Baptist Health Care (BHC) (Continued)
steering committees, contribution (emphasis), 163
Strategic Planning Process, 181
system goals, 182
system-wide goals, 182
team, 84
Towers Pharmacy department, 87
transformation, 12, 119
values, 102
set, 24
Baptist Health Care (BHC) Daily, 102, 208
communication tool, 137
facility, specificity, 121–122
lineup, 52–54
publication, 121
training
handout, 53, 91–92
sheet, 71
Baptist Hospital (BH)
administrative team, 43
initiatives, 175
Lab Director, 108–110
performance standards, development, 119–120
President note, 125
Respiratory Therapy, 73
service recovery, 154
surgical unit, 113
Baptist Leadership Institute (BLI), 16, 194–195
consultants, 39, 141, 199
initiatives, learning, 198
interaction, 201
seminar, 137
Baptist LifeFlight air ambulance service, score, 6
Baptist Medical Park, 122
ranking, 6
Baptist Shuffle, 70, 80–81
Baptist University (BU), 16, 167
board of directors, 168, 170
colleges, 173
core courses, development, 169
event, 33–34
expansion, 168
off-campus training session, 167
presentations, 32–34
sessions, 171, 174–175
audio/visual needs, 173
structure, 174
vision, 173
Baptist University for Learning and Leading (BULL), formation, 167
BAR. See Budget Accountability Report
Barrett, Lynda, 121

Behavior, 20. See also Baptist Health Care
celebration, 96
cultivation, 119–120
focus. See Employees
guidance, 23–26
standards, maintenance, 24
Behavioral Medicine department, 87
Behavior-based questions, 74–75
Benchmark organization. See Internal benchmark organization
Benchmarking, 23
companies, 129
Bengis, Ingrid, 129
Berra, Yogi, 77
Best Buy, 158
BH. See Baptist Hospital
BHAGs. See Big hairy audacious goals
BHC. See Baptist Health Care
Big hairy audacious goals (BHAGs), 22
Billbrey, Pam, 15–16, 53, 167
ideas, 173–174
principles, implementation, 39
Birthday cards, 111
BLI. See Baptist Leadership Institute
Bluewater Health System, 200–203
Board Briefs, 55
Board members, feedback (listening), 56–57
Bob the Builder, 85
Bought-in employees, 28, 82
Brainstorming, 79
session, 150
Bridges, 164–166
efforts, 167
sessions, 165–166
Bright Ideas
closing, 91
coordinator, 91
implementation, 88–89, 91
goals, 88, 98
process, 89–93
program, 42, 86–89, 137
motivation, 86–87
responsibility, acceptance, 91
submission, 80, 89
Brown, Jennifer, 103–104
BU. See Baptist University
Buckingham, Marcus, 157
Budget Accountability Report (BAR), 31, 186–188
BULL. See Baptist University for Learning and Leading
Bulletin boards. See Pillars
organization-wide goals, 31
Business trend, 39
Call lights, importance, 68, 120
Camaraderie, 95
Capital requests, 72
Cardiac Cath Lab, 88
Cardiac Intensive Care Unit, 73
Cardiopulmonary Department, celebration, 110
CARE.  See Clinical Accountability Report of Excellence
Care.  See Patients
acts, 113–114
message, communication, 130–131
Carolinas Difference, 198
Carolinas Health System, 196–198
Cascade Learning Kits, development, 169
Case studies, usage, 163
Catholic Hospital Association of Canada, 201
Celebrations.  See Success; Teams
inclusion, 162
positive results, connection, 123
reasons, finding, 96–98
Celebrations subcommittee, 164
Center Lines, 55
CEUs.  See Continuing education units
Champions
recognition, 57, 102–103
stories, 102–103
Change, Richard, 40
Chapleau, Dr., 59
Chief Operating Officer (COO), role, 4, 45
Chivalry, usage, 206
Christian Emphasis, 120
Christian values, 21
Clinical Accountability Report of Excellence (CARE), 186–187
Clinical quality, 54, 186
improvement, 28
Coffman, Curt, 157
College of Clinical Excellence, 173
College of Leadership Development, 173
College of Performance Excellence, 173
Colley, Clif, 163
Collins, Jim, 22, 24, 211
Command and control culture, 42
Commitment.  See Coworkers; Employees
enhancement, 95
Committee meetings, usage, 108
Communication.  See Open communication;
Organization; Visual communication;
WOW culture
boards, 31.  See also Organization-wide communication boards
flow, 149
forums, 143
importance, 51, 67–68, 120
increase.  See Physicians
methods, 69
openness/frequency, 41–44
transformation, 51
Communication Team, 116, 121–122
Communications subcommittee, 164
Community
contributing member, 21
help, 102
involvement, 197
quality of life, improvement, 21
Community-based hospital, 196
Community-owned hospitals, 198
Compassionate care, providing, 24
Competitive advantage, search, 1
Competitive edge, 10–13
finding, 2–5
search, 13
Concern, message (communication), 130–131
Consideration, showing, 68
Continuing education units (CEUs), 85
Continuous Quality Improvement (CQI), 3
Cookie baskets, 111
Core Strategy, 180
statement.  See Pillars
Core values.  See Baptist Health Care; WOW culture
Corporation members, 34
Correct.  See Apologize Correct Trend
Correct PLUS, 153
Cost savings, 89
ideas, 93
Countenance, influence, 147
Coworkers
commitment, 68, 120
gathering, 100
help, 102, 104
CQI.  See Continuous Quality Improvement
Creativity
capability, 24
demonstration, 97
Critical success factors, 180
Cultivating, keyword.  See Mission
Culture
change, 35, 207.  See also Employee-driven
culture change; Senior leadership
motivator, 19
characteristics.  See Work culture
construction, 179
creation/maintenance, 17–18
makeover, 205
Culture (Continued)
transformation, 10, 47, 205–207
real-time measurement, 188–191
Culture Team, 119–121
Curriculum Committee, 170–171
Curriculum subcommittee, 164, 170
Customer Loyalty team, 116, 124–126
senior management, interaction, 125
Customer Snapshot Report, 56
Customers
attitudes, change, 131
comments/behaviors, 131
disappointment, 151
discretion, 69
expectations, exceeding, 213
feedback, receiving, 151
loyalty, focus, 125
opinion, 136
recognition, 97
satisfaction, 15, 120
service, level, 160
waiting
importance, 120
waiting, atmosphere, 68

