

Accelerating, Achieving & Sustaining Performance Excellence

Rural Health Innovations Webinar

May 7, 2015



Performance • Excellence • Network
A Catalyst for Success for 25 Years



Washington Rural Health Collaborative

Today's Discussion

- **Explore the Baldrige Performance Excellence Framework**
 - What is “performance excellence”?
 - Overview of the Baldrige Framework
- **Explore Value of Baldrige**
 - Examples of use in (rural) health
 - Evidence of effectiveness
- **Next Steps to Learn More**
- **Questions**



Where Do You Start?



Focusing Energy, Aligning Activities & Optimizing Resources/Outcomes



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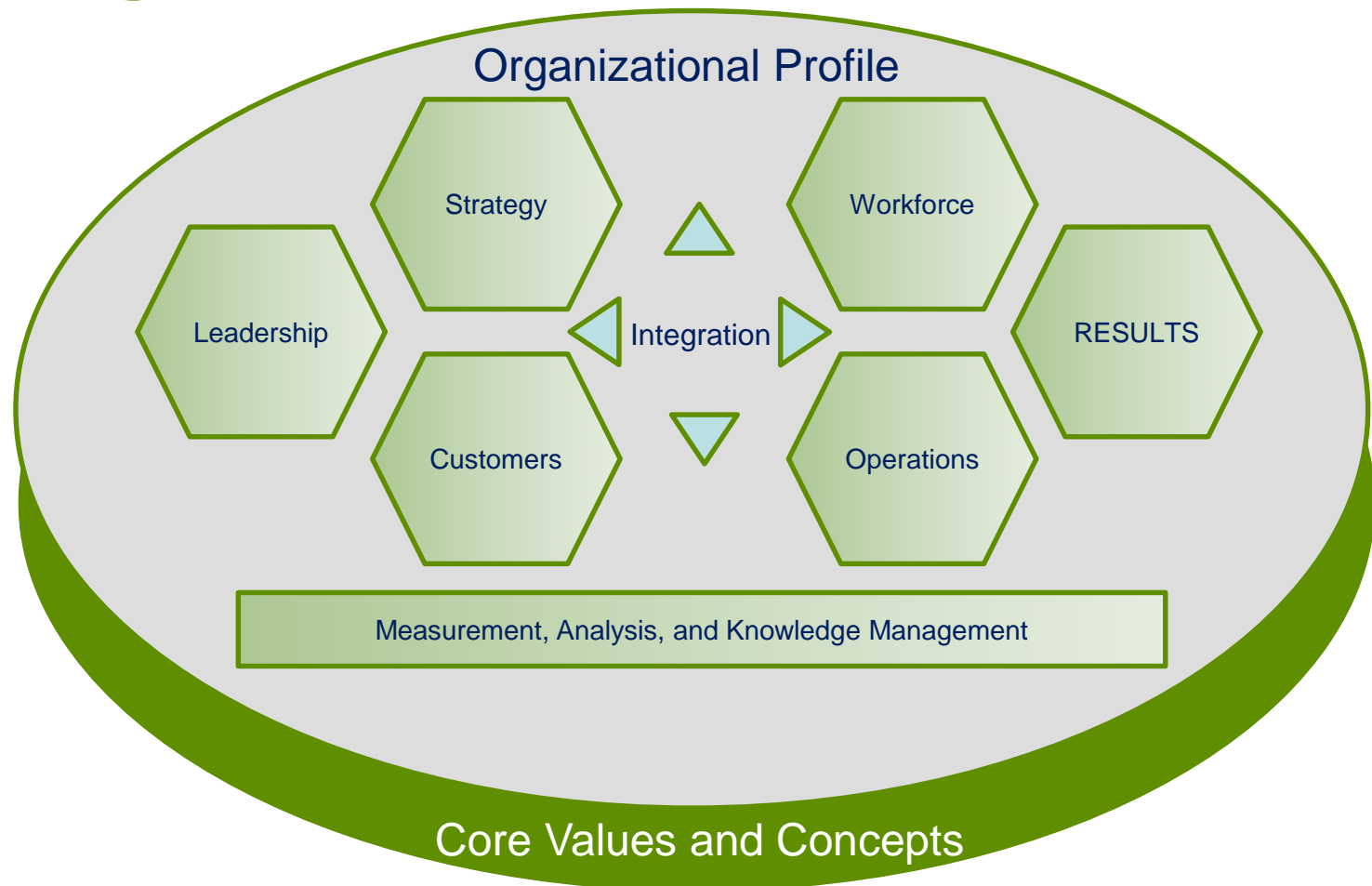
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Advancing Excellence

