Sutter Health: Our Mission

We enhance the well-being of people in the communities we serve through a not-for-profit commitment to compassion and excellence in health care services.
Sutter Health: Our Reach and Impact

Broad Reach
Largest contiguous not-for-profit health system in the US
Headquartered in Sacramento, CA - Oregon Coast to Los Banos

Diverse Patients
100+ languages
Serving some of the richest and poorest areas in the nation

National Health Impact
1 in 100 Americans receives care at Sutter
#1 Medi-Cal health care provider in Northern CA

Economic Contributor
Among the largest US employers

Community Impact
$1.8M of charity care provided every week
Sutter Health: Facts At a Glance

35,463 Births
190,054 Discharges
797,057 ER Visits
483,649 Home Health Visits
263,885 Hospice Visits
11,121,733 Outpatient Visits
4,321 Licensed Acute Care Beds
5 Trauma Centers
10 Neonatal ICU’s

24 Hospitals
5,000 Physicians
49,381 Employees
34 Ambulatory Surgery Centers
6 Cardiac Centers
9 Cancer Centers
5 Acute Rehabilitation Centers
6 Behavioral Health Centers

...and 5,000+ volunteers at over 25+ locations
Volunteer Organizational Structure: Every Hospital Can Be Different

- **Reports to:**
  - Human Resources
  - Education
  - Patient Experience
  - Philanthropy

- **Auxiliaries, Guilds, Dept of the Hospital**

- **Geography:**
  - Rural vs. Large Cities

- **Diversity:**
  - Students to Retirees

- **Vol Lead:**
  - Primary Role vs. % of Role
Accomplishments in Standardization, Shared Resources & Collaboration

• Volunteer Services Leadership Council
• Liaison position at system office
• Volunteer leader intranet site
• Standardized background checks
• Volunteer handbook
• HealthStream training
• AIDET customer service training tools
• Volunteer recognition gifts
• Uniform logos
• Shared best practices in volunteer programming
Volunteer Services Leadership Council

“The Experts”
25+ volunteer leaders representing our hospital facilities and foundations

• Local-level perspective
• Run volunteer programs
• Drive goal setting and strategy
• Provide mentorship and peer-to-peer learning
• Identify opportunities for standardization (onboarding practices, evals, etc.)

“The Liaisons”
2 system office leaders

• System-wide perspective
• Advocates for volunteer leaders
• Connectors to system office experts and decision makers
• Provides support and resources

Volunteer Services Leadership Council

• Spread best practices
• Discuss challenges, issues and find resolution
• Informs other areas of the org
• Deploy standardized processes
One Sutter: Our System-Wide Reorganization

Quality and Safety:
Elevating Physician and Nurse Leaders to senior-level positions

Innovation:
Speed development and adoption of new approaches to patient care

Seamless Care:
5 Geographic Regions to 2 Operating Units

“One Sutter”
Patient-centric organization

Processes:
Process discipline and “Lean” performance management
One Sutter: What Does This Mean for Volunteers?

Focus on patient experience

- Continue to look at innovative ways to enhance the patient experience through volunteers
- Consistency in care – continue to look at ways to ensure that the experience you get at one Sutter facility should be the same at another

Focus on operational excellence

- Continue to identify opportunities to deploy processes that reduce costs and decrease risk
- Volunteer leaders are being asked to show ROI and report impact; data-driven programs

Whatever endeavors we take on in the future, it always has to tie back to what is best for our patients.
Insights from Health System Volunteer Leaders
Lisa Golden, HTCP, CAVS

Born and raised in MA
BA in Sociology from St. Anselm College, NH
Year of volunteer work in rural Tijuana, MX
Manager of Volunteer Services for 11 years
CAVS in 2008
Certified Healing Touch Practitioner
Prepping for Instructorship
Development creative programs;
  Meal Mates
  Integrative Services
C.O.R.E. Awards
Live in Chula Vista, CA
Married 17 years with 3 children
Bi-cultural, bi-lingual, bi-national interests
Four Acute Care Hospitals

