

Navigating Excellence!

(An ACHE Qualified Education (Cat II), 1.5 Hours CEUs)

Kathleen Goonan, MD

CEO, Goonan Performance Strategies

INSIGHTS FOR HEALTHCARE PROFESSIONALS
(A partnership with Medical World Americas)



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Ever Feel Like This?



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Our Challenge...

“What leaders lack is a habit of thinking about their organization’s capabilities as carefully as they think about individual people’s capabilities...To succeed consistently, good leaders need to be skilled not just at assessing people but also assessing the abilities and disabilities of their organization as a whole.”

Christensen and Overdorf 2000

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Learning Objectives

- ✓ How high performing leaders navigate their organizations to excellence
 - LASER model for building capabilities
 - Popular tactics, context to use
- ✓ Leadership attributes of high performers

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Performance Excellence is...

- Delivery of ever-improving value to customers and stakeholders
- Well designed & managed key processes
 - Leadership, management, and daily work
- Organizational capability to improve all key processes and results
- Organizational and personal learning

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Improved Quality, Lower Health Care Costs

Baldrige Users with National Award Site Visits

- 83% more likely to be among Thomson Reuters' 100 Top Hospitals®
- Outperformed non-Baldrige hospitals on 6 of 7 100 Top Hospitals measures
- Faster five-year improvement than peers

Source: Foster, D. A., and Chenoweth, J. 2011, October.
*Comparison of Baldrige Award Applicants and Recipients
with Peer Hospitals on a National Balanced Scorecard.*
Thomson Reuters (now Truven Analytics).

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Adoption of Baldrige Practices

- “Top 100” hospitals winners extensively use Baldrige practices (80%)
- Highest formal use: Teaching hospitals (nearly 70%)

Source: Shook, J., and Chenoweth, J. 2012, October. *100 Top Hospitals CEO Insights: Adoption Rates of Select Baldrige Award Practices and Processes*. Truven Health Analytics.

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Adoption of Baldrige Practices (2)

By 2018, hospitals likely to

- Use the Baldrige Criteria for improvement or assessment: 65%
- Apply for the Baldrige Award or a state-level Baldrige-based award: 41%

Source: Futurescan 2013: Healthcare Trends and Implications 2013-2018. American Hospital Association, Society for Healthcare Strategy & Market Development.

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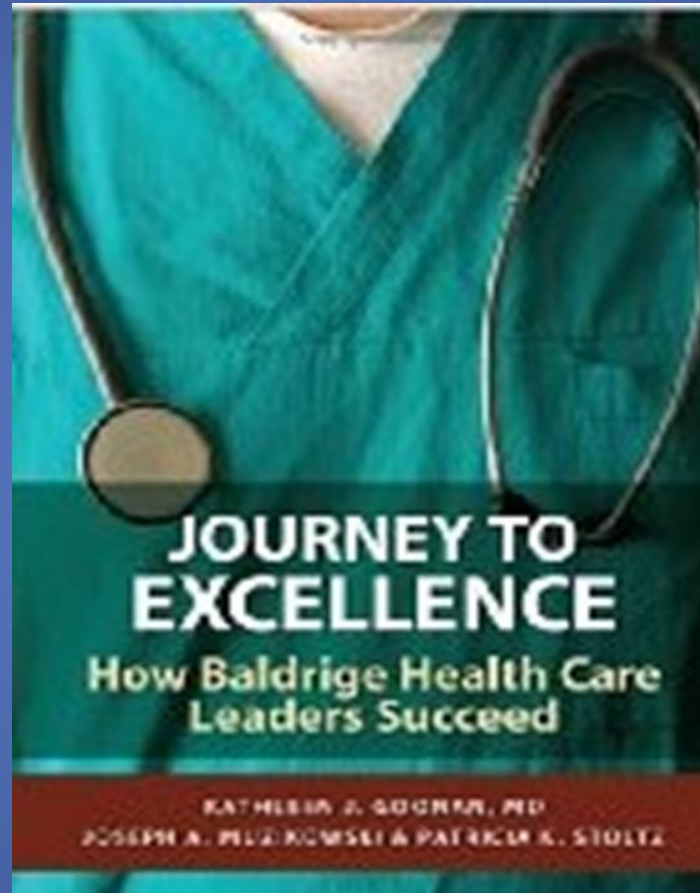
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Our Contribution...