Data reports, 188–189
Daughters of Charity, 2–3
Davis, Beth, 19
Deliverables, list, 166
Department
facts, sharing, 148
leader rounding, 145
scripts. See Baptist Health Care
Departmental employee of the month/quarter, 106
Department-wide accomplishments, 91
Derr, Ken, 86
Dietary Staff, video, 60
Disney, 22, 95, 129
Diversification, 117–118
Diversity
subcommittee, 164
value/importance, emphasis, 162
Doctor’s Day, 111
Doctor’s Notes, 55, 208
Dolister, Michael, 212
Dow Chemical, 158
Drucker, Peter, 4
D.W. McMillan Hospital, ranking, 6
Education programs, expansion, 169–170
E-learning modules, 169

Elevator etiquette, 68, 120
E-mail-driven society, 105
E-mails
receiving, 57
tabulation, 189
usage, 44
Emergency Department
procedures, understanding, 134
video, 59
Emergency Room Staff, video, 60
Employee Loyalty
maximization, 77, 137, 191
team, 122–124
Employee of the Month. See Departmental
employee of the month/quarter
recognition, 102
Employee Profile Worksheet, example, 99
Employee satisfaction, 5, 7, 197
contribution, 159–160
impact, 150
improvement, 95
Employee-driven approach, emphasis, 161
Employee-driven culture change, 37, 41
Employees
accountability, 179
attitude, understanding, 197
behavior, 66
focus, 70–71
beliefs/principles, guidance, 23–24
cards, 100
commitment, 28
congratulation, 60
difference, 60–61
WOW culture recognition, 97–98
effort, 39
empowerment, 117, 153, 184–188, 192
feedback, listening, 56–57
forums, 57, 84–86
hiring, 77
ideas
formulation, 91
usage, 86–89
leadership needs, fulfillment, 169–170
long-term service, 101
micromanagement, 19
milestones, 100–101
orientation, 78–82
ownership, assignation, 47–50
participation, encouragement, 89–91
passion, tapping, 39–41
performance standards, 48, 65–69
effort, 70
preferences, 98
problems, handling, 150–151
quality of life, improvement, 21
rating. See Baptist Health Care
recognition, 105, 148. See also Employee of
the Month; Outstanding employee
refresher courses, 83–84
relationships. See Leader-employee relationships
relocation message, 45
reminder, 40
retention, 16, 63
scripting, instruction, 136–137
scripts, 131
selection, 16, 63, 65
self-worth, 87
service level, increase, 115–116
session attendance, 84
stories, 57–58
training, 137
transformation process, 88–89
Employer of choice, 122
End product, sustainability, 198
Environment, change, 118
Excellence. See Service excellence
achievement. See Operational excellence; Service
excellence
focus, 5–10
Excuses, 46
environment. See No excuses
Existence, question, 20–22
Expectations, tightness, 184
Faith-In-Action subcommittee, 120
Family members
help, 102
updates, 68
Faulkner, Mark, 98, 110
Feedback
environment, 56
listening. See Board members; Employees;
Physicians
receiving. See Customers
report, 83
usage, 191
Financial performance, 79, 186, 197
Financial Pillar, 28–29, 88
Financial Planning department, 88
Financial results, 54
First Baptist Church, dedication, 48–49
First Rehab, 109
Flint, Jerry, 1
Food service workers, thanking, 110
Formation, question, 22–23
Forums. See Employees
Franklin, John Hope, 193
Fulford, Dick, 82
Gallup studies, 157
Gitomer, Jeffrey, 117
Global elite, 158
Goals. See Affiliate-specific goals/strategies;
Leaders; Long-term goals/targets; Short-
term goals/targets
achievements/decisions, 24
alignment, 122
communication, 184
Growth
development, emphasis, 162
