

# SUCCESS STORY



## How the Women's Choice Award Helped Turn Around a Hospital's Operating Income

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-Alvin Hoover,  
CEO

### About: King's Daughters Medical Center

King's Daughters Medical Center is a nonprofit general medical and surgical hospital in Brookhaven, MS, with 99 beds. The hospital serves a five-county area of over 100,000 people and is dedicated to providing quality health and wellness in a Christian environment. KDMC has received multiple awards from the Women's Choice Award since 2013, including:

- America's Best Hospitals for Obstetrics
- America's 100 Best Hospitals for Patient Experience
- America's Best Hospitals for Emergency Care
- America's Best Hospitals for Orthopedics

### The Challenge

When King's Daughters Medical Center in Brookhaven, Mississippi was first recognized by the Women's Choice Award in 2013, it could not have come at a better time. A confluence of events that CEO Alvin Hoover calls "the perfect storm" had left the hospital with a devastating operating loss of 3% that fiscal year. "That doesn't sound like much, but for a hospital the size of ours, it's catastrophic," said Hoover.

Hoover and his team knew the loss would mean cuts across the board, but they all agreed on one thing that would never take a hit: quality of care.

### The Right Message at the Right Time

Receiving America's Best Hospitals for Obstetrics and America's 100 Best Hospitals for Patient Experience from the Women's Choice Award in 2013 became a beacon for Hoover to motivate his team to maintain quality during difficult times.

"The awards were a validation to our employees that we were doing the right things," said Hoover. "The challenge was, how could we continue to provide quality while also cutting costs?"

### The Award That Helped Save \$1.5 Million

"We used the Women's Choice Award as an important tool to encourage our employees to work together on our plan to reduce our costs, while maintaining our level of care," said Hoover. "I told them, 'We won this award. We believe in you. Help us keep it.'"

The bar had been set and his employees came through. Striving for another Women's Choice Award became a source of inspiration as employees identified \$1.5 million in cost savings. And that 3% operating loss? The hospital achieved an astounding 4% turnaround the following year.

### Validation for the Community

For David Culpepper, Director of Marketing and Public Relations, the award was just as important externally as it was internally. "The award was a way for us to say, 'This is the way we take care of the women in our community.'" The public responded enthusiastically to news about the award on social media. Culpepper noted that comments, likes and shares were 10% or higher vs. the industry standard of 4-5%.

### Recognition that Continues to Drive Culture

The year 2017 marked King's Daughters Medical Center's fifth consecutive year as a recipient of more than one Women's Choice Award. Hoover reminds his staff how special it is by asking them, "Who wins the Super Bowl five years in a row?" For Hoover, it's not about the prestige, but confirmation that they doing all the right things to consistently provide exceptional, compassionate patient care.

"It helped us create a performance improvement mentality," said Hoover. "You want to embrace that mindset in the way you manage and live your life."

