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)
Ever Feel Like This?

- Just Culture
- Improve reward & recognition
- Improve ROI
- Better Meetings!
- Improve cycle time
- High Reliability
- Improve morale
- Improve goal setting
- Improve safety
- Magnet
- LEAN Six Sigma
- Improve metrics
- Improve access
- Improve supplier performance
- Improve results
- Improve margins
- Improve patient/customer satisfaction
- Improve recruiting
- Employee training and development
- Improve competitiveness
- Improve leadership
- Improve competitiveness
- Improve cycle time
- Improve employee satisfaction
- Improve accuracy
- Improvesupplier performance
- Improve safety
- Innovate
- Just Culture
- Population Health
- Standard Work
- Triple Aim
- Core Measures
- HCAHPS
- Improve margins
- Improve patient/customer satisfaction
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- Improve results
- Improve supplier performance
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- Innovate
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
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
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
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

Adoption of Baldrige Practices

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

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%

Our Contribution...
Journey to Excellence

Stage 0
“Reaction”
Regulatory and external compliance only

Stage 1
“Projects”
Project mentality, characterized by individual tactical improvement activities

Stage 2
“Traction”
Alignment of projects to strategy; Focus on leadership and management processes, systems approach

Stage 3
“Integration”
Integrate across key leadership and management processes and key operational processes

Stage 4
“Sustain”
Continued improvement as methodologies are embedded into the organization’s culture

Transformation start
Time

OR: Decline, as the organization loses discipline and changes course

OR: Give up on the process when managed as a delegated project

Recognition Worthy

OR: Give up on the process when managed as a delegated project
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
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
Baldrige = Blueprint & Scaffold for Tactics

High Reliability, Servant Leadership, Culture

Balanced Scorecard, Strategy Maps, Hoshin Kanri

Magnet, Studer, GE

Plan-Do-Check-Act, Lean, Six Sigma

Customize, Homegrown, SWIPE

For Lasting Success

Measurement, Analysis, and Knowledge Management
LASER: Roadmap for Transformation

Leadership
Assessment
Sensemaking
Execution
Results
LASER – Leadership

✓ Make a *personal* commitment to lead a transformation
✓ Align people with purpose
✓ Build a culture of learning & improvement
“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
LASER – Assessment

✓ Select an assessment framework
  • We favor Baldrige
✓ Perform the assessment
✓ Leverage the power of assessment
Blueprint for Performance Excellence

- Organizational Profile: Environment, Relationships, and Strategic Situation
- Leadership
- 2 Strategic Planning
- 3 Customer Focus
- 4 Measurement, Analysis, and Knowledge Management
- 5 Workforce Focus
- 6 Operations Focus
- 7 Results

Your Unique Strategic Context
How do Leaders create results?
LASER – Sensemaking

- Build process knowledge
- Identify high-leverage required capabilities and build them
- Communicate the focus for improvement
### Key Organizational Processes - 1

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

✓ Create standard leader work for organizational performance reviews

✓ Understand levels, trends & comparisons

✓ Plan and act on your results
ThedaCare SNR Leadership Visual Room
Objective is to Thrive!!

BALDRIGE AWARD
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
LASER – Leadership

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

Our Foundation for Growth

VALUES
ACCOUNTABILITY
COMPASSION
RESPECT
MISSION
EXCELLENCE

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
Get the Bus Right
Strategy Map

VISION: WHERE WE ARE HEADED - ATLANTICARE BUILDS HEALTHY COMMUNITIES

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

BEST PEOPLE & WORKPLACE
- Fortune 100 Status
  - Turnover
  - Talent Management
  - Employee Satisfaction

BEST CUSTOMER SERVICE
- Top Decile in Loyalty
  - Customer Loyalty

BEST QUALITY
- Baldrige Award Worthy
  - Patient Safety
  - Clinical Excellence
  - Operational Excellence

BEST GROWTH
- Sustained Growth
  - Improving Case Mix Index
  - Volume Growth
  - Regional Service Area Growth

BEST FINANCIAL PERFORMANCE
- Achieve/Maintain A Rating
  - Bond Rating
  - Operating Margin
  - Days in A/R

VALUES: HOW WE ACT

SAFETY
- Safety is our top priority.

