

Senior Leader Engagement: Moving Past Square One

The Critical Role of Senior Leaders
in Our Journey of Excellence

2011 SPQA Forum

Introductions

- Judith Trumbo, BSN, MBA
Director, Department of Organizational
Excellence and Acting Director, Surgical
Services
- Dale Carroll, MD, MPH
Chief Medical Officer and Sr Vice Pres for
Clinical Effectiveness

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.*

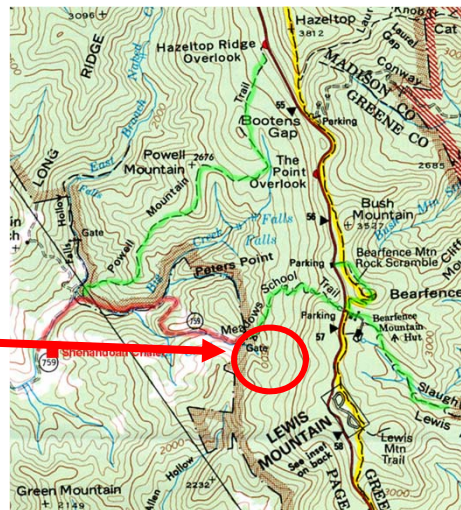
Preparing for the Journey

- 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 -

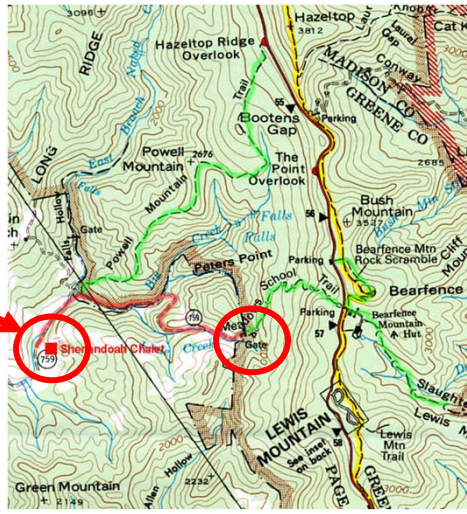
Starting Point



Preparing for the Journey

- And one must know one's destination.

