

Senior Leader Engagement: Moving Past Square One

The Critical Role of Senior Leaders
in Our Journey of Excellence

2011 SPQA Forum

Introductions

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Agenda

1. Who Are We?
2. Where Did We Come From?
3. Where Have We Been?
4. How Have We Done?
5. What Are Your Thinking?

RMH – Mission and Vision

MISSION - Improve health and
promote wellbeing

VISION - Exceptional quality and
compassionate care for every person,
every family, every day

RMH - Values

SAFETY

EFFECTIVENESS

RESPECT

VALUE

INTEGRITY

COMPASSION

EXCELLENCE

RMH Overview

- RMH is a licensed and accredited 238-bed not-for-profit, sole provider community hospital.
- Opened new facility in June 2010
- Located in Rockingham County
- A new member of Sentara Health
- Serving over 200,000 people in a seven-county area of the central Shenandoah Valley and Eastern West Virginia,

RMH Overview

- Key Strategic Service Lines (SSLs)
 - Heart and Vascular (including cardiothoracic surgery)
 - Surgery
 - Oncology
 - Emergency care
 - Orthopedics, Spine and Sports Medicine services
 - Women's Services (including obstetrics)

Five Strategic Initiatives

- Human Resource
- Service
- Quality
- Growth
- Financial Success

Results That Count

- A great team (human resources), bringing its best game (service) achieves excellence (quality), growth, and financial success.

What Leaders Do

- **1. Establish the case for change...**
 - *Leaders establish the rationale for why we cannot go on as we are.*
- **2. Create a vision...**
 - *Leaders describe the picture of a better future.*
- **3. Identify how to get there...**
 - *Leaders make clear what individuals need to do to achieve the vision.*

Preparing for the Journey

- If leaders set directions or create a vision of a future state...
- What two things must leaders know to begin a successful journey?

Preparing for the Journey

- To ensure a successful journey one must know one's starting point -

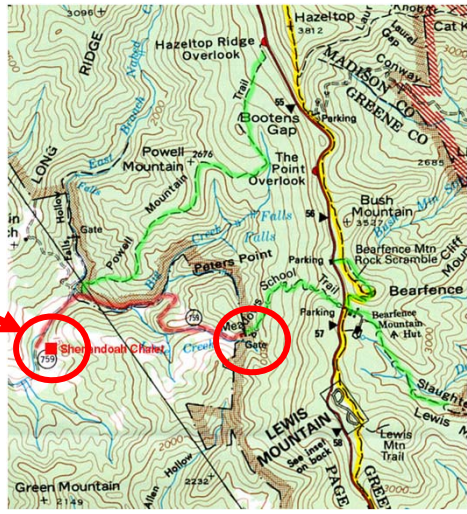
Starting Point



Preparing for the Journey

- And one must know one's destination.

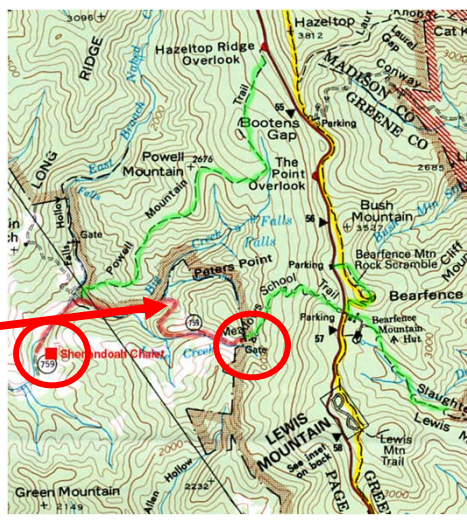
Destination



Preparing for the Journey

- Now that we know our starting point and our destination we can determine how we plan to get there!

