



NATIONAL ASSOCIATION OF
Community Health Centers®

Demonstrated Results: Creating a Positive Workplace Culture to Improve Outcomes

Session Code: CMD3

Monday, August 28th

3:15 pm – 4:30 pm Pacific Time



Welcome!



In the room: Take out your phone and share a photo that **MAKES YOU HAPPY** with someone next to you. Tell them why it makes you HAPPY.

Virtual audience: Do the same **OR SEND A TEXT** to someone who isn't expecting to hear from you and **TELL THEM SOMETHING GOOD!**



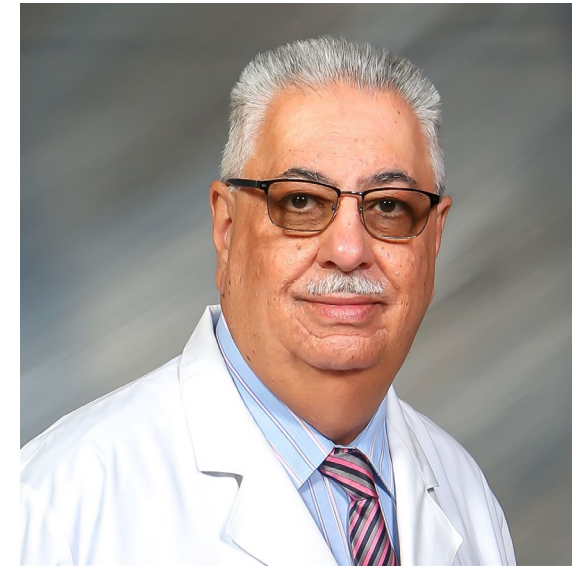
PANELISTS



Joey Marie Horton, MBA
Chief Executive Officer
North Country Family Health
Center, Inc. (NY)



Gloria Warner
Chief Operating Officer
Beaufort Jasper Hampton
Community Health Services (SC)



Adil Nicolwala, MD, FAAFP
Chief Medical Officer
HealthPoint (TX)



Introductions

Why did you choose to prioritize the development/improvement of your organizational culture when you did?

MEDICAL



BEHAVIORAL HEALTH



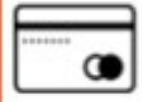
DENTAL



WIC



INSURANCE ASSISTANCE



ENABLING SERVICES



North Country Family Health Center



Chief Executive Officer

Certified Trainer In:

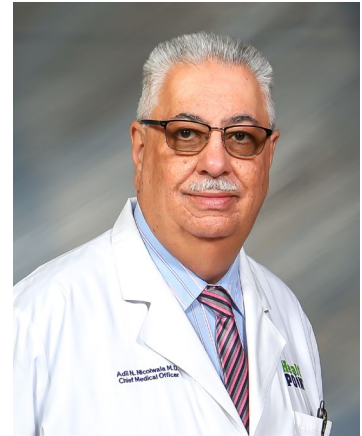
- Happiness Advantage | Orange Frog
 - Digital Wellness
 - Situational Leadership

★ Founded in 1971

★ 4 Community-Based Sites

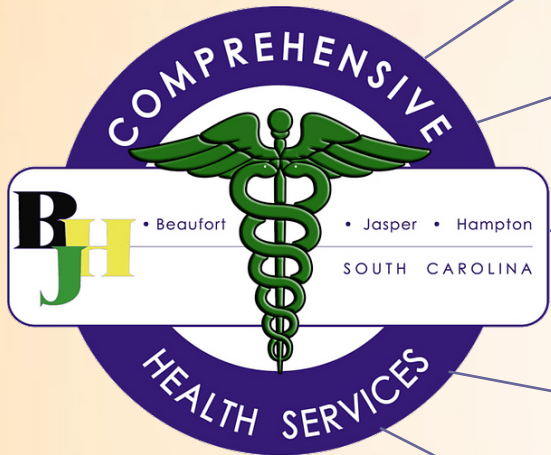
★ 18 School-Based Sites

★ 150 Employees



- ✓ In 2022, we saw 49,000 unique individuals
 - ✓ 25 locations across 8 counties in central Texas
- ✓ We employ 295 individuals and are growing!
 - ✓ Currently have more than 50 open positions
 - ✓ We offer competitive wages and excellent benefits
- ✓ We are in the process of transitioning to Value Based Care
- ✓ **Our goal is to be the best place to receive care, the best place to practice medicine, and the best place to work!**
 - ✓ Our Clinics are beacons of hope for the communities we serve

Beaufort-Jasper-Hampton Comprehensive Health Services, Inc.



