Client Case Study

The Situation
In 2009, a large non-profit multi-county community health system, which offers medical, dental, behavioral and specialty services was failing in all areas of culture, quality, finance, and regulatory governance; it was described by a Joint Commission surveyor as being “burnt to the ground.”

The organization experienced massive debt and operated by a struggling group of disengaged, disenfranchised, and hopeless colleagues.

Faced with a recommendation of bankruptcy, the leadership and the Board of Directors made committed to saving the organization by implementing the Corporate Transcendence curriculum - the Eagle Excellence Academy™. The founder of Corporate Transcendence and author of the Corporate Transcendence curriculum, Pamela M. Tripp MEd, MSOM realized that this extremely challenged environment was the perfect arena to provide a proof of concept for the Corporate Transcendence curriculum, developed over 20 years in a hospital setting.

Before Our Blueprint
Organizational Snapshot Before Corporate Transcendence (2009)
- Over $8.4 million in debt with $15 million budget, negative cash flow.
- Significant reduction of employees: voluntary turnover, over 30% of workforce laid off within two months.
- Voluntary deferment of some compensation for 1.5 months to make payroll.
- Unable to meet payroll during one cycle
  - $275,000 remaining cash in hand was divided among remaining staff - including physicians. Some received paychecks less than $90!
- Previous executive leadership left organization.
- Organizational infrastructure was non-existent.
- Closure of several office practices.
- All state and federal grants representing over 60% of annual budget in jeopardy.
- Accounts receivables were more than $4 million and unbillable.
- Accounts Payables were overdue, on average, by six months.
- Staff turnover very high and employee morale was non-existent.
- Patient, community, and stakeholder satisfaction was very poor.
- Numerous findings on the triennial Joint Commission survey with provisional accreditation.
Corporate Transcendence – Eagle Excellence Academy™ Implementation
The organization Board of Directors made a committed decision to implement a complete cultural transformation change using the Corporate Transcendence curriculum. The Corporate Transcendence curriculum provided the environment to build a sustainable and thriving, nationally recognized model of patient care – a patient-centered, integrated, multidisciplinary, proactive model for today’s rapidly changing health care environment. The Corporate Transcendence curriculum established intentional, multidisciplinary personal and professional development trainings for all stakeholders in the organization.

Key Performance Indicators across four key areas (Trees of Transcendence™) saw marked improvement during the first year of the Corporate Transcendence curriculum implementation.

After the Blueprint
What Happened after working with Corporate Transcendence?
Today, the organization is thriving as a highly reliable organization in four key areas of Culture, Quality, Finance, and Leadership and Governance. An organization that serves a population where one out of two patients live at or below 100% of the Federal Poverty Level.
Culture (People)

- Employer of Choice - **93% overall satisfaction and employee engagement** (Press Ganey).
- Internal Promotions (25-30% of colleagues over five years).
- Turnover Rate decreased from **19% to 11%** in five years (health care industry standard 19%).
- 23% of colleagues obtained or pursuing colleague degrees **without tuition support**.
- Over 60% of front-line colleagues engaged in the Corporate Transcendence curriculum implementation.
- Employee Loyalty - 83% of colleagues intend to remain with the organization three years or longer.
- Patient Experience: 16 practice locations score in top 14% nationally with some practices scoring in top 5% in patient satisfaction (Press Ganey).
- Provider of Choice: **patient volumes increased over 29% in seven years**.

Quality (Systems)

- Recipient of HRSA Quality Improvement Awards.
- Led by a dedicated Quality Department, the organization now **tracks over 190 clinical measures in real time** and developed Balanced Scorecard.
- Recognized nationally for best practices in its Collaborative Leadership Model and innovative model for Continuous Performance Improvement.
- Full Joint Commission accreditation: Ambulatory (medical, dental) and Behavioral Health.
- The Joint Commission recognition as a Patient-Centered Medical Home.
- National Committee on Quality Assurance recognition as a **Level 3 Patient-Centered Medical Home**.
- Employee-designed custom performance improvement model deployed at all levels of the organization.
Finance (Resources)

- **Doubled size and scope of the organization** - practices/locations doubled in eight years.
- Working capital to **monthly expense ratio increased** from 1.20 to 3.16 in four years.
- Long-term **debt to equity ratio decreased** from 0.64 to 0.05 in five years.
- Over 30 newly funded Federal and State operational grants / investments.
- Change in net assets as a % of expense – **6% or higher since 2012**.
- Debt management ratio increased from 2.06 to 7.30 in five years.
- Organizational **budget increased by 53%** in eight years.
- Historical Net Assets increased from $0 in 2009 to over $25 million in 2024.

Governance (Accountability)

- Meet or exceed state, national, regulatory requirements (100% compliance with Federal Health Resources and Services Administration program requirements since 2016).
- Member of Medicare Savings Program/ACO receiving Medicare value-based reimbursements.
- Received Milestone 1 and 2 towards the **Malcolm Baldrige National Quality Award** (2016, 2018).

Over 40 international awards and recognition for Health Care Excellence since 2010.

- Dr. Evelyn D. Schmidt **Outstanding Service Award** - North Carolina Community Health Center Association.
- **Founder and Presidential Award** - Custom Learning of Canada.

- **Most Outstanding Community Outreach Program** - National Rural Health Association (2017).
- **Most Outstanding Clinical Educator** - National Rural Health Association (2017).
Conclusion

This case study provides proof of concept that the Corporate Transcendence curriculum strategically delivers the sustainable high functioning organization of excellence that is needed in health care today.

The Corporate Transcendence curriculum is an evidence-based model that guarantees ongoing comprehensive transformational excellence.

Dramatic improvement in Culture, Quality, Financial Performance and Corporate Leadership and Governance will be successfully achieved.

Contact us today to start your organization’s transformation.

ptripp@corporatetranscendence.com
+1 910.890.0208