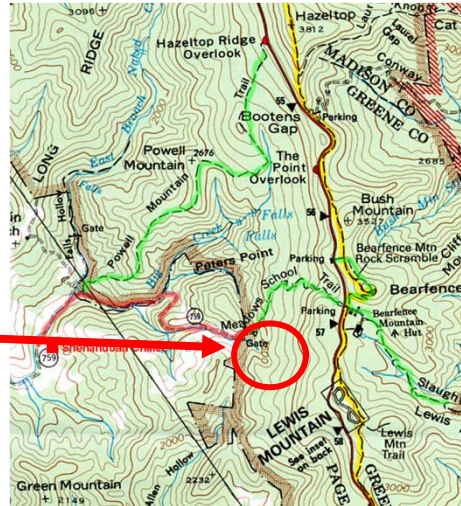
The Route



Our Starting Point

- To ensure a successful journey one must know one's starting point -

Starting Point



Our Starting Point

- President and CEO of 35 Years retires
- New President and CEO (former COO) selected
- Prior experience – Bayfront in Tampa/St. Petersburg
- Restructure of Senior Leadership Team

Our Starting Point

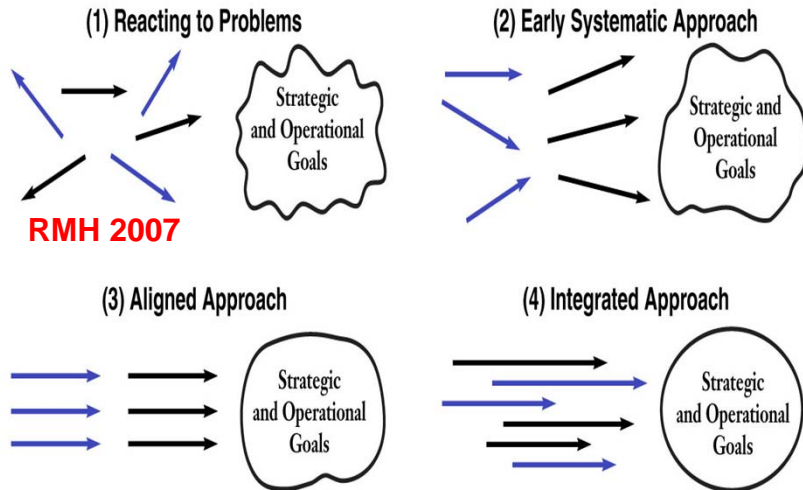
2007 Current State Assessment

- RMH had good – not great - results in clinical outcomes, patient satisfaction, financial results and human resources metrics.
- Our growth had reached a plateau
AND...oh by the way we in the planning stages for a new \$300 million facility

Our Starting Point

- | | | | | |
|---|--|--|--|---|
| <ul style="list-style-type: none"> • Behavioral Interviewing • Peer Interviewing • HML Conversations • Leadership Dev Institute • PACE • Role Clarification • Management Accountability • Organizational Restructuring • Flattening the Organization | <ul style="list-style-type: none"> • HPI • Joint Commission Survey in 2008 • Lean • Six Sigma • Focus on Core Measures • HAI reporting • Anthem P4P • Restructuring Case Management • Restructuring Peer Review • Physician "Report Cards" • Additional Quality/Perfor reporting Requirements | <ul style="list-style-type: none"> • Draft Long Range Plan • Charity Care Growth • New Clinical Information System • Threats to Medicaid • West Virginia Malpractice Crisis | <ul style="list-style-type: none"> • Grow CV Service Line • Establish CTS Program • Grow Oncology Service Line • Grow Women's Health Service Line • Grow Surgical Service Line • Transition to new model for employed physicians | <ul style="list-style-type: none"> • Results • Customer Service Councils • Service Excellence Standards • Service Recovery • Key Words at Key Times • Rounding • Shared Governance • Revised Patient Care Model |
|---|--|--|--|---|

Steps Toward Mature Processes



Articulate
WHAT JoE is NOT !!!

MANAGEMENT
FLAVOR OF THE
MONTH

Articulate

WHAT JoE IS !!!

