

**Amerinet and Effectiveness Institute Partner to Build the Amerinet Learning Institute, a “Gateway to High Performance” comprised of three complementary programs:**

- Leadership Training
- Sales Training
- Employee Development

**The Challenge**

Toward the end of 2012, Amerinet’s Leadership Team arrived at a critical realization that further evolution of the company would require a strategic perspective regarding training and employee development. In a mature market characterized by increasing cost and competitive pressures, successful Group Purchasing Organizations would be those whose management practices were inherently more efficient and effective through superior communication, collaboration and customer focus. It was evident to the Leadership Team that higher levels of *accountability*, *employee engagement*, and *personal initiative* would be critical to achieving this outcome. Further, in order to produce behavior consistent with those objectives, a means to continually educate its workforce and reinforce the results of that guidance had to be devised.

Established in June 1986, Amerinet, a Group Purchasing Organization headquartered in St. Louis, Missouri, partners with more than 63,000 healthcare providers to offer innovative approaches to reduce costs and improve quality in the following four areas:

- **Cost Reduction**  
Improving financial and operational performance with supply chain management, cost reduction tools and services, information and education.
- **Customized Solutions**  
Working directly with members to be the most trusted resource for expertise and services which enhance the provider’s ability to assure the very best healthcare for those they serve.
- **Quality and Patient Safety**  
Improving clinical outcomes, patient safety, operational quality and regulatory compliance.
- **Education**  
Connecting partners with timely and valuable information and continuing education from healthcare’s top experts.

“The ability to provide better service than our competitors required a well-trained and highly engaged workforce,” said Amy Fields, Chief Human Resource Officer. “We felt that in order to build that culture we had to embed exceptional training and development programs into the company.”

**The Solution**

After a comprehensive evaluation of four different vendors of training solutions early in 2013, Amerinet chose Effectiveness Institute, a 30 year old Washington State based company, to be the firm they would collaborate with to develop Amerinet Learning Institute’s curriculum. “The choice was based on our desire to have more than just a tool,” said Allison Galanti, Director of Human Resources. “We were looking for a long term partner to help us design a roadmap to the culture we wanted to build and be there to assist us in sustaining that culture over time.”

Out of that collaboration came a curriculum comprised of three programs:

- Leadership Training
- Sales Training
- Employee Development

All three tracks focused on and reinforced the *leadership principles* of Amerinet:

- Accountability
- Engagement
- Initiative

Also, all three programs were built on a foundational common language used to describe behavior and its impact on others. Unlike other behavior models however, it recognized the dynamic nature of styles and how to accommodate those differences when communicating within the organization as well as in selling approaches to external Partners.

The curriculum also accounted for the geographically dispersed nature of Amerinet's workforce. This meant including sustainment activities that could be done locally or virtually as appropriate to keep the learning alive.

### The Outcome

The results of the training program have confirmed our belief that to reinforce as well as build on the key elements of our culture, a well thought out company-sponsored system of learning was required. There is now much greater clarity and focus on our *Core Values*.

- **Accountability:**
  - Better visibility throughout the organization on financial metrics—by clear communication
  - Greater accountability to goals—through goal-setting collaboration
  - 100% completion of performance reviews—had only reached 90% before
- **Engagement (Results of Engagement Survey):**
  - People know the outcomes that are expected of them
  - People believe they are members of a strong team
  - People are extremely satisfied with Amerinet as a place to work
  - People's successes are recognized by their manager and co-workers
- **Initiative (Results of Engagement Survey):**
  - People feel encouraged to come up with new and better ways of doing things
  - People feel that their ideas are considered

The response rate to the Engagement Survey was 84%, which is considerably higher than the benchmark for such tools. Further, voluntary activities like the webinars, which were designed to sustain the learning, have an attendance rate exceeding 50%, which is a reflection of employees' perception of the value of the content as well as their appetite for learning.

"Before the Amerinet Learning Institute began its training, there was no awareness or understanding of behavior styles and how our styles impact how others perceive us and vice versa" said John Travers, VP, Business Systems, IT . "More importantly, we had no understanding of how behavior styles affect how we interact with others. As a result, there were times when we were frustrated by interactions. Once we began to put into practice the tools we learned and continue to learn, we began to see how much more positive, stronger, and effective our interpersonal engagements can be by making merely slight changes in our own styles. Now there is a stronger sense of collaboration, and a more congenial atmosphere allowing folks to be more willing to share their thoughts and ideas."