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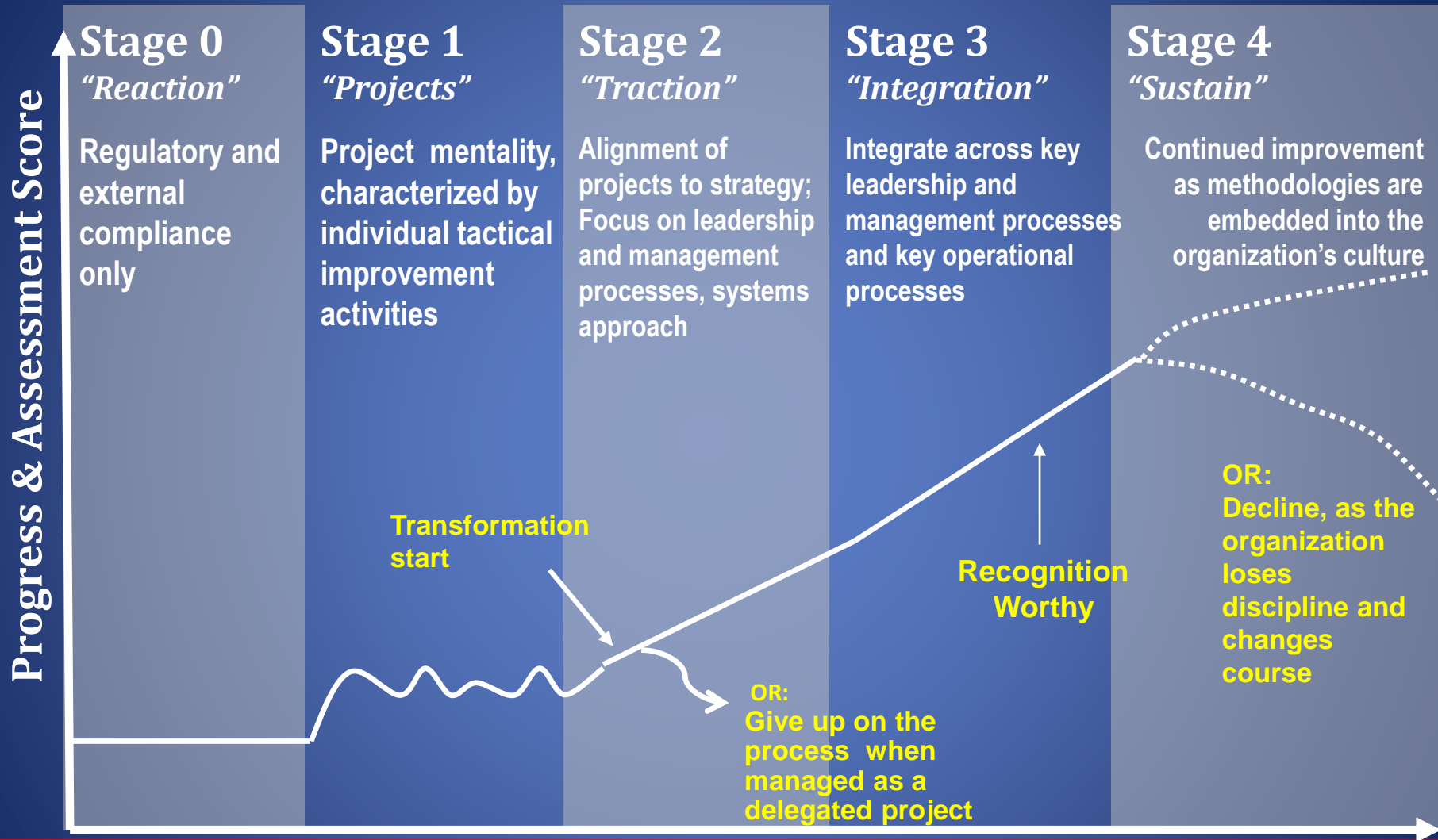
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Journey to Excellence