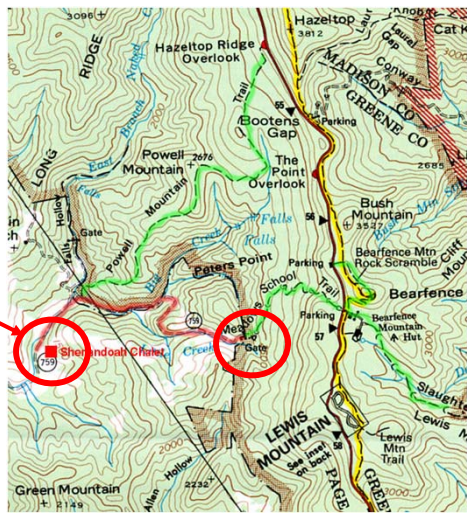
A rigorous evidence based approach to performance improvement.

A framework around which we can align our efforts to ensure that they are consistent with our MVV

Journey Begins

- And one must know one's destination.

Destination



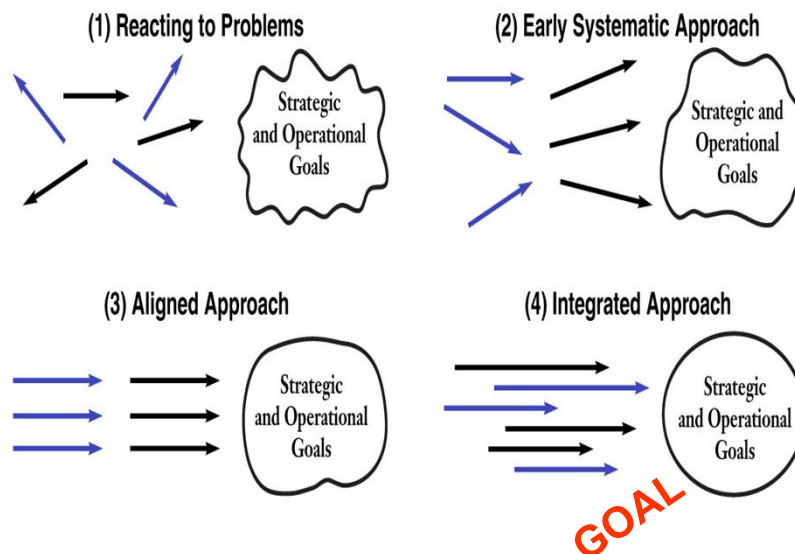
Picture the Destination

2007 – 2009 Strategic Initiatives, Strategies and Objectives and 2009 Action Items

QC Strategy: Embrace our Journey of Excellence (JoE)

QC Objective 1: Create a culture of Performance Excellence using the Baldrige framework

Steps Toward Mature Processes



Plot the Course

- Assign Accountability
- Allocate Resources
 - Create infrastructure
- Articulate the reason for the journey and the destination
- Assimilate the journey into daily activities

Assign

- Senior Leadership Level Accountability

Assign

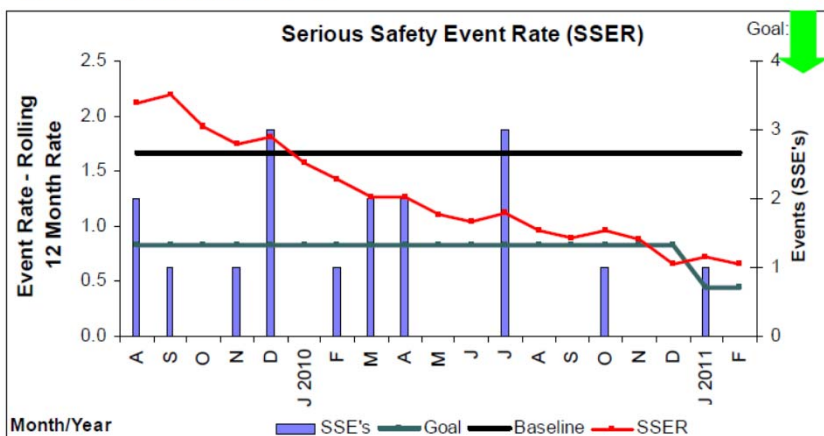
- Senior Leadership Level Accountability
- Senior Leadership Team Engagement
 - **Senior Leadership Team Short Term Incentive Plan**