restructuring, 170–173
Growth Pillar, 28–29, 80, 88
Growth-oriented area, 199
Gulf Breeze Hospital, 82–83, 110
celebration, 110
Emergency Department, ranking, 6
inpatient satisfaction ranking, 6
workforce, 82
Handwritten thank-you notes, 105–106, 150
Happy Birthday balloon, usage, 126
Harriman, Bette, 105
Health Source Call Center, 109
Healthcare organizations, diversity, 117–118
Heer, John, 43, 44
rounding time, protection, 146
thank-you notes, 105–106
Henderson, Erlene, 113
Hendricks, Howard, 159
Herr, Robin, 3
Hiring decisions, 75
Homework
assignments, learning. See Teams
doing, 147–148
Hospital Corporation of America, 3
Hospital medical staff meetings, physician attend-
dance, 207
Hospital-based physicians, 206–207
Hospital-dependent physicians, 206–207
Hospital-physician relationship, 206, 212
Hospital-wide goals, 183
Human resources, 181
Ideas. See Bright Ideas
formulation. See Employees
sharing, 166
usage. See Employees
Implementation plans, 200
Improvement opportunities, selection, 118
Index

Information
dissemination, 122
reports, 188–189
services, 181
sharing, 120
Initiative, showing, 96
Innovation, 24, 25, 180
Inpatient
satisfaction, 6
team, 116
Inside Baptist, 54–55
News & Events, 56
Integrity, 24, 180
Internal benchmark organization, 83
Interviewees, convictions, 74
Interviews. See Peer interviewing
preparation, 73–76
process, 27
questions, 75
Intranet. See Baptist Health Care
logistics, overseeing, 173
usage, 54–56
Irritants
team, 116
transformation, 126

Jay Hospital, 98, 109
Job description, 96
Job performance, enhancement, 169
Johnson, Spencer, 211
Joint Commission Jeopardy, 85
Joint Commission Survey, 85
Joint ventures, 6
Jones, Brian, 143

Kindness, acts, 113–114
Kirkland, Teresa, 69

Lab Outreach department, 87
Lakeview Center, 89
Leader-employee relationships, enhancement, 146
Leaders. See Baptist Health Care
availability, commitment, 43–44
characteristics, 81
development, 16, 157–158
effectiveness, 161
encouragement, 97–98
follow-up, 44
goals, 183
performance evaluation, 185
rounding. See Department leader rounding;
Nurse leader rounding; Senior leader rounding
temptation, 38
transformation, 38–41
Leadership
core competencies, 168
culture change. See Senior leadership
efforts, organization, 161–163
evolution, 173–175
gap, defining, 160–161
muscle, 160
needs, fulfillment. See Employees
program, initiation, 163–164
retreats, 111. See also Physicians
skills, development, 159–160
style, adjustment, 37
team, invisibility/visibility, 44–45, 143–146
Leadership development, 161, 211
culture, 174
efforts, 166
program, 159–160
expansion, 161
Leadership Retreats, 111
Leadership training
establishment, 159
opportunity, 211
organization, 173–174
Learning process, 56–57
Legends, recognition, 103–105
Legends of Baptist Health Care, 103
Lencioni, Patrick M., 211
Lineup. See Baptist Health Care Daily
Linkage
subcommittees, 170
teams, 116
Lipson, Robert, 198
Listening. See Board members; Employees; Physicians
Listening and Learning program, 56
Logistical issues, 173
Logistics subcommittee, 164
Lombardi, Vince, 115
Long-term goals/targets, 180
Long-term service contributions, value, 100
Loyalty
creation, 96
maximization. See Employees
sense, increase, 200
teams, 116
Malcolm Baldrige National Quality Award, 10
acceptance, 79
examiners, site visit, 34
winning, quest, 52
Management Newsletter, 55
Index

