Accelerating, Achieving & Sustaining Performance Excellence

Rural Health Innovations Webinar

May 7, 2015
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?

Improve productivity
Improve outcomes
Improve implementation of change
Improve customer satisfaction, engagement, & loyalty
Improve employee skills
Improve margins
Improve employee training and development
Improve & recognize worker performance
Improve leadership effectiveness
Improve quality
Improve cycle time
Improve results & key outcomes
Improve supplier performance
Improve strategic planning
Improve value creation processes
Improve innovation
Improve use of social media
Improve voice of customer listening posts
Improve workforce engagement
Improve recruiting
Improve morale
Improve goal-setting
Improve accuracy
Improve use of “Big Data”
Improve ethical behavior
Improve decision making
Improve competitiveness
Improve sustainability
Improve use of data, information accuracy/integrity
Improve knowledge management
Improve communication
Improve core processes
Improve governance & transparency
Improve support processes
Improve organizational alignment
Improve employee retention
Improve employee skills
Improve voice of customer listening posts
Focusing Energy, Aligning Activities & Optimizing Resources/Outcomes
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,
  - St. Luke’s Hospital of Kansas City (MO)
    - [http://www.saintlukeshealthsystem.org/locations/anderson-county-hospital](http://www.saintlukeshealthsystem.org/locations/anderson-county-hospital)
  - North Mississippi Medical Center – Pontotoc, Miss
    - [http://www.nmhs.net/pontotoc/](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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