Allocate

- People
- Time
- Training Dollars
- Consulting Dollars

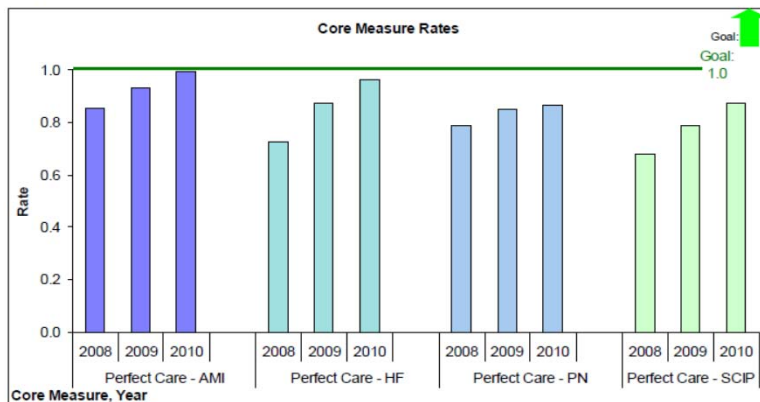
Results That Count

Fig. 7.A-1: Serious Safety Event Rate



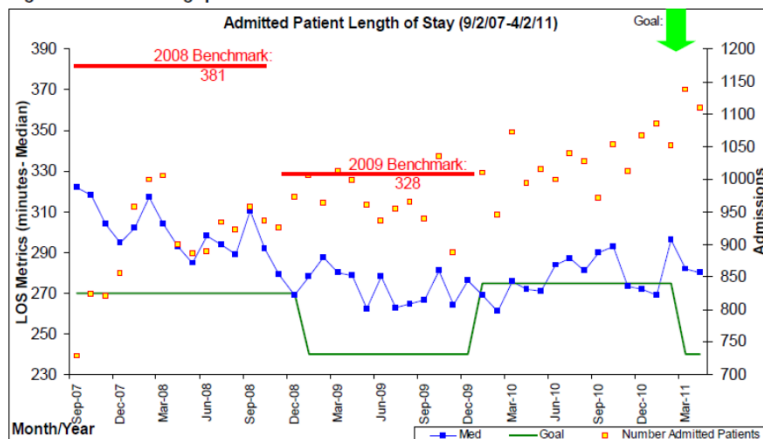
Results That Count

Fig. 7.A-6: Joint Commission Core Measures



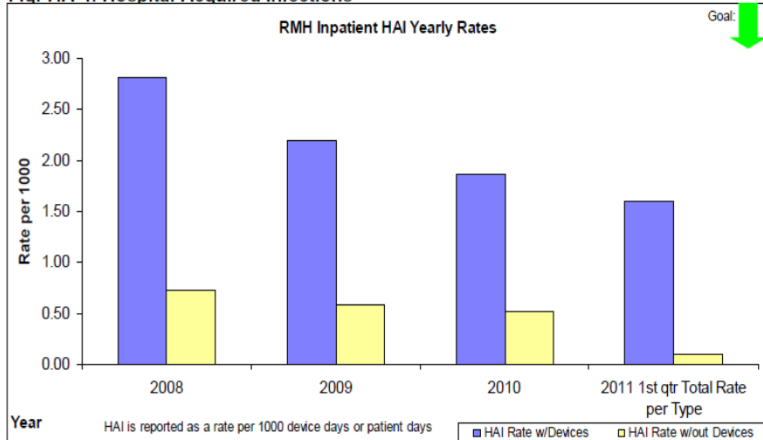
Results That Count

Fig. 7.A-8: ED Throughput



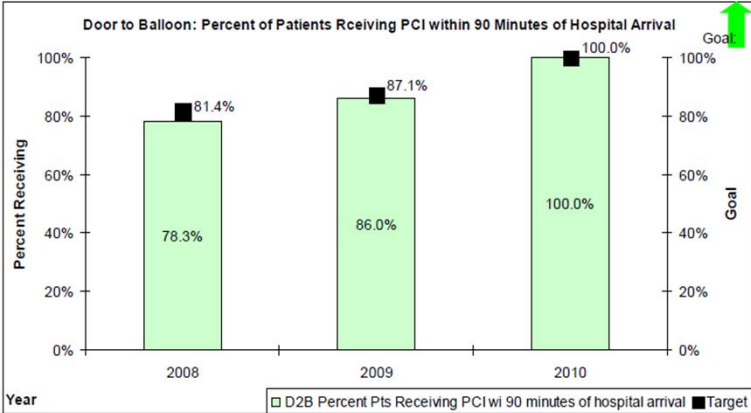
Results That Count

Fig. 7.A-4: Hospital-Acquired Infections



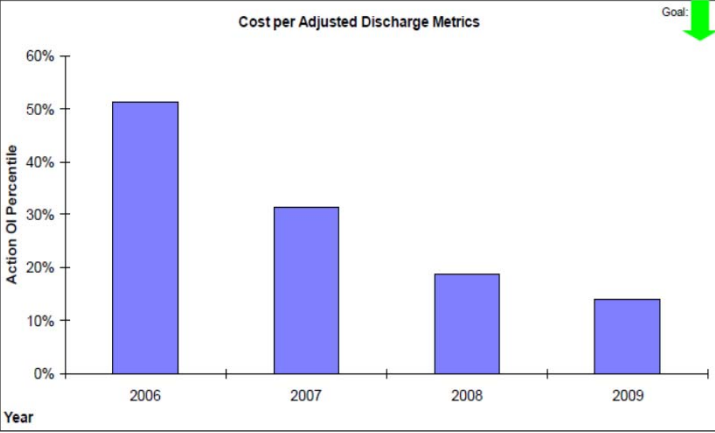
Results That Count

Fig. 7.A-5: Door-to-Balloon Time