Management team, 196–197
McGee, Eleanor, 163
McIntyre, Lila, 92
McMillan (hospital). See D.W. McMillan Hospital
Measurement
task, 120–121
team, 116
tools, 212
Medication event rates, 183
Meetings
agendas, 31–32
reports. See Annual meeting reports
Menefee, Kim, 198–200
Mental Health Corporation of America, 6
Mergers, 6
mania, 1, 20
Milestones. See Employees
achievement. See Baptist Health Care
Miller, Craig, 208–209, 211
Mission
commitment, 19
statement, 40, 160
creation. See Steering committees
cultivating (keyword), 119–120
Moment of truth, defining, 132–134
Moody’s Investors Service, 7
Morale, 15
boost, 95
impact, 150
Motivation. See Bright Ideas
providing, 191–192
Multiphysician group, 207
Multiyear service awards, 100
Murphy, Bob, 43, 78
accountability, appreciation, 189
character transformation, 85
ownership idea, introduction, 47
Traditions
discussion, 80
review, 84
National Hospital Week, 123
Needs, identification, 134
Networking, emphasis, 162
Newsletters, target, 55–56
Newspaper ads, usage, 103
Nightshift work, observation, 147
Ninety-day action plans, 30–31, 184–185, 189
Ninety-day result report, 185
No excuses
determination, 38
environment, 46–47
No secrets
culture, 45, 55, 143
environment, 44–46, 121
Norris, Celeste, 74
Not-for-profit system, 34
Numbers people, 179
Nurse leader
reaction, 141
rounding, 144–145
script, 149
Nursing Leader for Obstetrics, 183
O’Loughlin, Jim, 196
One-line scripts, 139–140
One-year appreciation awards, 100
Open communication, 41–42
commitment, 144
culture, 143
encouragement, 42–43
Operating data, 54
Operating Room Staff, video, 59–60
Operational excellence, 16
achievement, 15
foundation, 27
pillars, 28–29, 87, 102
Organization
communication, 180
cost-effective measures, 63
longer-term goals, 183
Organizational complexity, 195
Organizational goals, 30–31
Organizational puzzle, pieces, 177
Organizational structure, 164
Organization-wide accomplishments, 91
Organization-wide celebrations, 108, 118
Organization-wide communication boards, 42
Orientation. See Employees; Physicians
agenda, 27
effectiveness, 78
sessions, 83
Outpatient teams, 116
Outstanding employee, recognition, 106
Overtime, volunteering, 96
Owners, work (reflection), 47
Ownership
assignation. See Employees
sense, 48, 69, 120. See also Workforce
creation, 165–166
Pagonis, Eli, 122
Participants, involvement, 162
Participation, encouragement, 41
Index

performance, 79
service, 10
Quality Committee, establishment, 3
Quality of life improvement. See Community; Employees
  approaches, 24
Quality of work life initiatives, 202
Quality Pillar, 28–29, 87, 183
Quality workforce, 111
Questions. See Behavior-based questions; Skill-based questions

Reading materials, usage, 163
Real-time measurement, 190, 191. See also Accountability; Alignment; Culture Recognition, 100–108. See also Champions;
  Employee of the Month; Legends; Outstanding employee; Physicians accountability practice, 191–192
buttons, 106
inclusion, 162
informality, 106–108
spontaneity, 106–108
usage, 95
Reich, Robert, 65
Reinforcement, power. See Positive reinforcement