Our Mission

To provide quality, affordable, accessible, and comprehensive health care services to the South Carolina Low Country Community.

Health care is a right, Not a privilege



History

- Incorporated in 1969; first patient seen in 1970
- PCMH Certified
- AT Still University – SOMA, partnership in 2008
- Happiness Advantage | Orange Frog, partnership in 2022



Locations

- 10 Medical Facilities
- 10 School Based Health Center Sites
- 3 Mobile Units



Services

- Adult Medicine
- Pediatrics
- OB/GYN
- Dental
- Behavioral Health/Substance Abuse
- Nutrition
- Telehealth/Telemedicine
- Pharmacy
- Radiology
- Ryan White and HOPWA
- Agricultural Worker Health
- And More...



Staff

- 35+ Providers
- 250+ Clinical, Supportive, and Ancillary

Panel Discussion

While our panelists are responding to questions – please enjoy some photos of their health center culture in action!



The
HAPPINESS ADVANTAGE
 **ORANGE Frog**
Workshop™



Brilliantly Orange in Action



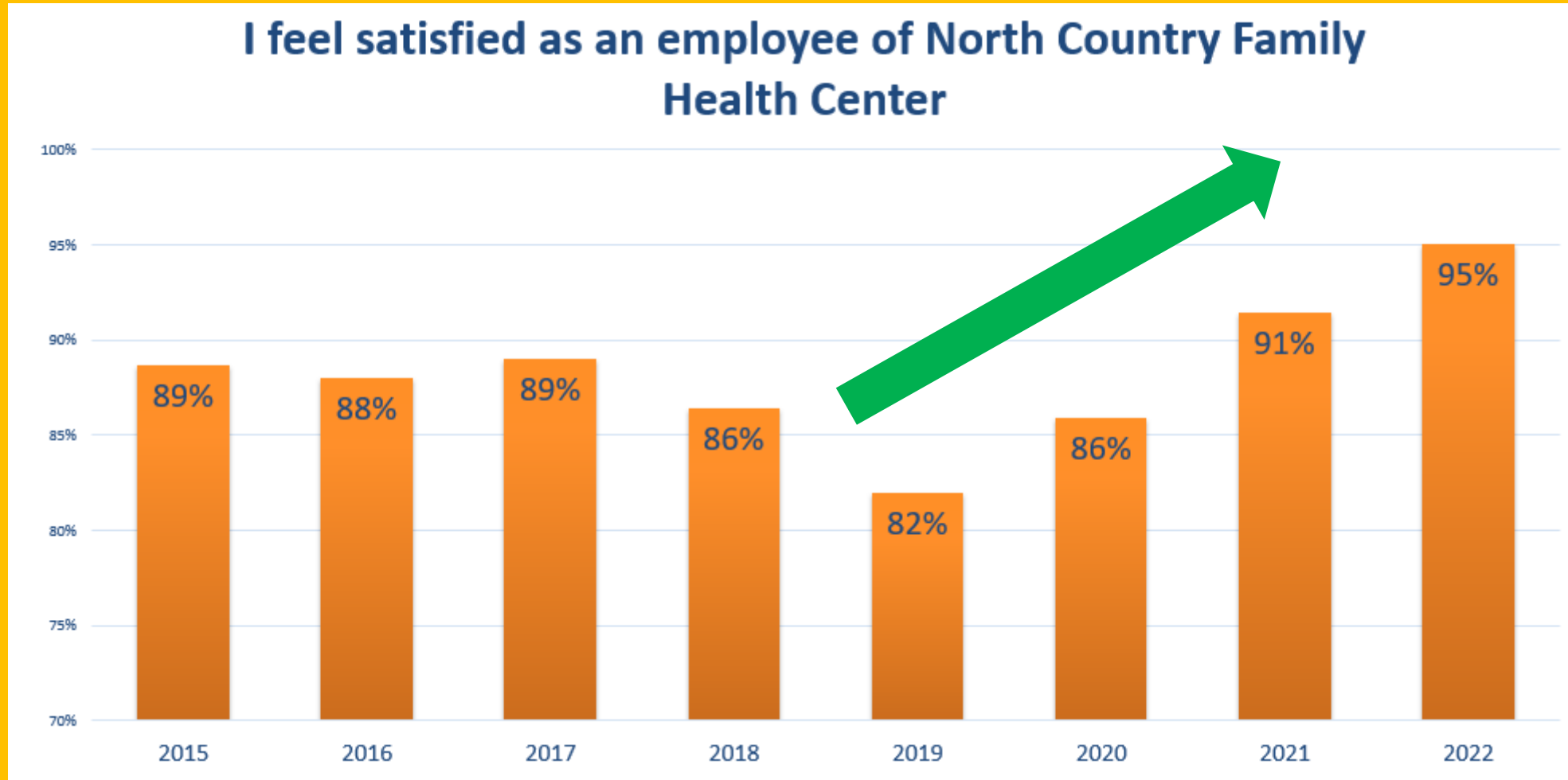
North Country Family Health Center, Inc.
2023