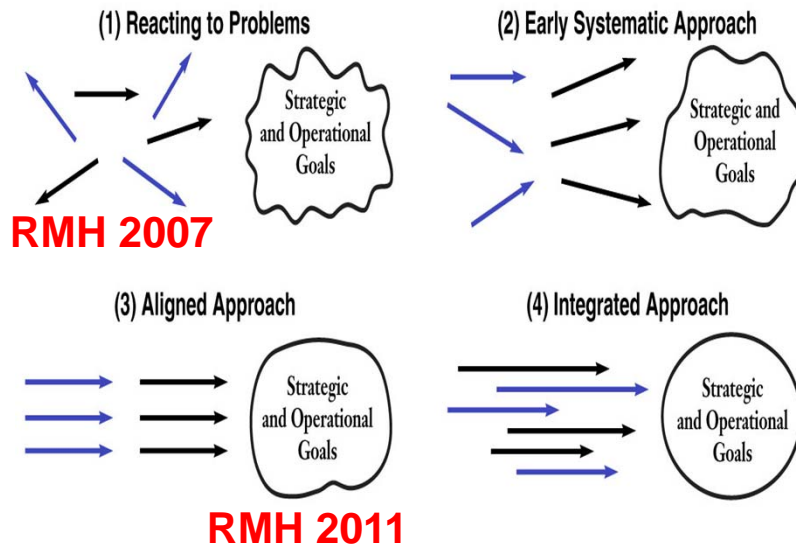


Results That Count

Fig. 7.E-2: Cost per Adjusted Discharge



Steps Toward Mature Processes



How Baldrige Healthcare Leaders Succeed

- Made a personal commitment to lead their organizational transformation
- Aligned people at multiple levels to the organization's vision, mission and values
- Fostered a culture focused on organizational learning and improvement
- Continually motivated, inspired and engaged their entire workforce
- Built a results focus and processes for driving personal and organizational accountability

