



*"More than just a training consultant, Corporate Education Group has become a valued partner."*

■ Kevin Manemann, COO,  
St. Joseph Health System

## Collaborative Consulting and Integrated Training Foster Teamwork and Productivity

Health care reform is driving transformational changes in how the industry delivers and measures performance throughout the value stream. For premier providers of patient care like St. Joseph Heritage Healthcare (SJHH), an ambulatory ministry of the Saint Joseph Health System in California, this translates to an increase in overall workloads and a major shift in payment and service models towards ambulatory instead of acute care. To offset the resulting revenue impact, the support organizations inside health care provider organizations will have to remain nimble, more efficient and increase productivity.

### Challenges

- New leadership and realigned team
- Rapid organizational growth
- Reactive not proactive response to business demands
- Skill and experience gaps across the team
- Limited processes, governance and controls

### Solution

- Integrated capability improvement program balances short- and long-term objectives
- Leadership development workshops and coaching
- Training in project management and business analysis
- Adoption of project management methodology, requirements practices and communication methods

### Success

- Defined a clear mission and vision
- Identified measurable team development goals
- Established repeatable project management practices
- Developed and adopted communications tools across the team



## Challenges

Following a department reorganization, the Information Services and Operations (IS&O) group at SJHH lacked a common vision, the right leadership skills and processes, a clear definition of roles and responsibilities and the tools for effective communication. SJHH was also undergoing significant growth causing the young team to further struggle to find its rhythm.

Fostering tactical expertise and skills development would be paramount to more efficiently deploy the large-scale solutions required to support the health care system's growth. Instead of proactively developing programs to meet increasing demands, the IS&O team was constantly in reactive mode.

## Solution

Kelli Maxwell, director of IS Business Solutions, consulted with Corporate Education Group (CEG) to design and deliver an integrated capability improvement program that fosters leadership, technical skills development and ongoing communication across teams. With the full support of the chief operating officer (COO) behind the initiative, CEG collaborated with Maxwell to analyze the needs and objectives of the IS&O group. The result was a multi-tiered yet flexible training program underpinned by continuous refinement, enabling it to evolve along with the progress of the team.

**“When we decided to implement a development program, we knew conceptually what we wanted. We wanted leaders to be leaders, and the staff to be high functioning across individual job roles,” said Maxwell. “However, we didn’t know how to get there. CEG was able to take our ideas, document our goals and design a program with specific coursework and department objectives. CEG**

**was able to give life to our vision which resulted in greater employee engagement, higher productivity and improved quality.”**

CEG's 12-month program began with a baseline assessment to identify specific needs and skill gaps. With a solution tailored for SJHH, including custom case studies and exercises, CEG could successfully meet the objectives of the 40 member IS&O team. A foundation was set for all members of the department followed by segmented group training in leadership development and specific tactical skills development, culminating with a comprehensive business simulation and sustainability review for ongoing improvement. The resulting program model combined a series of training classes, workshops and integrated coaching to target the following short- and long-term team objectives:

- Leader and Team Development
- Technical Skill Development
  - Business Analysis
  - Project Management
- Process Analysis and Improvement
  - Project Management Methodology
  - Requirements Practices
  - Communication Methods and Tools

## Success

Within just three months, a department level mission and vision was defined: a major milestone which has helped solidify the focus for the entire team. With common strategic objectives, roles and responsibilities are clear which has improved both decision making and morale. To date, more than 80% of the team has completed phase one of the program focused on building competency in business analysis, project management and leadership disciplines.

For the first time there is systematic benchmarking and tracking of projects. The team holds twice weekly huddles where it tracks and reviews a project board for initiatives and milestones. At the end of each week an action plan is created and there is clear identification of ownership. Overall, the training has created a hunger for continued improvement among the team and fostered a more proactive mindset and culture.

**“Thanks to the collaborative approach of CEG, we not only now have a baseline of tools, skills and best practices for problem solving, performance and improvement, but we are able to apply and use them in real applications with ongoing coaching and support,” said Kevin Manemann, COO. “More than just a training consultant, Corporate Education Group has become a valued partner that has helped lead our team to scalable, predictable high performance. I am eager to collaborate on the next phase of this journey.”**



**ST. JOSEPH**  
HEALTH SYSTEM

### About SJHS

Created in 1982, SJHS is a \$4.7 billion integrated health care delivery system with more than 24,000 employees providing a full range of care facilities from acute care hospitals to outpatient services, community clinic and physician organizations throughout California, Texas and New Mexico.