Happiness Advantage | Orange Frog Workshop





NoCo Employee Satisfaction Survey



2022 Highest Ever

Health POINT

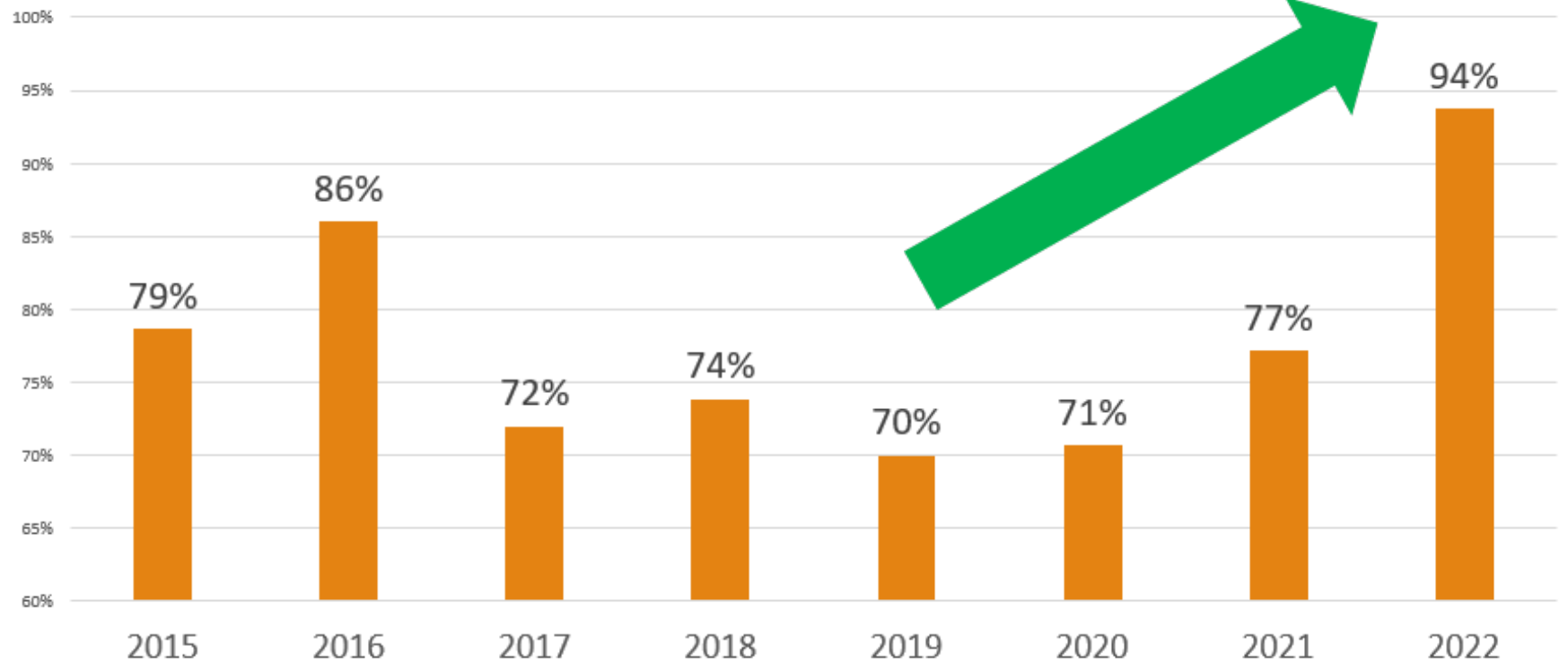






NoCo Employee Satisfaction Survey

The organization effectively communicates to its employees.