Where Poudre Valley Started, 1997

Community hospital serving Fort Collins, Colorado

1,500 employees, 300 independent physicians & 575 volunteers

24% annual employee turnover

5 CEOs in 4 years

\$250 million in annual revenue

Changing healthcare market

Demand for physician integration



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World-Class Results, 2008

Top 10% for inpatient mortality

Top 10% for patient satisfaction

Top 3% for employee satisfaction

Top 1% for physician loyalty

Thomson Reuters Top 100 Hospital for last 5 years

Top 100 Best Places to Work, *Modern Healthcare*

Magnet designation maintained since 2000

NDNQI Best-Performing Hospital for Nursing Quality

Competitively priced in regional market

\$1 billion in annual revenues



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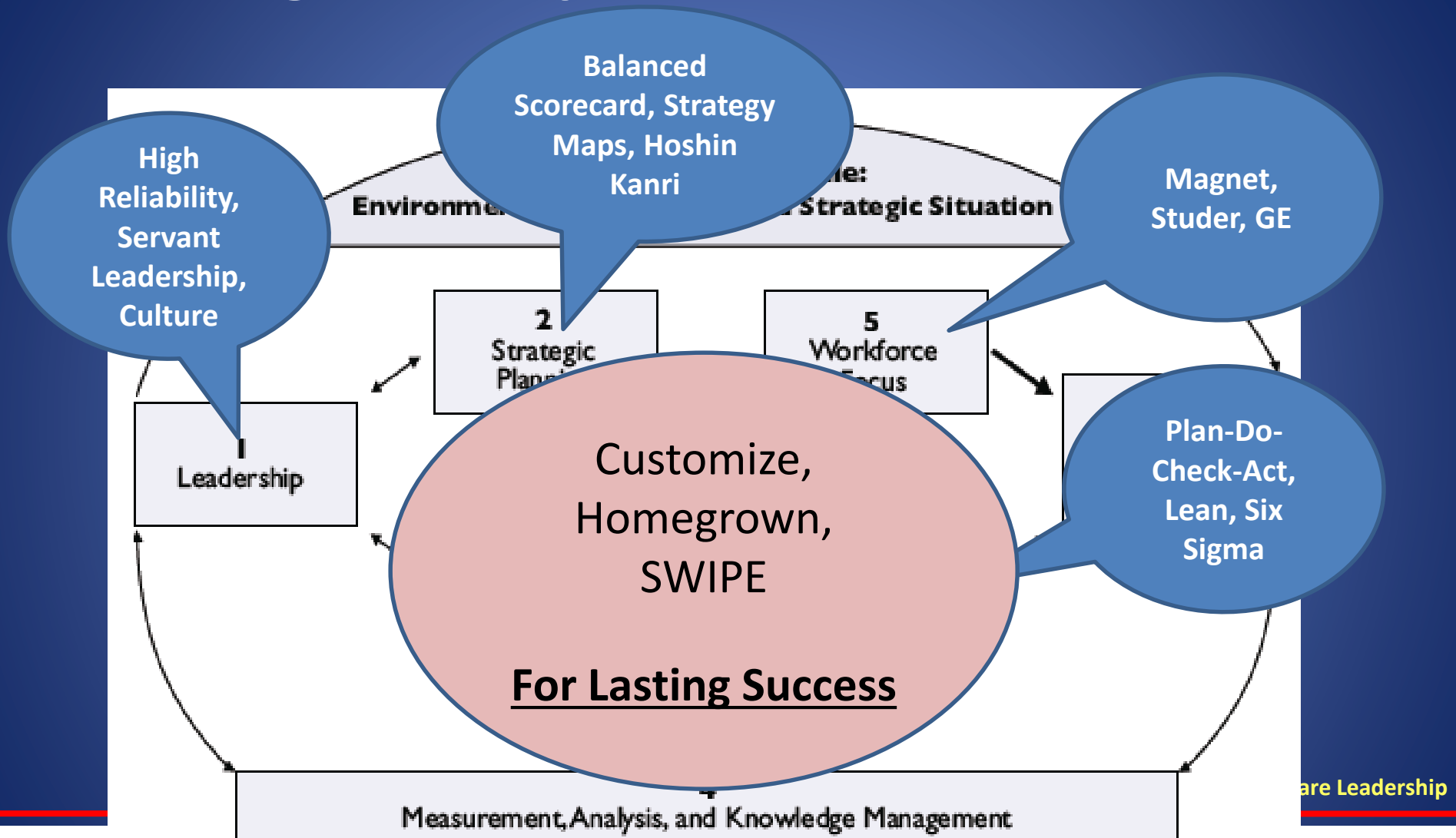
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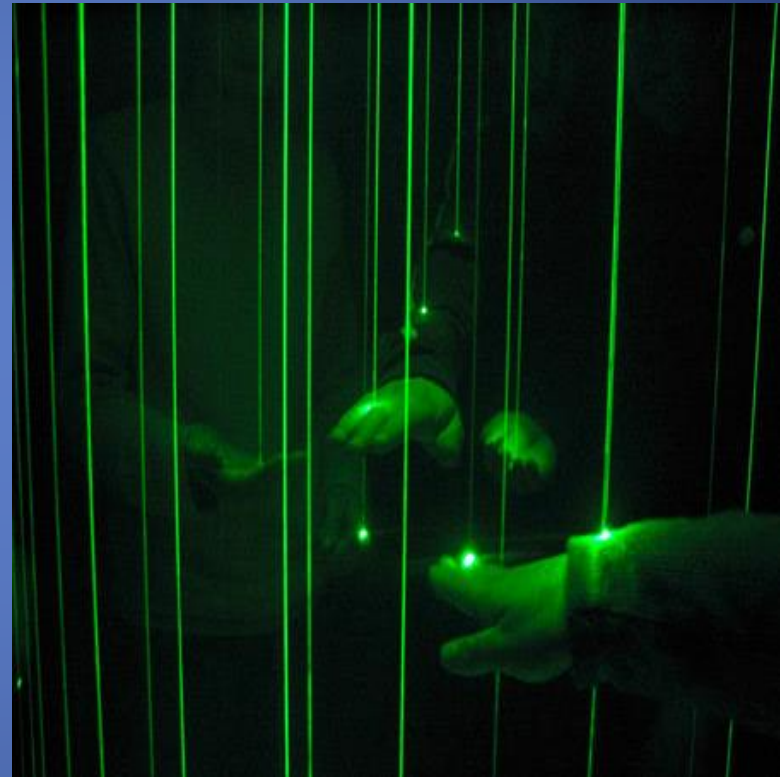
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Baldrige = Blueprint & Scaffold for Tactics



