

LEVEL TEN
HEALTHCARE ADVISORS



TRINITY HEALTH

MAKING MORE POSSIBLE

A Case Study on Leadership Transformation



LEARN HOW TRINITY HEALTH EXPERIENCED 94% LEADERSHIP RETENTION AND INCREASED MORALE.

A MOMENT FOR CHANGE

Like all healthcare organizations, Trinity Health, a not-for-profit, integrated health system in Minot, ND, had been operating in survival mode since the pandemic hit. Their leaders were beyond exhausted, and **many employees were questioning if healthcare was still for them.**

In addition to tackling unprecedented industry challenges, Trinity Health was also planning a move to a newly constructed hospital and medical campus. The executive team knew a monumental cultural shift would be required to achieve organizational transformation. Thus, they made a strategic decision to equip their top leaders with the skills and tools necessary to navigate that change successfully.



GOALS

To align this transformational moment in the organization's 100-year history with their brand and vision of "**Making More Possible**," the entire health system needed a boost – a way to refill their emotional reserves and strategically map an exciting path forward.

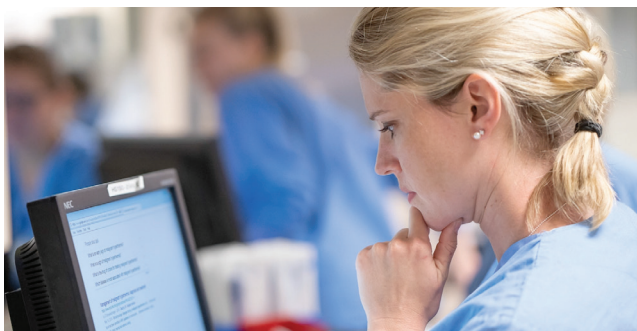
Trinity Health wanted to increase collaboration and accountability across their organization in order to fulfill their strategic priorities:

REDEFINE THE
EMPLOYEE
EXPERIENCE

ELEVATE THE
PATIENT
EXPERIENCE

IMPROVE ACCESS
TO EXCEPTIONAL
CARE

CHALLENGE



Employee turnover was high, the need for temporary clinical staff seemed to be never ending, leaders were burned out, and morale throughout the organization continued to suffer.

But patient care couldn't stop.

New leaders entering supervisory positions took on their roles without the depth of business acumen and leadership training they needed to succeed. Without education, support, and practice, these new leaders felt ill-equipped to manage, let alone lead change in their department.

SOLUTION

Level Ten Healthcare Advisors offered Trinity Health a much-needed solution through our Leadership Transformation Program.

Designed specifically for health systems, this cohesive program helps leaders instill personal resilience, better connect with employees to increase engagement, improve the patient and customer experience, and inspire operational innovation.



What's most powerful is that all leaders (from front line supervisors to the CEO) gather in the same room on multiple occasions to share appreciation and provide encouragement, learn new professional development skills, evaluate the current state of the organization, track their progress and stay focused around common goals.

Additional coaching, access to resources, and regularly scheduled check-ins give participants the ongoing training and tools necessary to be confident, effective leaders.

VISIONING SESSIONS

Creating buy-in for shared vision across an organization starts with the C-suite. Level Ten advisors led listening sessions with the Trinity Health CEO and the senior leadership team to map out a plan for strategically communicating priorities.

Level Ten created and customized content to support Trinity Health's mission, vision and values – with the goal of building powerful connections amongst leaders and meeting their most pressing needs.

LEADERSHIP WORKSHOPS

Engaging eight-hour workshops, spread out over a calendar year, served as a foundation for leadership development. Frameworks, educational material, and talks led by industry experts were also shared between workshops to supplement learning and give leaders a chance to practice new skills.

The goal of these workshops was to spend more time investing in and focusing on their employees and their culture, which is what ultimately sets them apart from competitors.

For Trinity Health, gathering all leaders in the same room at the same time was an empowering experience. **In fact, it was the first time this group of more than 200 had ever come together.** Senior leaders reported the energy was fantastic before, during, and after the workshops. Participants shared trials, tribulations and how they could, together, be more connected to the organization's strategic goals.

WORKSHOP 1: LEADERSHIP + RESILIENCE

A deep exploration into what it takes to be a leader. Defined the core focuses of a leader and provided foundational training on the difference between managing and leading, the power of servant leadership, time management, and the importance of personal resiliency.

WORKSHOP 2: EXPERIENCE + ENGAGEMENT

Education on the critical role that all healthcare leaders play in enhancing employee engagement and improving the patient experience. Explored the Seven Stages of Employee Engagement and provided training on the importance employee coaching plays in organizational success.

WORKSHOP 3: INNOVATION + EXECUTION

Discussion on the rapid changes happening in healthcare and why cutting-edge innovation at scale is becoming necessary for health systems to survive. Helped leaders develop an innovation-first mindset and built playbook and tools for easy execution and accountability.

“THE ONLY WAY WE’RE GOING TO MAKE OUR PATIENTS BETTER AND HAVE THEIR EXPERIENCE BE BETTER IS **TO HELP OUR LEADERS GET BETTER.**”

Thomas Warsocki, FACHE, VP Physician Operations

PARTICIPANT INVOLVEMENT

Leaders participating in the workshops requested additional support throughout the process, such as:

- How do we have critical conversations?
- How do we run a productive meeting?
- What’s the best way to discuss meetings and reports - why we have them, should we have them, which ones, how often, etc.
- How do we address attitude and accountability?

Level Ten integrated their feedback and delivered additional educational content to address their needs.



RESULTS

To track growth in the hard-to-measure area of leadership development, Level Ten utilized a 10-question survey asking participants at the leadership workshops to rank their comfort or confidence level with specific leadership disciplines.

26% INCREASE
in optimism and motivation

For Trinity Health, participants reported growth in skills like coaching their teams and leading through change. That acumen translated to positive impacts in a variety of settings, including employee rounding.

For the all-important goals of increasing optimism and motivation, a baseline score was tallied for how leaders felt prior to the workshops – and after. Leaders reported a 26 % increase in optimism and motivation.

IMPACT

Thanks to the Level Ten Leadership Transformation Program, Trinity Health is celebrating a 94% leadership retention rate.

Managers have the tools and confidence to help their team succeed. The organization has also created stronger internal relationships and increased system-wide collaboration to gain traction and make measurable improvement toward identified goals.

Renae Lenertz, Chief Human Resources Officer noticed the change, “Our leaders have a better understanding of our top-level priorities. They not only appreciate what the goals are, **they are thinking more strategically.**”



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