• 1950 Sharp Memorial Hospital
• 1989 Sharp Chula Vista Medical Center
• 1991 Sharp Grossmont Hospital
• 1994 Sharp Coronado Hospital
San Diego’s Health Care Leader

3 Specialty Hospitals
2 Medical Groups
14 Medical Clinics
5 Urgent Care Centers

2,600 Physicians
17,000 Employees
Auxiliaries

• 1952 Sharp Grossmont Auxiliary
• 1954 Sharp Memorial Auxiliary
• 1958 Sharp Coronado Auxiliary
• 1966 Sharp Chula Vista Auxiliary

2,000 Volunteers
300,000 Hours
Volunteer Services

Differences

• Reporting structure
• Uniforms
• Service positions
• Onboarding process
• Program structure
• Community Demographics

Similarities

• VsysOne Database
• Mom365 Newborn Baby Photos
• Hours Awards
• Annual Reports Community Benefits
• Staffing Structures
• Sharp Experience
The Sharp Experience

What makes us the best?

“The best place to work, the best place to practice medicine and the best place to receive care.”

Our care philosophy —treating people, not patients

- Customer Service / AIDET
- Storytelling
  - Creating memories
- 5 Must-Haves
- Behavior Standards
Special Recognitions

Malcolm Baldrige National Quality Award 2007
• Highest Presidential award
• Quality and performance excellence

Magnet Designation
• Highest honor given by American Nurses Credentialing Center
• Excellence in nursing practices and quality patient care

Planetree Designation
• Patient Centered Care model
• Empower patients and families "healing partnerships"
• Holistic approach
• Healing dimensions; mental, emotional, spiritual, social, physical
Room for Growth

High Reliability Organization

“...focus to further engage all of us to become the safest health care system in the universe. To that end, we are on a journey to become a High Reliability Organization.”

-Mike Murphy, CEO

Culture of Safety:
Zero Defects, Zero Errors

Share best practices
Collaboratives:
• Volunteer Services
• Gift Shop
• Integrative Services

Mindfulness Practices
The Journey Continues

“It is a marathon not a sprint; it is a journey that will never end.”

-Michael W. Murphy, President & CEO of Sharp HealthCare
Dignity Health
Volunteer Services
Journey to Build a Relationship with Corporate

Robin Hunt
Supervisor, Volunteer Services
2/16/16
Current Demographics

7000 Hospital Volunteers

Volunteer Services reports to several areas:
- Mission Services
- Administration
- HR

37 Hospitals throughout California, Nevada and Arizona

34 Hospitals with volunteer Programs. 15 with Auxiliaries. Most all have gift shops, 4 outsourced.
Introduction

• A Little About Me

• I want to start with a quote from Susan Ellis:

“Picture an organization that looks to the volunteer services department for its visionary thinking. One that asks you to be on the strategic planning team. That uses the unique ability of volunteers to respond quickly to new circumstances by testing innovative projects through volunteer action.” -- Susan Ellis
How our journey began

• In 2014 one of our taskforce members, JoBeth Walt, approached VP of Mission Integration about being our Champion to develop a Corporate voice for volunteer management.

• Bernita McTernan the Executive VP of Philanthropy and Mission had a listening ear because we were in the height of our HelloHumanKindness initiative and she had been involved with a similar process involving our philanthropy department. She became our Champion.

• A task force of 7 Volunteer Services Directors / Managers / Supervisors representing various regions was then created.
  - Nevada
  - Arizona
  - 5 California
    • Positive Thinkers
    • Engaged
    • Strategic Thinkers
Getting to work

• Our taskforce met for the first time to write a proposal to request representation at the leadership level at our Corporate Office.

• We had an AHA Moment in the first meeting. We realized it was important to show our value first by educating system leaders about our contributions to the strategic goals of the organization.

• One major advantage we had was that Corporate paid for us to have a facilitator to help guide us through this process.

• Also during this first meeting we took Dignity Health strategic goals and aligned all of the programs volunteers provided in the organization under each goal. Charlie Francis our Marketing VP was invited by Bernita to the meeting and couldn’t believe the contributions volunteers were providing to Dignity Health.