2022 Highest Ever



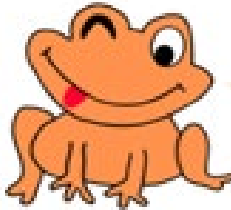
Health POINT

Happiness Advantage in Action

To: _____

From: _____

Note: _____

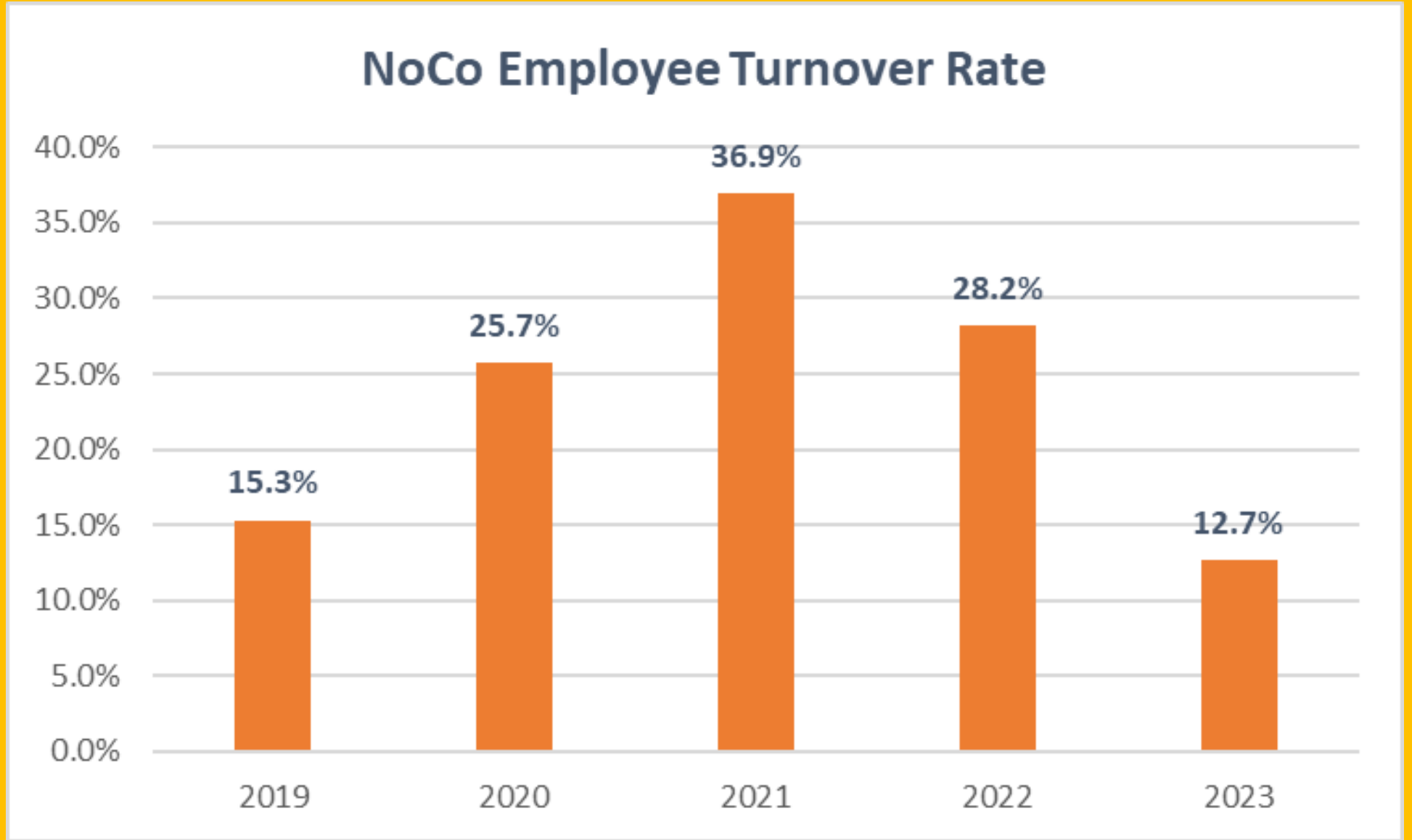


I THINK YOU ARE BRILLIANTLY ORANGE!