LASER: Roadmap for Transformation

Leadership
Assessment
Sensemaking
Execution
Results



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LASER – Leadership

- ✓ Make a *personal* commitment to lead a transformation
- ✓ Align people with purpose
- ✓ Build a culture of learning & improvement

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Commit to Organizational Transformation



“We started our journey in 1997... We’ve been on the road for a long time...What did we learn through the Baldrige Process? That’s almost too hard to answer. We learned about how to [build capabilities] into every part of our organization. We’ve learned and hardwired excellence into every aspect of how we work.”

Rulon Stacey, PhD, FACHE
Former CEO, Poudre Valley Health System
2008 Baldrige Recipient



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LASER – Assessment

- ✓ Select an assessment framework
 - We favor Baldrige
- ✓ Perform the assessment
- ✓ Leverage the power of assessment

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Blueprint for Performance Excellence

Your Unique
Strategic
Context



Blueprint for Performance Excellence



LASER – Sensemaking

- ✓ Build process knowledge
- ✓ Identify high-leverage required capabilities and build them
- ✓ Communicate the focus for improvement

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Key Organizational Processes - 1

Baldrige Process Category	36 High-level Critical Processes
1: Leadership	Senior Leader Direction-setting and Culture Development
	Senior Leader Creation of Organizational Sustainability
	Senior Leader Communication with and Engagement of Workforce
	Senior Leader Focus on Action
	Organizational Accountability
	Leadership and Governance Improvement
	Legal/Regulatory Compliance, Accreditation, and Ethics
	Societal Responsibilities and Community Health
2: Strategic Planning	Strategy Development
	Action Plan Development and Implementation
	Projection of Future Performance
3: Customer Focus	Listening to Current and Potential Customers
	Customer Satisfaction/Engagement Determination
	Determination of Customer Service Requirements
	Customer Access and Support
	Customer Relationship Management
	Complaint Management



Key Organizational Processes - 2

Baldrige Process Category	36 High-level Critical Processes
4: Measurement, Analysis, and Knowledge Management	Performance Measurement
	Performance Analysis and Review
	Performance Improvement
	Knowledge Management and Organizational Learning
	Data and Information Availability and Quality
5: Workforce Focus	Workforce Capability and Capacity
	Workplace Health, Safety, and Security
	Workforce Support
	Motivation and Engagement
	Performance Management
	Workforce Engagement Determination
	Workforce and Leader Development
6: Operations Focus	Process Design
	Process Management
	Process Improvement
	Cost Control
	Supply-Chain Management
	Safety and Emergency Preparedness
	Innovation Management

LASER – Execution

- ✓ Make visible changes from Day One
- ✓ Establish accountability and action plans
- ✓ Review progress and drive change
- ✓ Spread improvement, transfer & hardwire knowledge

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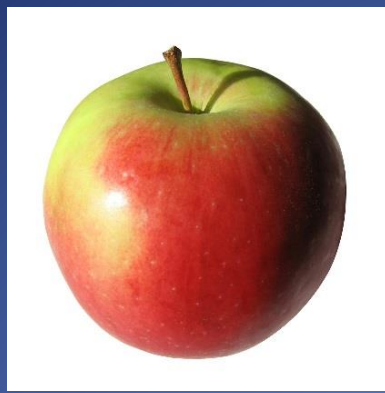
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Baldrige is the questions...

Lean, Six Sigma may be part of your answers

- A very popular current option
- Remember TQM?

Key Takeaway:
High Performers use both

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LASER – Results

- ✓ Create standard leader work for organizational performance reviews
- ✓ Understand levels, trends & comparisons
- ✓ Plan and act on your results

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ThedaCare SNR Leadership Visual Room



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Objective is to Thrive!!



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LASER Roadmap

Leadership

Commit to humility, truth-telling

Assessment

Diagnose the current state

Sensemaking

Understand your system and gaps

Execution

Deploy robust processes and culture

Results

Prove it to yourselves and others



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LASER – Leadership

- ✓ Make a *personal* commitment to lead a transformation
- ✓ Align people with purpose
- ✓ Build a culture of learning & improvement

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LASER – Leadership Actions

- ✓ Make a *personal* commitment to change
 - Commit to personal and organizational transformation
 - Identify a transformational approach and build your leadership “narrative arc”
- ✓ Align people with purpose
- ✓ Build a culture of learning & improvement

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Commit to Personal Transformation



“As we embarked on our journey, I found that my behavior modeled every [old way] activity and policy for the organization. The journey required that I behave differently. Humility...curiosity... and significant personal sacrifice and hard work.”

