SUNSHINE COAST CREDIT UNION

CASE STUDY

IDEASCALE

Sunshine Coast Credit Union

Improving Scores in the McKinsey Organizational Health Index

With more than $700 million in assets, Sunshine Coast Credit Union (SCCU) is a full-service co-operative financial institution serving over 17,300 members through 3 locations and mobile services. Their credit union has a unique purpose to give back to the local community that it serves, investing back into the Sunshine Coast community's businesses for positive social impact.

In 2018, SCCU measured their employee's feedback across a number of criteria using the McKinsey Organizational Health Index (OHI). **Their lowest score was related to Bottom-Up Innovation – which meant their employees had very little opportunity or incentive to contribute to innovation.** In response, SCCU decided to deploy an IdeaScale community, both for the sake of engaging their employees in continuous improvement processes and increasing their credit union's innovation capacity.

In 2019, SCCU promoted their newly-launched community across their organization under the slogan "Better Every Day" and incentivized participation by **offering an organization-wide recognition event if the organization achieved 100% participation in the first month** of the launch. They were able to achieve 95% participation using this tactic. Even though they didn't get to their goal of 100% participation, **contributors received thank you cards and "Better Every Day" stickers to acknowledge their contribution** to their new, vibrant community. SCCU's community also launched with the full support of their CEO and executive leadership who immediately began participating in the community by voting and commenting on the ideas submitted by employees.

SCCU hosts an **always-on, open topic campaign called "Better Every Day," but also launches monthly time-limited campaigns** that are submitted by business leaders throughout the organization and selected based on their alignment with the annual plan.

Those campaigns cover everything from financial wellness tips, to career development initiatives, to process improvement, and more. Business leaders who sponsor those campaigns select the best ideas based on the campaign's criteria. The ongoing "Better Every Day" campaign manages its new ideas by inviting leaders from each business unit to a quarterly meeting wherein department owners review IdeaScale ideas, assign promising ones to the appropriate department or business owner for future research, prioritize selected ideas based on their alignment with the annual plan (using metrics like impact to member financial wellbeing, social impact capabilities, improving member loyalty, and other criteria) and check in on implementation of those ideas.

To date, SCCU can report

- **An average of at least one idea submitted for every employee**
- **20% of suggested ideas are now implemented in less than a year**
- **Improvements to their leadership and learning and development OHI scores** thanks in large part to new ideas like mentoring during onboarding, financial advisor workshops, morning huddles in every department, and more.
- Their **Bottoms-Up Innovation score moved from their lowest scoring item on the McKinsey Organizational Health matrix to their TOP score, improving overall organizational health and culture.**

"We use IdeaScale for a number of things: from impactful campaigns to voting on a theme for our annual plan, or what changes people want to see to our year end party," says Alex Kostenko, Director of Strategy and Innovation at Sunshine Coast Credit Union "**We have made it not just an innovation tool, but a communication and community building tool as well.** Being able to go back into IdeaScale and see past responses to ideas also **helps us create transparency and equity across the organization** – people can see why we are or aren't doing something at any time."

In the future, SCCU plans to add additional metrics beyond idea implementation rate to their innovation program.