Relationships, building (emphasis), 162
Reporting goals, 32
Result report. See Ninety-day result report
Revenue enhancements, 89
Reward and Recognition course, 169
Reward and Recognition Motivation Assessment, 98
Rewards. See Physicians accountability practice, 191–192
inclusion, 162
usage, 95
Ritz Carlton, 129
employees, discussion, 52
service expert, 171
Room cleanliness, 189
Rounding. See Nurse leader
  best practice, 147
definition, 144–147
development, 143
effectiveness/enjoyment, 202–203
preparation, 147–148
problem solving, 150–151
purposes, 147–148
scripts, 148–150
time, protection. See Heer tool, 43
Rozier, Kelly, 188

Safety, awareness, 69, 120. See also Pensacola Police Department
Satisfaction. See Customers; Employee satisfaction;
  Inpatient; Patient satisfaction; Physicians
Scripting. See Superior service
  advantages, 132
  benefits, 142
definition, 129–130
demonstration, 84
instruction. See Employees reasons, 130–132
resistance, encountering, 140–142
teaching, 135–136
timing, 132–134
usage, 140–141
value, reinforcement, 140
Scripts. See Baptist Health Care; Employees;
  Nurse Leader; One-line scripts; Rounding; Success; Two-line scripts
guidance, 130
key words, determination, 135
need, 134
practice/implementation, 135–136
samples, 138–140
usage, 149
writing, 135
process, 134–136
steps, 136
Secrets, 44
culture change, 37–39
team, visibility, 145–146
Senior management, 34
interaction. See Customer Loyalty team
involvement, 162
team, 8, 117
Sense of Ownership
focus, 71
standard, 70
Service
  awards. See Multiyear service awards
certificates. See WOW Super Service Certificates
contributions, value. See Long-term service contributions
enhancement, decisions, 184
failure, discovery, 145
improvement, ideas, 93
issues, discovery, 151
mark. See Ten-year service mark
Service (Continued)
    performance, 79
    providing, 77, 194
    quality, evaluation, 144
    superiority. See Superior service teams, creation, 116
    value, addition, 96
Service excellence, 10–13
    achievement, 15
    benefits, 13
    commitment, 16, 113–114, 205
    competitive battleground, 28
    discussion, 80–82
    environment, 13
    financial decision, 28
    focus, 4
    strategic focus, 4
Service Pillar, 28–29, 87
Service recovery, 151–152. See also Baptist Hospital
    ACT, 152
    handling, 153
    initiation, 152
    techniques, development, 143
Service Teams, 205
    evolution, 116
    usage. See Quality
ServU courses, 83–84
    Sessions Committee, 171–172
Sessions subcommittee, 170
Short-staffed work, 96
Short-term goals/targets, 180
SINU. See Surgical Intensive Unit
Skill-based questions, 74–75
Social subcommittee, 164
Solutions, implementation, 118
Soto, Maria, 91
Sperduto and Associates, 161
Staff friendliness, 149–150
Standard, The, 55
Standard of the month, 70–71
Standards. See Performance standards
    exceeding, 96
    team, 116
Steering committees, 162–163
    adjustment/evolution, 167–168
    contribution, emphasis. See Baptist Health Care
    development/implementation, 164–166
    evolution, 173–175
    formation, 161
    initiation, 163–164
    mission statement, creation, 165
    planning/execution, 162–163
    principles, 162–163
    structure, 162
    vision statement, creation, 165
Stewardship, 24, 26, 180
Stories. See Employees
    celebration, 103–105
Strategic imperatives, establishment, 199
Strategic Measurement Team, 181–183
Stubblefield, Al, 27, 37
Studer, Quint, 45
Subcommittee structure, 162
Success. See Accountability
    achievement, 29
    celebration, 95
    consistency, scripts, 142
    factors. See Critical success factors
Superior service, 24, 26, 180. See also WOW culture
    offer, 40, 97
    providing, 21
    scripting, 129
Surgical Intensive Unit (SINU)
    staff, video, 60
    video, 59
System. See Accountability
    goals, inputs (establishment), 181–182
    systemness, sense, 199–200
    system-wide goals, 183
Targets. See Long-term goals/targets; Short-term goals/targets
    communication, 184
Taylor, Bryan, 43–45
    video, 59
Teams. See Inpatient; Measurement
    achievements, celebration, 108–110
    activity, 119–127
    addition, 116
    authority, 118
    celebration, 118
    characteristics, 117
    cookout, 106
    creation. See Service
    evolution. See Service
    facilitator, 122
    foundation, 117–118
    homework assignments, learning, 163
    play, emphasis, 162
    players, 95–96
    development, 73
    status, 119–127
    usage. See Quality
    visibility. See Senior leadership
Index