John Toussaint, MD
CEO, ThedaCare Center for Health Care Value
Frontiers in Health Services Management, 2013



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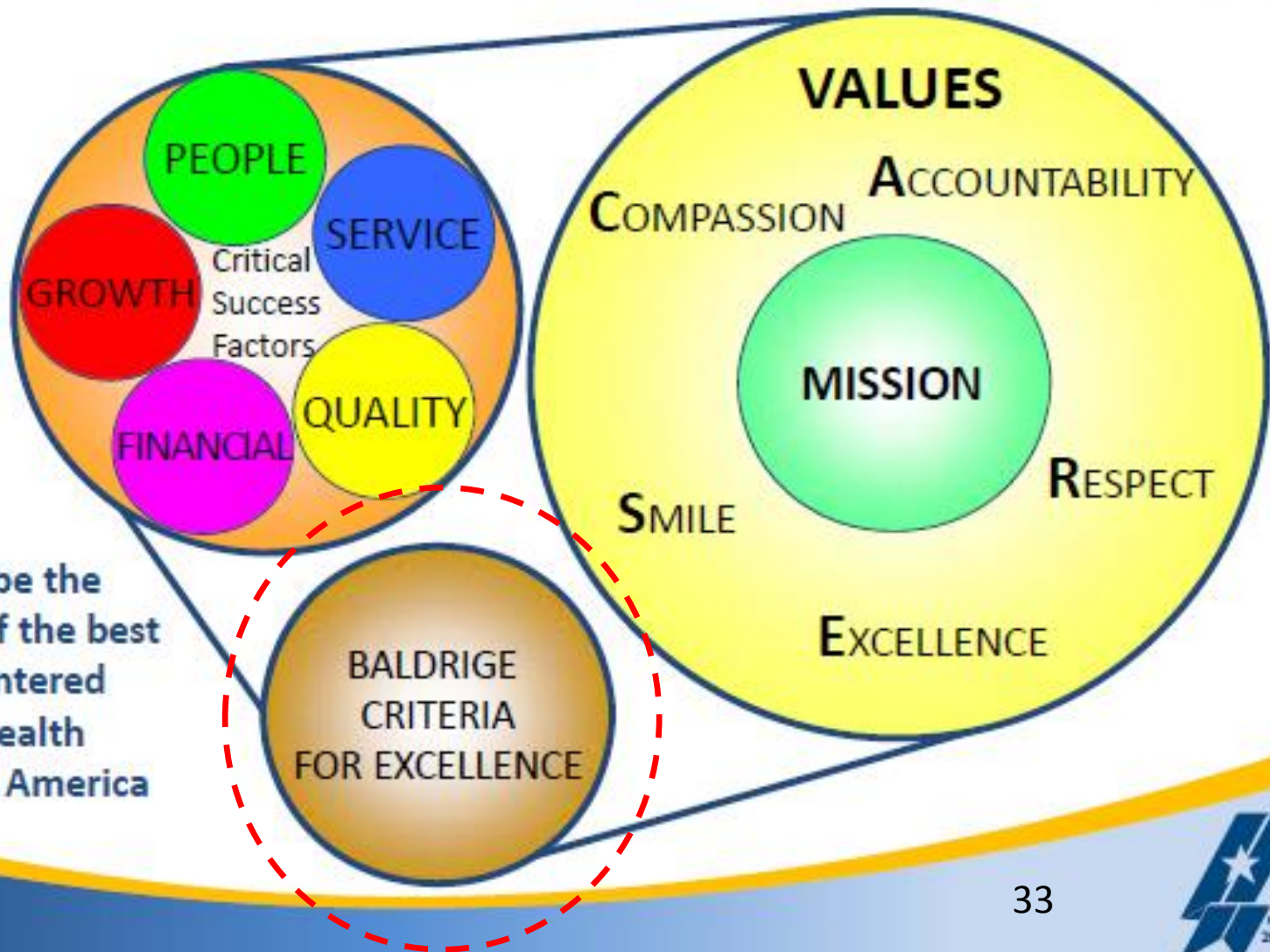


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Our Foundation for Growth



**Vision: to be the
provider of the best
patient-centered
care and health
services in America**



Servant Leadership Culture

- Open door, open communication, no secrets transparency
- Results oriented
- “No excuses” accountability
- Leader rounds
- CEO Weekly email
- Listening and learning

LASER – Leadership Actions

- ✓ Make a *personal* commitment to lead a transformation
- ✓ Align people with purpose
 - Build a supportive coalition to lead change
 - Establish strategic line of sight
- ✓ Build a culture of learning & improvement

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Get the Bus Right



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Strategy Map

VISION: WHERE WE ARE HEADED - ATLANTICARE BUILDS HEALTHY COMMUNITIES



MISSION: WHY WE ARE HERE

WE DELIVER HEALTH AND HEALING TO ALL PEOPLE THROUGH TRUSTING RELATIONSHIPS.