Objectives of Using Baldrige

- Identifies strengths and **improvement** opportunities using an **integrated systems** approach
- Facilitates improvement, **innovation**, **alignment**, and **integration** of key processes
- Assists in delivery of **value** to customers & stakeholders
- Facilitates organizational and personal **learning**
- Monitors progress over time and helps organizations **achieve** and **sustain world class results**



Baldrige: The Framework for Excellence



The Baldrige Framework outlines validated Criteria that have been shown to produce excellent organizational results. The Framework is divided into seven Categories which form an integrated organizational system.

Ellsworth County Medical Center Ellsworth, KS

- Established in 1900
- 18, 40, 72 beds
- Reorganized in 1993
- 1999, CAH, 25-beds
- How to improve to assure long-term survival?

Commitment to Baldrige Framework

- Leadership Commitment
- Manager Commitment
- Kansas Center for Performance excellence
- Self-Assessment
- Annual External Review & Feedback
- Lessons learned from other organizations



Ellsworth County Medical Center Results

4-Years later:

- **Net Margin Improved by 14%**
- **Market Share improved by 29%**
- **Days of Revenue in AR improved 14%**
- **Recognized by the Governor with the Kansas Excellence Award**



...The Evidence...

- **Truven (Thomson Reuters) Study**
 - Hospitals 7x more likely to be in TR Top 100 in US using Baldrige than those that do not
- **CAH Baldrige Experience:**
 - Tahoe Forrest Health System,
 - <http://www.tfhd.com/quality.asp>
 - St. Luke's Hospital of Kansas City (MO)
 - <http://www.saintlukeshealthsystem.org/locations/anderson-county-hospital>
 - North Mississippi Medical Center – Pontotoc, Miss
 - <http://www.nmhs.net/pontotoc/>



Understanding High-Reliability Organizations: Are Baldrige Recipients Models?

Based on a 2013 analysis of 15 hospitals and 7 healthcare systems the author concluded that Baldrige Award recipients...

- Exceed national averages on all but 1 of 5 mortality measures;
- Central line infection rates that are more than 40 percent better, and Colon surgery infection rates that are almost 50 percent better;
- Perform better on most of the CMS Core Measures than the national average; and better than the national averages on readmissions;
- Excel on 5 of 6 infection measures; demonstrate patient safety results and pneumonia immunization rates that are significantly better than the national average; and
- Excel on patient satisfaction, being clearly superior on two important summary measures: "highly satisfied" and "would recommend."

Source: John R. Griffith, The Journal of Healthcare Management of the American College of Healthcare Executives,



Transition from Volume-based to Value-based Payment systems

- Critical Access Hospitals are currently immune to Medicare and Medicaid Value-based purchasing, but must prepare their financial, utilization, clinical, and quality systems for the transition:
 - Eliminate duplication of services,
 - Eliminate unnecessary readmissions,
 - Assure smooth transitions,
 - Reduce costs per unit of service
- The proven alignment power resulting from application of the Baldrige framework will support this transition.



To Learn More...

- Visit your state, local, regional Baldrige-based program: [The Alliance for Performance Excellence](#)
- Obtain a copy of the Health Care or Business Criteria: [2015-2015 Baldrige Excellence Framework \(Health Care\)](#)
- Attend Baldrige conferences:
 - *Quest for Excellence* April (DC)
 - Baldrige Regional Conferences (rotates)
- Become an Examiner
- Connect with other organizations using Baldrige for peer-to-peer benchmarking
- Consider an organizational assessment



QUESTIONS, DISCUSSION



Thank You

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