TEAMWORK
- We work together to achieve our goals.

INTEGRITY
- Our behaviors consistently reflect the highest ethical standards.

RESPECT
- We treat each individual with dignity and compassion.

SERVICE
- We create loyalty by delighting those we serve.

MISSION: WHY WE ARE HERE
WE DELIVER HEALTH AND HEALING TO ALL PEOPLE THROUGH TRUSTING RELATIONSHIPS.
VISION: WHERE WE ARE HEADED – ATLANTICARE BUILDS HEALTHY COMMUNITIES

How I can support performance excellence:

How I can support performance excellence:

How I can support performance excellence:

How I can support performance excellence:

How I can support performance excellence:

How my area can support performance excellence:

How my area can support performance excellence:

How my area can support performance excellence:

How my area can support performance excellence:

How my area can support performance excellence:

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

BEST PEOPLE & WORKPLACE
Our work and practice environment attracts and retains the best people.

BEST CUSTOMER SERVICE
We earn customer loyalty by delighting all those we serve.

BEST QUALITY
We have exceptional clinical and performance outcomes.

BEST GROWTH
Expansion sustains our organization.

BEST FINANCIAL PERFORMANCE
We have the resources to pursue the fulfillment of our Mission and Vision.
VISION: WHERE WE ARE HEADED – ATLANTICARE BUILDS HEALTHY COMMUNITIES

How can I support performance excellence:
- Follow 3 P 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
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
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

- People
  - Engagement Turnover
- Service
  - Cust. Engagement (Top Box) "Likelihood to Recommend" HCAHPS
- Quality & Safety
  - No Harm: Acute Harm Readmissions
- Growth
  - Admission Volumes Tri-County IP Mkt share HAP Membership
- Finance
  - Net Operating Income Cost Per Unit
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
Available to All Employees

It's Quality Expo Week (Nov. 9 - 11) at Henry Ford!
Henry Ford has more than 20 System teams displaying their healthcare quality improvement projects this week at the System's 20th Annual Quality Expo. The Expo takes place at Henry Ford Hospital in the ESF 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 Davis lecturing 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 Baxter Auditorium at Henry Ford Hospital.

Clinical Resources
- Information
- Management
- Business Units
- Clinical Decision Guides-Pathways
- Clinical Systems Research & Integration (CSRI)
- ESP
- MSOS-Environmental Safety
- Medical Education
- Metabolism ICU, Escal Care, OTTR
- On Call Schedules
- Online Radiology, IMR/Feedback
- Patient Satisfaction
- Radiology-Important Documents
- Request a Consult
- SDF Consult Form
- Slide Library

Financial Resources
- Canadian Patient Resources
- Customer Service Request Form (Northfield)
- HFHS Contract Summary List
- Prescribing MSL, MT, 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 Compliance
- 2015 ACHE-SETC Conference on Healthcare Leadership

Customer Engagement
HFHS is committed to providing the highest quality of service to every patient.
Learn more about how we're improving engagement...
Help us reach that goal by providing feedback on 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 Schleinkers' Voicemail (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 Nurses Avoid C-Vaccines
- Read more...

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

IT Announcements
(Available for System-wide Announcements. Every Wednesday.)

ACHE - SouthEast Texas Chapter
An Independent Chapter of the American College of Healthcare Executives
Educational Foundation of the SouthEast Texas Chapter
An Independent Affiliate of the ACHE - SouthEast Texas Chapter
Getting the Important Things Done

Random Acts of Goodness

Pockets of Excellence

Continuous Improvement HURDLE

Systematic, Fact-Based, Evaluation and Improvement Consistently Deployed Across System

Recognize strategic need for operational excellence

Build/deploy Operational Excellence Platform

Exceed competitor's performance

Become best in peer group

Recognized as world class
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.
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
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.