Strategy Map

VISION: WHERE WE ARE HEADED – ATLANTICARE BUILDS HEALTHY COMMUNITIES



Strategy Map

VISION: WHERE WE ARE HEADED – ATLANTICARE BUILDS HEALTHY COMMUNITIES

How can I support performance excellence:

- *Follow 3 Bs when rounding on patients*
- *Use AIDET with each patient and family*
- *Manage Up my unit*

How can my **area** support performance excellence:

- *Achieve 7 Harmony's Goal of 53.3% Excellent*
- *Implement AIDET and Hourly Rounding*

5 Bs (PERFORMANCE EXCELLENCE COMMITMENTS): HOW WE DO IT

BEST CUSTOMER SERVICE

We earn customer loyalty by delighting all those we serve.



LASER – Leadership Actions

- ✓ Make a *personal* commitment to lead a transformation
- ✓ Align people with purpose
- ✓ Build a culture of learning & improvement
 - Welcome the “brutal truth” → “true sense of urgency”
 - Conduct systematic organizational performance reviews

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Care to Join Our Measuring Club?



Are You Measuring Whatever Moves?



Invite the “Brutal Truth”

- ✓ Assessments & feedback
- ✓ Benchmarking site visits
 - Role models in health care, other industries
 - Regular scrutiny and feedback
 - Senseis or other outsider experts
 - Baldrige feedback process

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Systematic Organizational Performance Review

- System-level dashboard and monthly review of measures at Performance Council (PC)
- Continuous search for best measures and comparators / databases
- Semi-annual review of all pillars and business unit



System Dashboard



Improved Measurement and Analysis Capabilities

- Metrics Committee
 - operational, financial, and pillar leaders who provide oversight and expertise to pillar teams and the Performance Council on the best way to define, display (dashboards), compare, and analyze transparent organizational performance
- Performance Analytics and Improvement
 - Measurement and Comparator Selection
 - Enterprise Data Warehouse
 - Dashboards / Organizational Performance Review
 - Knowledge Management
 - Performance Improvement / Process Engineering / Project Management



Metric	Performance Indicator	Unit	2008 Actual	2008 Target	2009 Target	Current Status
Profit	Operating Profit	Million	1,234,567	1,200,000	1,300,000	On Track
Profit	Net Profit	Million	876,543	850,000	900,000	On Track
Quality & Safety	First Pass Yield	Percent	98.5%	98.0%	99.0%	On Track
Quality & Safety	Defect Rate	Per 1,000	12.3	15.0	10.0	On Track
People	Employee Satisfaction	Score	4.5	4.0	4.8	On Track
People	Turnover Rate	Percent	15.2%	18.0%	12.0%	On Track

Legend: ■ 2008 Performance Target ■ 2009 Performance Target ■ All on Track Target

Available to All Employees

Welcome to HENRY - The Henry Ford Health System Intranet - Windows Internet Explorer provided by Henry Ford Health System

http://henry.hfhs.org/

File Edit View Favorites Tools Help

Google Search

Welcome to HENRY - The Henry Ford Health System I...

HENRY Our Vision: Transforming lives and communities through health and wellness - one person at a time.

QUICK ANSWERS/FAQ Go

Information

- Baldrige Journey
- Departments
- Henry Ford Experience
- HR Connect
- Policy Guides & Manuals
- System Directory
- Supply Chain Management

Business Units

- HF Medical Group
- HF Hospital and Health Network
- HF Macomb Hospitals
- HF West Bloomfield Hospital
- HF Wyandotte Hospital

Extras

- Cafeteria Menus
- Classified Ads
- Henry's List
- Inside Connection
- Move to Improve
- Sites & Services

Special Announcements

- RadicalLogic Tip Sheets
- Resident/Fellow Career...
- Free Maple Grove Forum
- Cultural Competency

It's Quality Expo Week (Nov. 9 - 11) at Henry Ford!

Henry Ford has more than 80 System teams displaying their healthcare quality improvement projects this week at the System's 20th Annual Quality Exposition. The Expo takes place at Henry Ford Hospital in the E&R and East Clinic lobbies, and the cafeteria, on Wednesday, Nov. 9 to Friday, Nov. 11. This year's Henry Ford Quality Expo features the theme "Reflecting 20 Years of the Quality Expo," and Frank and Barbara Dann lectureship guest speaker **Maureen Bisognano**, president and chief executive officer, Institute for Healthcare Improvement (IHI). Bisognano will speak from 10:30 - 11:30 a.m. on Wednesday, Nov. 9, in Buerki Auditorium at Henry Ford Hospital.

