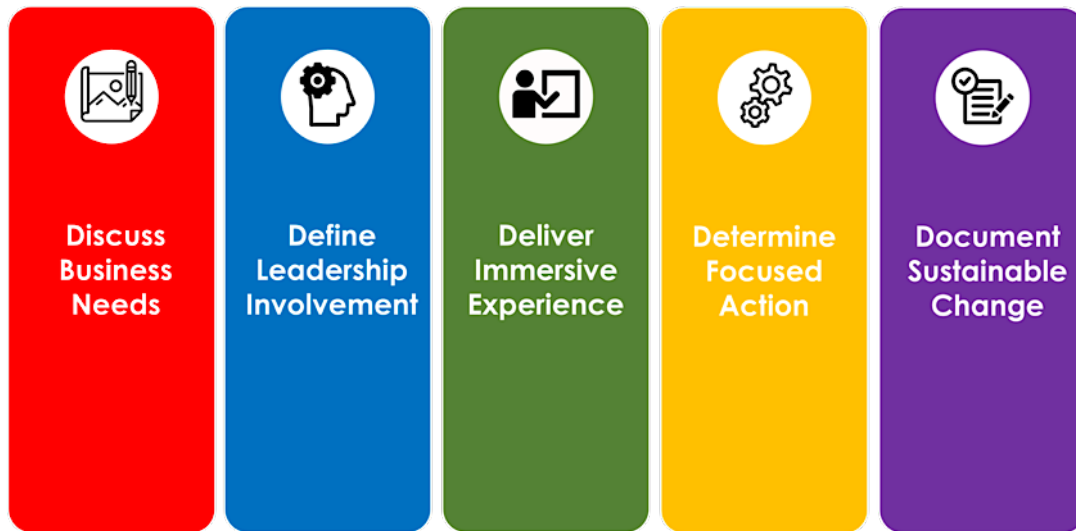
The senior leadership team is clear the culture of their organisation needs to be aligned with their outcomes. They identified 4 key areas they wanted to improve on:

1. Shape the mindset of middle managers to be change agents in the hospital.
2. Engage front-line staff from various departments to solve real problems with existing resources.
3. Co-create possibilities with front-line staff and develop a “can-do” attitude.
4. Lead change and yet display high accuracy and repeatability in processes.

Intervention and Results

By using Deep Impact’s proprietary framework, they used Small Steps To Big Changes®, to help senior leaders map out how to reach their desired results. Participants came into the program being briefed that the program was not about attending training, but rather it was a means to solve real challenges at work.

This program includes not just training, but developing an empowering culture over a period. This intentional process has helped participants create possibilities, amplify success strategies to create repeatable wins and generate momentum.



5Ds Framework for Translating Training Interventions to Business Outcomes

In this organisation, each participant had to discuss with their reporting officer a mini-initiative they wanted to work on after the training before embarking on a 3-month journey to follow up on it. This ensures alignment with their department's interest.

At the end of the journey, participants have to prepare a short presentation to a member of the senior leadership team and share the measurable results they have achieved. In addition, a survey was conducted with their collaborators to ensure that participants created a safe environment for ideas to flow and act upon.

Some of the results out of the hundreds of documented cases that were produced from the various mini-initiatives:

- Reduced steps to collect perishables from 150 to 5.
- Increased psychological safety and cross-collaboration.
- Created a culture of sharing of ideas and “what works”.
- Increased staff engagement and open discussions by as high as 21%.
- Designed better in-patient experiences with minimal cost.
- Simplification and standardization of patient care procedures led to faster information collection, reduced errors, and better patient experiences.
- Reduced errors in wrong charging of bills.
- Ensured high reliability and repeatability of processes.