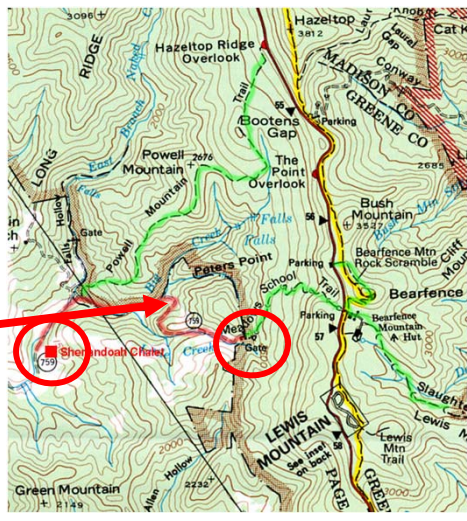
Destination



Preparing for the Journey

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

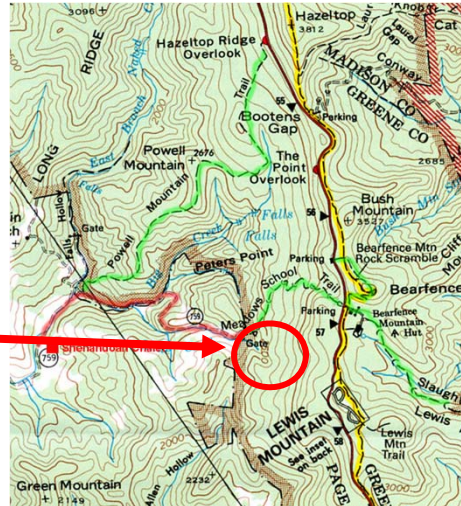
The Route



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

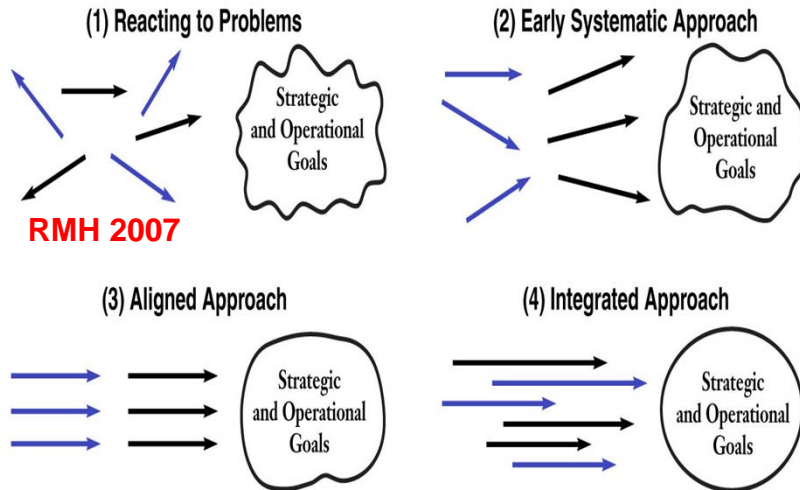
2007 Current State Assessment

- 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

- Behavioral Interviewing
- Peer Interviewing
- HML Conversations
- Leadership Dev Institute
- PACE
- Role Clarification
- Management Accountability
- Organizational Restructuring
- Flattening the Organization
- 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
- Draft Long Range Plan
- Charity Care Growth
- New Clinical Information System
- Threats to Medicaid
- West Virginia Malpractice Crisis
- 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
- 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 !!!

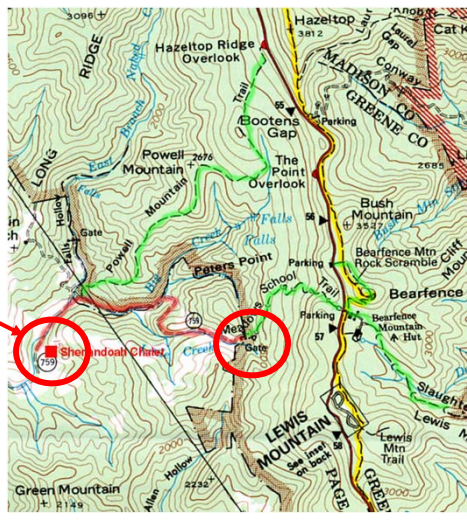
A rigorous evidence based approach to performance improvement.