Clinical Resources

2011-12 Flu Information
CarePlus Next Gen
Clinical Decision Guides-Pathways
Clinical Systems Research & Integration (CSRI)
ESR
MSDS-Environmental Safety
Medical Education
Metavision ICU, Excel Care, OTTR
On Call Schedules
Online Redform: Risk/Feedback
Pathology-Laboratory User's Guide
Patient Satisfaction
Radiology Important Documents
Request a Consult
SIP Consult Form
Sladen Library

Financial Resources

Canadian Patient Resources
Customer Service Request Form (Northfield)
HFHS Contract Summary List
Precertifying MRI, CT and Nuclear Tests
Registration Manual
Travel and Expense
Vista Reports

Admin and Support

Henry Ford Hospital Nursing
HFHS Applications
HIPAA
How to report a safety/quality of care concern
Information Security
IT Requests

Customer Engagement

HFHS is committed to providing the highest quality of service to every patient.

Learn more about your role in our Service Culture transformation...

Help us reach that goal by providing feedback on your experience.

[Share Your Experience](#)

Employee Engagement

Engaged employees are the foundation of how we fulfill our mission.

Learn more about how we're improving engagement...

Clinical Quality & Safety

More information on the quality and safety of the care we provide.

Read more...

Employee Communications

View the most recent issues of the System and local hospital communications below:

- Connections (Henry Ford Macomb Hospitals)
- Inside Lines (Henry Ford Wyandotte Hospital)
- Monitor (System News)
- News & Views (Henry Ford Hospital and Health Network)
- News in Bloom (Henry Ford West Bloomfield Hospital)
- Nancy Schlichting's Vodcast (System News)

e-News Headlines

- U-M nurses OK 3-year pact
- Safety Risks Tied to Electronic Health Records Need Scrutiny
- Not by quality metrics alone
- Statewide project helps mothers avoid C-sections

Read more...

Dashboards

See how your work is impacting our Business Unit and System-wide goals.

Read more...

IT Announcements

Weekly T-System Maintenance Downtime (Every Wednesday in 2011)

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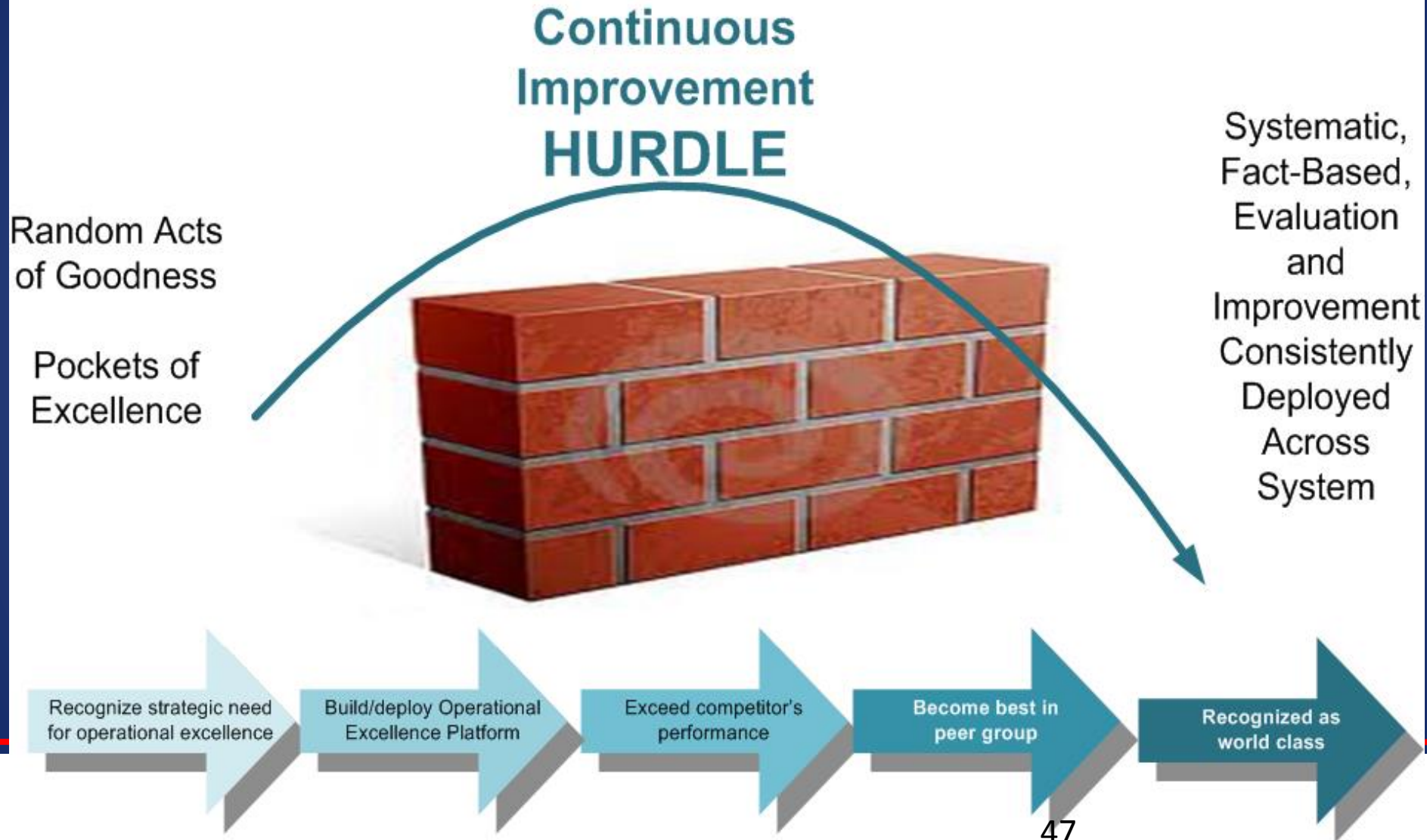
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Getting the Important Things Done