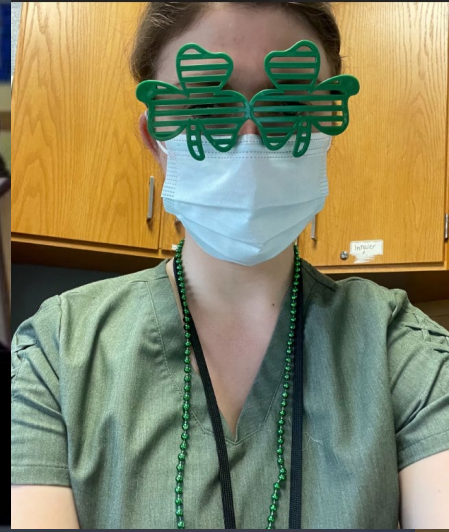


Turnover



- ✓ Employee engagement
 - ✓ Newsletter open rates increased from 40% to 76%
 - ✓ TACHC Employee Engagement survey saw improvements in multiple categories
- ✓ Employee wellness – Virgin Pulse
 - ✓ 39% enrollment, industry standard is 25%
- ✓ Employee innovation – Record number of PDSA in 2022
- ✓ Improved patient experience scores
 - ✓ Improved provider-patient engagement scores
- ✓ Provider productivity increases – Exceeded strategic goal

Our Brilliant Staff



**HAPPY
NATIONAL
HAVE
FUN
AT WORK
DAY!**



ATTN: CLINIC MANAGER

**This package contains supplies
for interactive games!**

**Open and enjoy during huddle on
January 27th, 2023**

All games should take less than 10 minutes. PLEASE
take the time to engage with your staff and ENJOY
your day at work. Be sure to send us photos!



HealthPOINT



NoCo's 3 Prong Approach to Culture Change

Leadership Commitment

- Top-down approach
- Culture is not additional work; this is how we work
- Set expectations and lead under those expectations
- Culture is an organizational strategy for employee recruitment & retention

Employee Engagement

- Bottom-up approach
- Empower employees to choose activities for sustainment
- Employee led culture committee

HR Sustainment

- Revise code of conduct, job descriptions, & performance evaluations
- Develop metrics and continue to track
 - Employee training
 - Hiring practices

Meet the **THREE** E's!

EMPATHY

- Empathy
- Respect
- Diversity

EXCELLENCE

- Ethics
- Integrity
- Safety
- Excellence

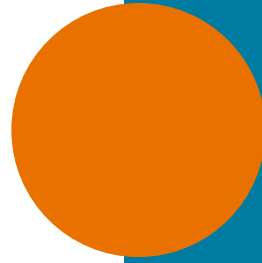
ENJOYMENT

- Learning
- Professionalism

**Health
POINT**

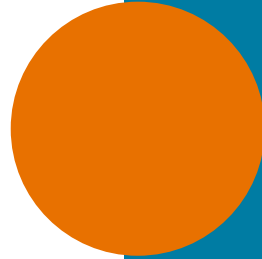
NEXT STEPS

- ✓ Complete your conference evaluation found in your APP.
- ✓ Read The Orange Frog Parable to learn more about the positive psychology behind the culture change initiatives discussed today
- ✓ Read the NACHC Case Study featuring the North Country Family Health Center's initiative and impact
- ✓ Register for an upcoming NACHC-sponsored Happiness Advantage | Orange Frog workshop



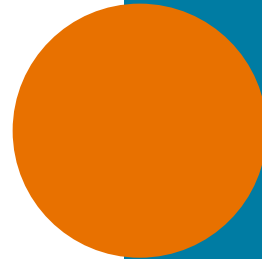
[Creating a Happiness Advantage in Community Health Centers](#)

NoCo's Case Study & Results



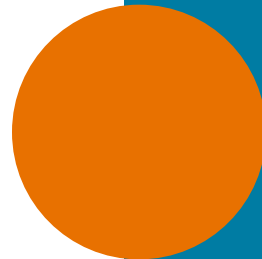
[Leading with Optimism in Challenging Times](#)

webinar recording with Shawn Achor and Joey Marie Horton



[Learn more about the Happiness Advantage](#)

Find upcoming workshop events



Trainings@nachc.org

Email NACHC Training & Technical Assistance with questions

THANK
YOU!



NATIONAL ASSOCIATION OF
Community Health Centers®

PLEASE VISIT US ONLINE

[nachc.org](https://www.nachc.org)