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



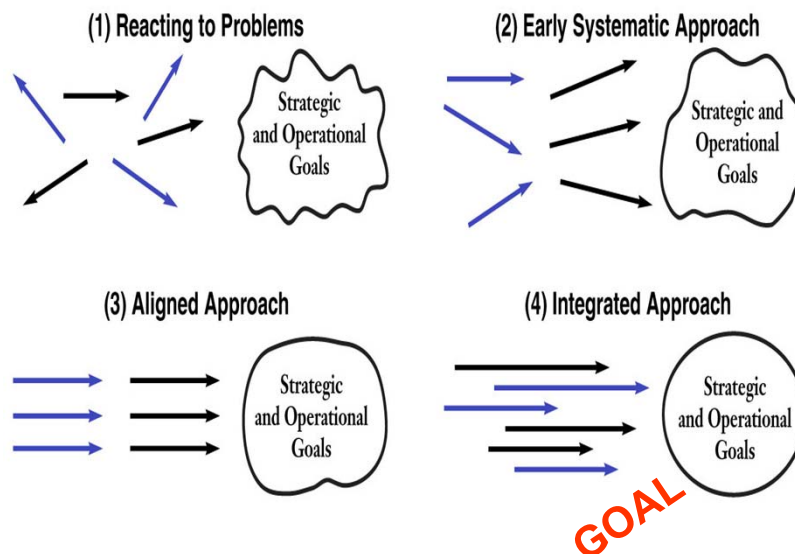
Picture the Destination

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

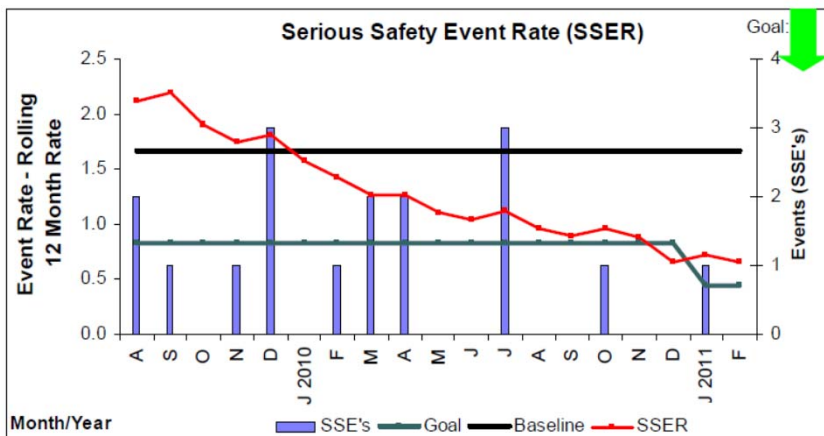
- Senior Leadership Level Accountability
- Senior Leadership Team Engagement
 - **Senior Leadership Team Short Term Incentive Plan**

