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## Bronson: A Journey Toward Excellence

On a cold, wintry day in Kalamazoo, Michigan, a nurse at Bronson Methodist Hospital received an urgent call from her husband. He was scouring the house for his car keys so he could drive their two young children to school. The nurse frantically reached into her purse and pulled out two sets of keys. She realized that getting the keys to her husband meant leaving work and potentially jeopardizing her patients' care, so she decided to call the hospital's complimentary concierge service, which ran personal errands for Bronson's 4,100-person workforce, the majority of them female. A young woman from the concierge office whizzed by the nurse's desk, picked up the keys, and dropped them off to the nurse's husband so he could get the kids to school on time.

### Background

Bronson Healthcare Group (Bronson) is a community-owned, non-profit health care system located in Kalamazoo, Michigan. Since the establishment of its flagship hospital, Bronson Methodist, in 1900, Bronson has become one of the area's largest employers. With a workforce of more than 4,100 in 2006, Bronson contributed greatly to the stability of the local economy. According to research done by the W.E. Upjohn Institute, every ten employees hired by the hospital sustained another five workers in the county.

Bronson also supported the community through education and outreach and provided care to all people, regardless of their ability to pay. Through these services, Bronson gave back more than \$40 million each year in community benefits.

The Bronson Healthcare Group included Bronson Methodist Hospital (BMH), Bronson Vicksburg Hospital, Bronson Medical Group, Bronson Home Health Care, Bronson Staffing Service, Bronson Advanced Radiology Services, Bronson Lifestyle Improvement & Research Center, and the Bronson Health Foundation.

In 2000, Bronson completed a \$210 million redevelopment of the BMH campus, resulting in an innovative facility with a total-healing environment and all private rooms. It also began developing its workforce to deliver outstanding care and service and to create a culture of excellence within the new hospital environment.

*Research Associate Grace Augustine developed this mini-case under the supervision of Professor Lynn P. Wooten of the Michigan Ross School of Business Center for Positive Organizational Scholarship. ©2009 The William Davidson Institute*