• At our final taskforce meeting Dignity Health CEO, Lloyd Dean joined us and expressed his views on volunteers. He also shared with us his thoughts on trends in the volunteer industry and noted that we were a resource for our corporation to achieve strategic goals.
Putting it all together

• The taskforce met two additional times and worked on intense prep work before we invited other volunteer leaders to our first Volunteer Leadership Retreat.

• This two-day conference was comprised of 34 hospitals and gave many a chance to meet, network and work together for the first time.

• Corporate leadership attended and presented at the event. (Corporate VP, Corporate CNO and HR Leader).

• This was also our first opportunity to have a voice in a major corporate decision relating to volunteer uniforms.

• Key areas we plan to address in future meetings:
  - Annual Report
  - Onboarding processes
  - Content templates for orientation and annual educations
  - Joint Commission
Next Steps

• The Volunteer Services Champion retired shortly after the conference. A new Champion has been appointed and has shown her extreme support of our process.

• Task Force plans to meet in 2016 to work on strategic alignment, future planning and high priority “parking lot” issues from the conference.

• Organize an annual meeting for paid staff managing volunteers system wide.
Key Accomplishments

• Letter to all volunteers during Volunteer Appreciation Week from our CEO.
• Major networking between volunteer staff through the corporation.
• Addition of volunteers in the strategic framework.
• Presentation at a Corporate Board meeting about the work of the task force.
• Began work on communication brochure of how Volunteer Services impacts various departments.
• Spreadsheet developed with data on volunteer departments across Dignity Health.
• Professional conference for Dignity Health Volunteer Leadership.
Questions & Special Thanks!

Special thanks to:

JoBeth Walt, Manager of Volunteer Services
Karen Quinn, Manager of Volunteer Services
Julie Fryckman, Healthcare Consultant
Jill Newell, Scripps Health

Jill Newell has been working in Volunteer Services at Scripps Memorial Hospital La Jolla for 9 years. Jill is active member in San Diego Association of Directors of Volunteer Services and the Volunteer Leadership Conference Planning committee. She is especially interested in creating innovative volunteer programs to not only increase patient satisfaction but to also increase volunteer satisfaction and retention.
Hospital Locations

Four (4) hospitals on five (5) campuses
Scripps Locations

- Scripps Hospital Campuses
- Scripps Clinic
- Scripps Coastal Medical Center
- Scripps Cardiovascular Institute (2015)
- Scripps Hospice & Home Health
By the Numbers

- **Two** of San Diego’s five adult trauma centers.
- **30+** outpatient and specialty centers.
- **1,411** total licensed acute care beds.
- **200+** medical residents and fellows.
- **2.1 million** patient visits annually.
- **14,000+** employees and **2,700** physicians.
- **2,000** volunteers!
One Scripps Accomplishments

**Standardization**
- Annual education
- Electronic timekeeping program
- Multi-site volunteers
- Uniform and badge accesses
- Uniform vendor
- Recruitment brochures & banners
- Volunteers rolled into our staff electronic appreciation program
- Canine Therapy recognition and holiday party
- Volunteer services recognition luncheon
- Volunteer perks
One Scripps Accomplishments

New Endeavors as a Health System

- Monthly volunteer manager meetings & annual retreat
- System-wide statistics
- System-wide newsletter
- Single volunteer recognition luncheon
- Canine therapy evaluation and onboarding process
- Canine therapy calendar
- Educational opportunities for volunteers: *Dealing with Difficult People & Spanish for frontline Volunteers, Reiki Training Class*
- Partnered with marketing to assist at county-wide outreach events: *Farmers Insurance PGA Open, San Diego International Care Show, Petco Park Prostate Cancer Screening*
- First baby of the year basket
- Volunteer services recruitment open houses
Save the Date!

2017 California Hospital Volunteer Leadership Conference
Hyatt Regency Mission Bay Spa and Marina
February 20-23, 2017
www.calhospital.org/2017-volunteer-conference
Thank you!

Contact Us
CAHHS Volunteer Services
1215 K Street, Suite 800
Sacramento, CA 95814
(916) 552-7544
volunteers@calhospital.org
www.calhospital.org/volunteers

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