

Culture Change for Community Health Clinics in California

Enterprise-Wide Solutions and Real Results

Client Overview



EMPLOYEES

1,000+



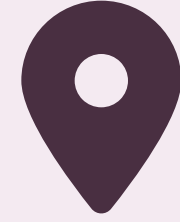
DURATION

1+ years



MISSION

60 years of social justice and health equity



LOCATION

26+ physical locations and mobile clinics in and around LA

What was keeping our client up at night?

- New competition in their not-for-profit space – more options lead to decreased funding
- Customer satisfaction scores and complaints rising and patients leaving for other options
- A decreasing number of skilled employees and increased turnover
- The COVID hangover of healthcare workers and the systems that support them
- The dilution of their values: Dignity. Excellence. Well-being. Social Justice.

The Ask

“Can you help change our culture to a Culture of Quality?”

The Solution

Pre-training

Strategic planning sessions occurred with C-suite and other stakeholders to determine all elements of the Culture of Quality (i.e., goals, expectations, areas of need, desired outcomes).

Culture Canvas: Bonfire set about defining the Culture of Quality in graphic form. The Culture Canvas defines the purpose, principles and behaviors we reward in the desired culture, the key tactics and their priorities, and the measurements we wanted the culture to achieve.

Culture of Quality Committee was formed and selected a respected Champion that would shepherd the new culture. From the canvas creation, every quarter, Bonfire designed and trained 900 client-facing team members on the Culture of Quality. Topics included the Behaviors We Reward and the Principles of the Culture of Quality.

Leading up to the training, Managers would hold **3 short huddles** with their teams – a way to preview the training topics. Then, the week before the training, **Promo Week** would continue to build excitement.

Training

On the day of training, **18 Bonfire team members** (trainers and support staff) would convene in one location, together with **900 participants**, and train simultaneously with **ten rooms of participants** and **three 90- minute workshops**.

Talk about great energy and fellowship for culture training! The training day always consisted of fun, meaningful exercises and swag that aligned with the theme.

Post-training

Once training was done, we **followed up with training reinforcement: 3 “boosts.”** Each boost was led by Clinic Managers who would reinforce the concepts and apply them to their teams.

The Culture of Quality priorities we established for the year were also accomplished

We trained the leaders on **coaching and feedback** and on the new expectations of the CoQ, the Behaviors We Reward. A reward and recognition program for the Behaviors We Reward was put in place.

An **employee engagement survey** called “I Matter” was implemented.

We aligned the patient survey with the Culture of Quality goal to **love, serve, and connect with clients**. We created a Culture Day that included the very best message and exercises throughout the year so that newly hired staff can learn and experience the Culture of Quality.

Ongoing and never-ending improvement

Throughout the year, we had **regular reviews with the Culture of Quality Committee and senior leadership** to align, measure and adjust. We are excited to have an on-going relationship with the client.

Next up, Bonfire is doing **leadership and management development** to ensure the stickiness of the culture, and the leadership behaviors are aligned with the Culture of Quality.



Real Results

Employee training feedback quarterly combined scores

Enjoyable training

4.3/5

Relevant to the job

4.65/5

Engaging training

4.68/5

Patient survey

Do you feel our staff was there to serve you?

98% said yes

Do you feel you were listened to?

98% said yes

Were you treated with kindness?

98% said yes

Would you refer your friends and family to our clinic?

97% said yes

Customer complaints

Significantly reduced through the end of the year

Employee engagement

Implemented the “I Matter” employee survey — baseline results reported

BE YOUR BEST, ON PURPOSE, EVERY TIME.

Transform any customer interaction into a positive, successful one.

LET’S GET STARTED >

Click the button above, or visit bonfiretraining.com/contact to learn more.