Teamwork, 24, 26, 180
value, 214
Technical jargon, avoidance, 68
Telephone game, 85
Ten-year service mark, 101
Thank-you letters. See Physicians
Thank-you notes. See Handwritten thank-you
notes; Heer; Personal thank-you
notes
Thank-you speech, 110
Theme-related costume, usage, 172
Thompson, Regan, 65
Time Management course, 169
Time saving ideas, 93
Traditions. See Murphy
orientation, 78–82
session, 47
Training. See Baptist Health Care Daily: Leadership
training; Employees
processes, usage, 163
programs, 211
session, 73. See also Baptist University
time, 52
Training (magazine), Top 100 Training Programs,
157–158
Trend. See Apologize Correct Trend; Business
trend
Triad Hospitals, Inc., 196
criteria, 197
Truth, defining. See Moment of truth
Turnover, reduction, 12, 30–31, 72
Twain, Mark, 96
Two-line scripts, 139–140
Ullman, Saul, 213
Valet parking service, 125
Valet Parking Staff, video, 60
Vickery, Jim, 4
Video transcripts, usage, 58–60
Videos, usage, 163
Vigar, Dave, 201–202
Visibility. See Leadership
credibility, 144
Vision, 24, 25, 180
statement, 40
agreement, 22
creation. See Steering committees
Visual communication, 122
Wal-Mart, 22, 95, 106
gift card, receiving, 102
Welcome letter, delivery, 151–152
Wellstar Health System, 198–200
Whitmer, Tony, 104
Women’s Center, 46
Word-of-mouth advertising, 12, 154
Work, characteristics, 81
Workers to become Owners and Winners
(WOW), 13
Workforce, 63. See also Quality workforce
aging, 193
challenge, 22
engaging, 51, 86, 123, 125
message, conveyance, 134
ownership, sense, 10–11
retaining, 86
satisfaction, 7
trust, 154
WOW. See Workers to become Owners and
Winners
awards, 100–102, 111, 192
environment
creation, 17, 146
sustaining, 39
events, 126
evolution, 193
organization, 15, 51
response, 192
results, 195
achievement, 15
team, 116
WOW culture, 34, 100
accountability, 177
communication, 49–51
construction, 56
core values, 24–25
creation, 13, 39, 193, 203
development, 60
maintenance, 30
promotion, 166
recognition. See Employees
reinforcement, 106
superior service, 115
support, 96
sustaining, 166
WOW Super Service Certificates, 100
Yenzer, Rhonda, 73
Ignite the Passion

Light the way for your organization’s success ... carry the torch of service and operational excellence

The Baptist Health Care Leadership Institute was created in response to requests for training and consultation from our healthcare colleagues across the nation.

We deliver advanced training solutions to assist you in developing a culture that supports service and operational excellence and builds teams that make an impact. We understand your day-to-day issues because our faculty was instrumental in Baptist Health Care’s cultural transformation and continue to drive results every day. We offer innovative, effective consulting services to assist you in developing, implementing and maintaining a culture that improves employee and patient satisfaction, increases your competitive advantage and ultimately drives results.

Whether it’s consulting services, a seminar, a keynote speaker or one of our many tools, such as Leadership360 survey or brightIdeas Manager software, we are ready to assist you in your journey to excellence.

Baptist Health Care is proud to be recognized by our colleagues.

Baptist Hospital Inc. 2003 recipient of the Malcolm Baldrige National Quality Award • Top 1% of U.S. Hospitals in Patient Satisfaction, Press, Ganey Associates • Ranked in the 100 Best Companies to Work For 2002, 2003 and 2004, FORTUNE Magazine • 2002 Employer of Choice Award/The Herman Group • National Leadership Award for Excellence in Patient Care, Voluntary Hospitals of America • Marriott Service Excellence Award, Marriott and Modern Healthcare • Quality Cup Award for Service Excellence, USA Today / RIT • Preceptor Award for Leadership in Improving Healthcare Across America, Press, Ganey Associates

BAPTIST HEALTH CARE

Leadership Institute

www.BaptistLeadershipInstitute.com

1717 North “E” Street, Pensacola, Florida 32501 | Phone 850.469.7084 | Fax (850) 434.4727