Steps Forward

**Flywheel Builds
Momentum**

**Accumulation Of
Visible Results**

**People Line Up,
Energized by Results**



APPENDIX

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Biography, www.GoonanGPS.com; Kate@GoonanGPS.com

Kathleen Goonan, MD, is chief executive officer of Goonan Performance Strategies, a multidisciplinary consulting resource that helps health care senior leaders achieve organizational performance excellence. Kate is also an Assistant in Health Care Policy at Massachusetts General Hospital/Partners Mongan Institute for Health Policy and former executive director of the MGH Center for Performance Excellence. Clients range widely from small rural organizations to large integrated delivery systems throughout the U.S. Some are in the early stages of “turnaround,” while others are working toward performance excellence as measured by the Baldrige Criteria for Performance Excellence. All strive to create high-performance cultures and be more competitive within their markets. GPS clients have included Henry Ford Health System (Baldrige recipient, 2011), Poudre Valley Health System (Baldrige recipient, 2008), Southcentral Foundation (Baldrige recipient, 2011) and Texas Health Resources (Texas Award for Performance Excellence, 2013).

Kate is a former senior vice president of the Institute for Healthcare Improvement, senior vice president of Blue Cross Blue Shield of Massachusetts, vice president and chief quality officer at UMass Memorial Health Care, and director of the Clinical Indicators Program at Harvard Community Health Plan. She has served on the judges’ panel for the Malcolm Baldrige National Quality Award (1999-2002), the Joint Commission Codman Award (1996-99), the American Hospital Association Quest for Quality Award (2004-present), and the Massachusetts Excellence Award (2005-07). She is faculty for the executive and senior executive programs of the American College of Healthcare Executives, where she teaches transformational change and leadership.

She is lead author of *Journey to Excellence: How Baldrige Health Care Leaders Succeed* (ASQ Quality Press, 2009). She and her team conducted a four-year study of the first nine health care recipients of the Baldrige Award and distilled the critical elements of a successful performance excellence journey. They continue to study successful business practices and the application of those practices to health care organizations and related businesses.

Kate is a graduate of the University of California at Davis Medical School and a member of the Alpha Omega Alpha Medical Honor Society. She received her postgraduate training in internal medicine at the Massachusetts General Hospital in Boston. She did her undergraduate studies at Stanford University and University of California at Santa Cruz.

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LASER

1. Commit to personal and organizational transformation
2. Align people and purpose
3. Create processes for accountability
4. Understand your organization's core competencies and other strategic fundamentals
5. Engage and motivate the workforce
6. Continually evaluate and improve key leadership, management, and work processes

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References

1. Baldrige Performance Excellence Program. Baldrige recipients are committed to helping other organizations learn, and share their practices by posting their applications on the BPEP website (www.baldrige.nist.gov), presenting at Quest for Excellence and other conferences, and hosting on-site Sharing Days. The recipient best practices used in this course material come from these sources.
2. Buckman, M., and J. Buckman. 2012. *Journey to Perfect: Mayo Clinic and the Path to Quality*. <http://asq.org/2012/07/change-management/journey-to-perfect-mayo-clinic.html>.
3. Christensen, C., and M. Overdorf. 2000. "Meeting the Challenge of Disruptive Change." *Harvard Business Review*. Reprinted in *HBR's 10 Must Reads: The Essentials*. Boston: Harvard Business Review Press, 2011. Reprint R00202.
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