Allocate

- People
- Time
- Training Dollars
- Consulting Dollars

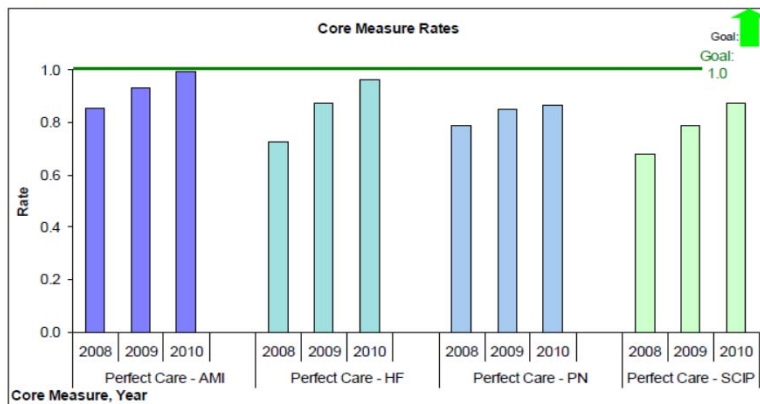
Results That Count

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



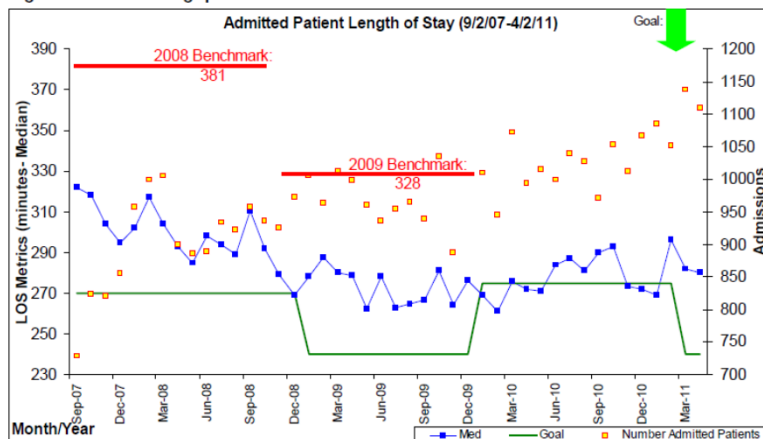
Results That Count

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



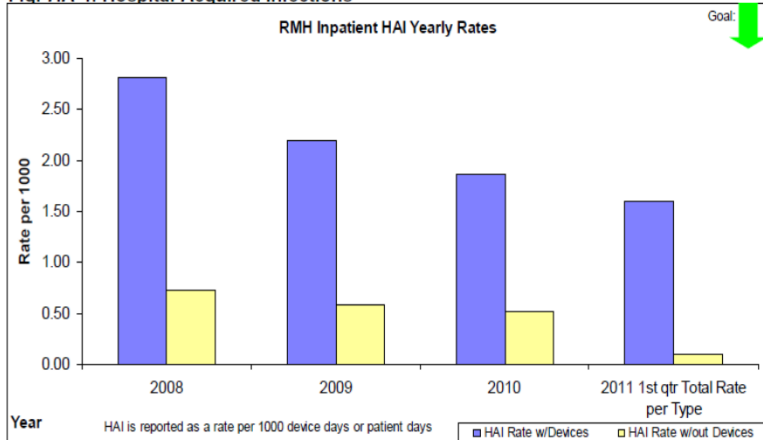
Results That Count

Fig. 7.A-8: ED Throughput



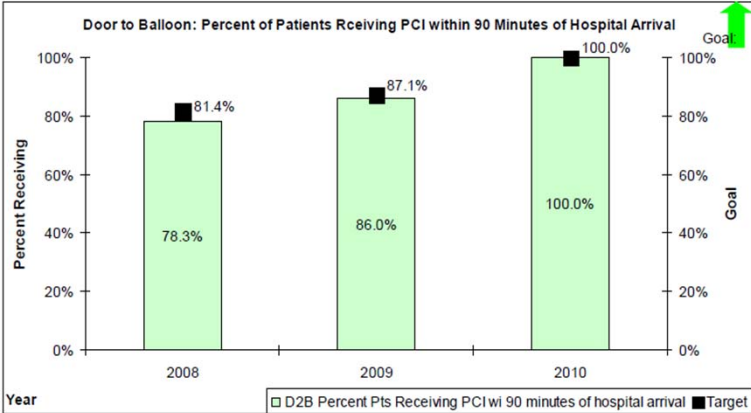
Results That Count

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



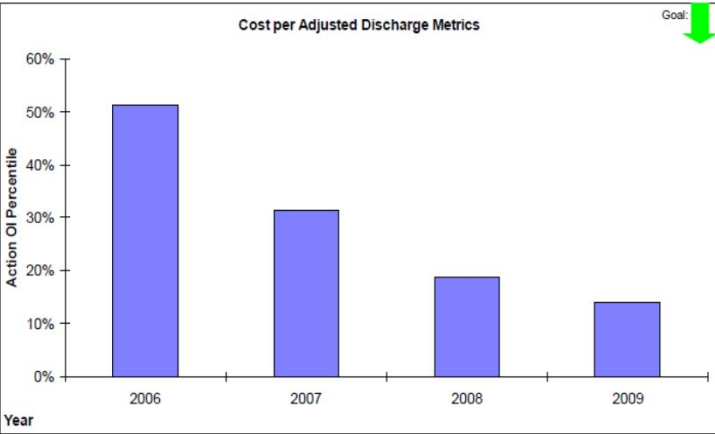
Results That Count

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

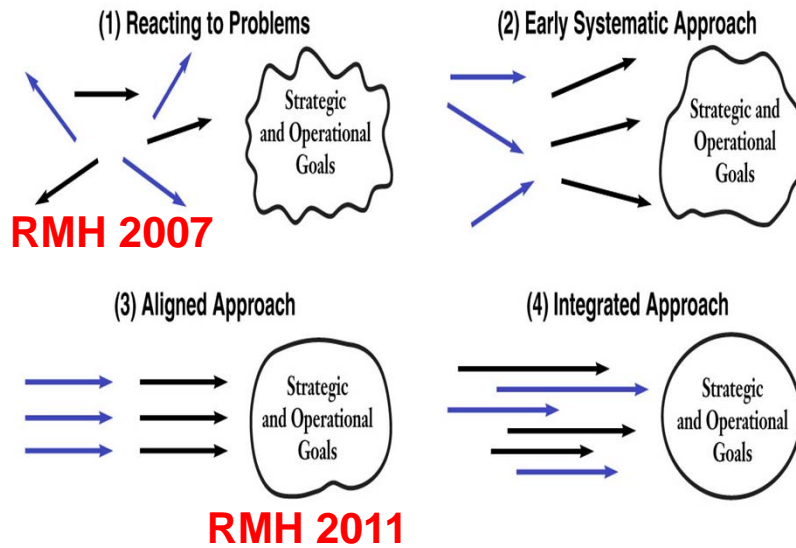


Results That Count

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

