

Bonfire's Enterprise-Wide Solutions and Real Results Case Study: Culture Change for Community Health Clinics in California

Client Overview



Employees:
1,000 +



Location:
26+ physical locations and
mobile clinics in and
around LA



Mission:
60 years of Social
Justice and Health
Equity



Duration:
1 year +

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 (CoQ) (i.e., goals, expectations, areas of need, desired outcomes).
- Culture Canvas - Bonfire set about defining the CoQ 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.
- CoQ 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. Ten rooms of participants and 3, 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 CoQ Priorities we established for the year were also accomplished:

1. We trained the leaders on coaching and feedback and on the new expectations of the CoQ, the Behaviors We Reward.
2. A reward and recognition program for the Behaviors We Reward was put in place.
3. An employee engagement survey called "I Matter" was implemented.
4. We aligned the Patient Survey with the Culture of Quality goal to love, serve, and connect with clients.
5. 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 CoQ.

> Ongoing and Never Ending Improvement

- Throughout the year, we had regular reviews with the CoQ Committee and Sr. 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 CoQ.

Real Results

Employee Training Feedback

Quarterly Training Combined Scores:

4.63/5

Enjoyable
Training

4.65/5

Relevant
to the Job

4.68/5

Engaging
Training

Patient Survey

98%
said YES

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?

97%
said YES

Would you refer
your friends and
family to our
clinic?

Customer Complaints:

Significantly reduced through the end of the year.

Employee Engagement:

Implemented the "I Matter" employee survey - baseline results reported