

StuderGroup[®]
a Huron Healthcare solution

Aiming For Impact Using a Systems Framework

Network TA Webinar

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Today's Objectives

Describe a systems approach and benefit of using a systems framework

Learn about Studer framework

About Studer Group

- Performance improvement company focused on achieving and sustaining exceptional clinical, service & operational outcomes
- >100 Coaches and Speakers working with over 900 healthcare organizations, including over 300 Small, Rural & CAHs
- Many of the healthcare recipients of the Malcolm Baldrige National Quality Award have been Studer Group partners



***2010 Recipient of Malcolm
Baldrige National Quality Award***

Results Triangle



Challenges in Execution = Flavor of Month

1. **Leaders / Others underperforming and still receiving a good evaluation**
2. **Change not connected to why**
3. **Lack of necessary urgency**
4. **Leaders do not have the skills to assure a solid implementation.**
5. **Too many changes -- too soon**
6. **Push Back by leaders, staff and physicians**
7. **Not familiar with what “right” looks like**
8. **Lack of frequency**

Evidence-Based LeadershipSM Framework

Foundation

Breakthrough



Aligned Goals

Aligned Behavior

Aligned Process



▼ Implement objective accountability system

▼ Better align training to outcomes

▼ Sequence tools and techniques

▼ Retain High Performers, Coach Mid Performers, Deal with low performers

▼ Hardwire consistency and technology

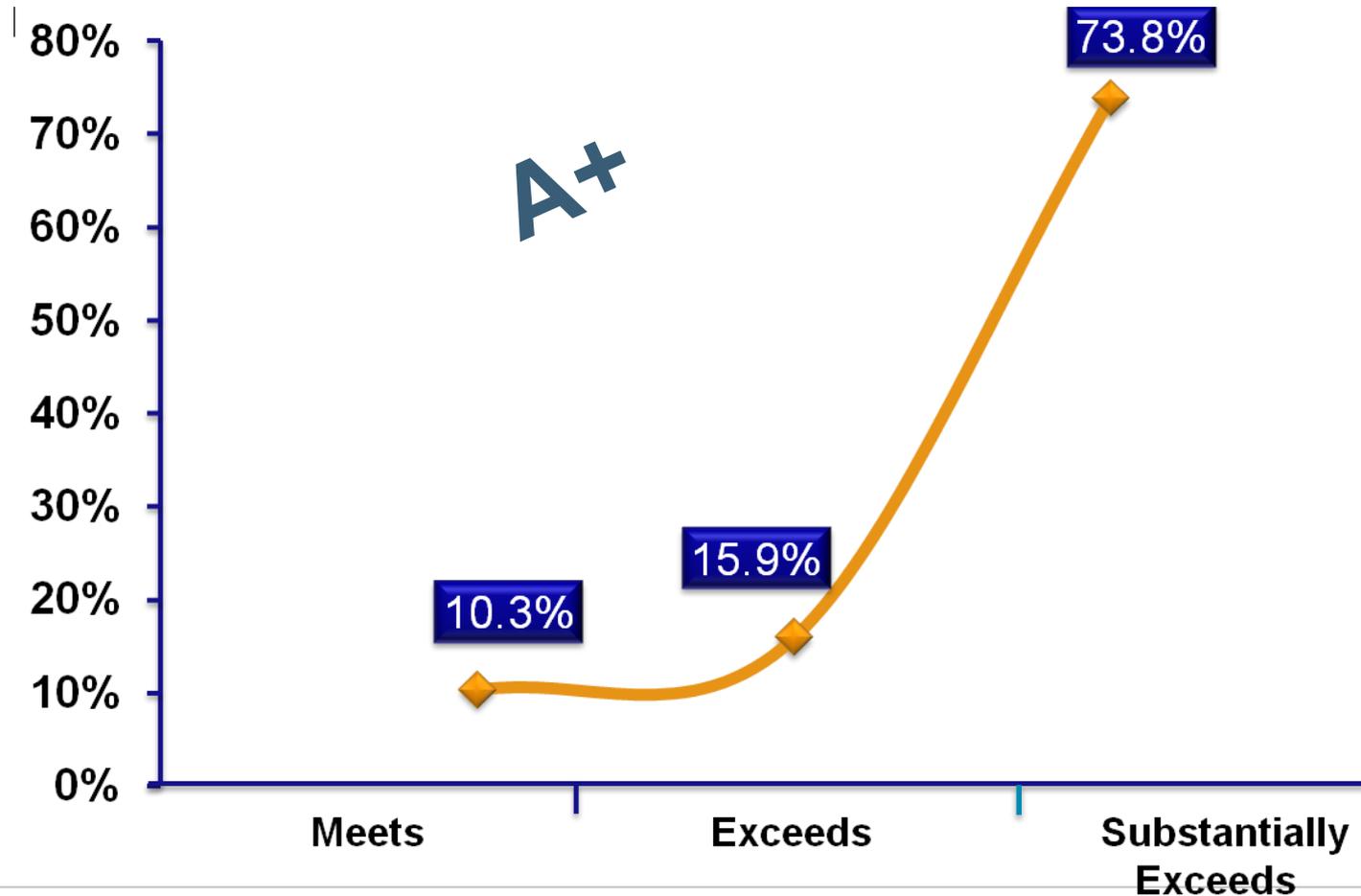
Goals in year prior to Studer Group Coaching Engagement

D+

Issue	Reduce Costs / Improve Financial Performance	Provider of Choice (patient satisfaction)	Employer of Choice (employee satisfaction)	Improve Care (Quality, Safety, Effectiveness)	Information Management
Goals	<p>Achieve financial margins of:</p> <ul style="list-style-type: none"> - 4.0% in FY '06 - YTD 4.6%  more detail > -5.0% in FY '07 	<p>Achieve organization-wide average patient satisfaction scores of:</p> <ul style="list-style-type: none"> - 93.7 for "Overall quality of care/services" - YTD 93.5  - 76.1 for "Would you recommend" - YTD 73.5  	<p>Reduce overall turnover of:</p> <ul style="list-style-type: none"> - "permanent" positions to 11% - YTD 14%  - "permanent" core RN positions to 13% - YTD 16%  	<p>Achieve 90% compliance with CMS measures:</p> <p>Community Acquired Pneumonia  3 >90% - 5 <90%</p> <p>Surgical Infection Prevention  1 >90% - 2 <90%</p> <p>Heart Failure  2 >90% - 2 <90%</p> <p>Acute Myocardial Infarction  5 >90% - 2 <90%</p>	<ul style="list-style-type: none"> - Implement Employee Satisfaction Assessment process during 2005 - Create projected timeline for the implementation of the Advanced Point of Care (APOC) clinical system

Leader Evaluation Results

(Disconnect – 90% of leader evaluations, yet organizational results were poor)



Year 1 of Studer Group Partnership – Goals

Excellence

Service

Increase Patient Satisfaction (Inpatient)

Goal = 62nd
Current = 51st

Increase Patient Satisfaction (Ambulatory)

Goal = 62nd
Current = 65th

People

Reduce Annualized Turnover

Goal = 14.5%
Current = 16.7%

Increase Employee Satisfaction

Quality

Decrease Mortality Index

Goal = .77
Current = .77

Finance

Operating Margin

Goal = 5%
Current = 5.6%

Reduce FTE per Adjusted Discharge

Goal = 1.15
Current = 1.15

Growth

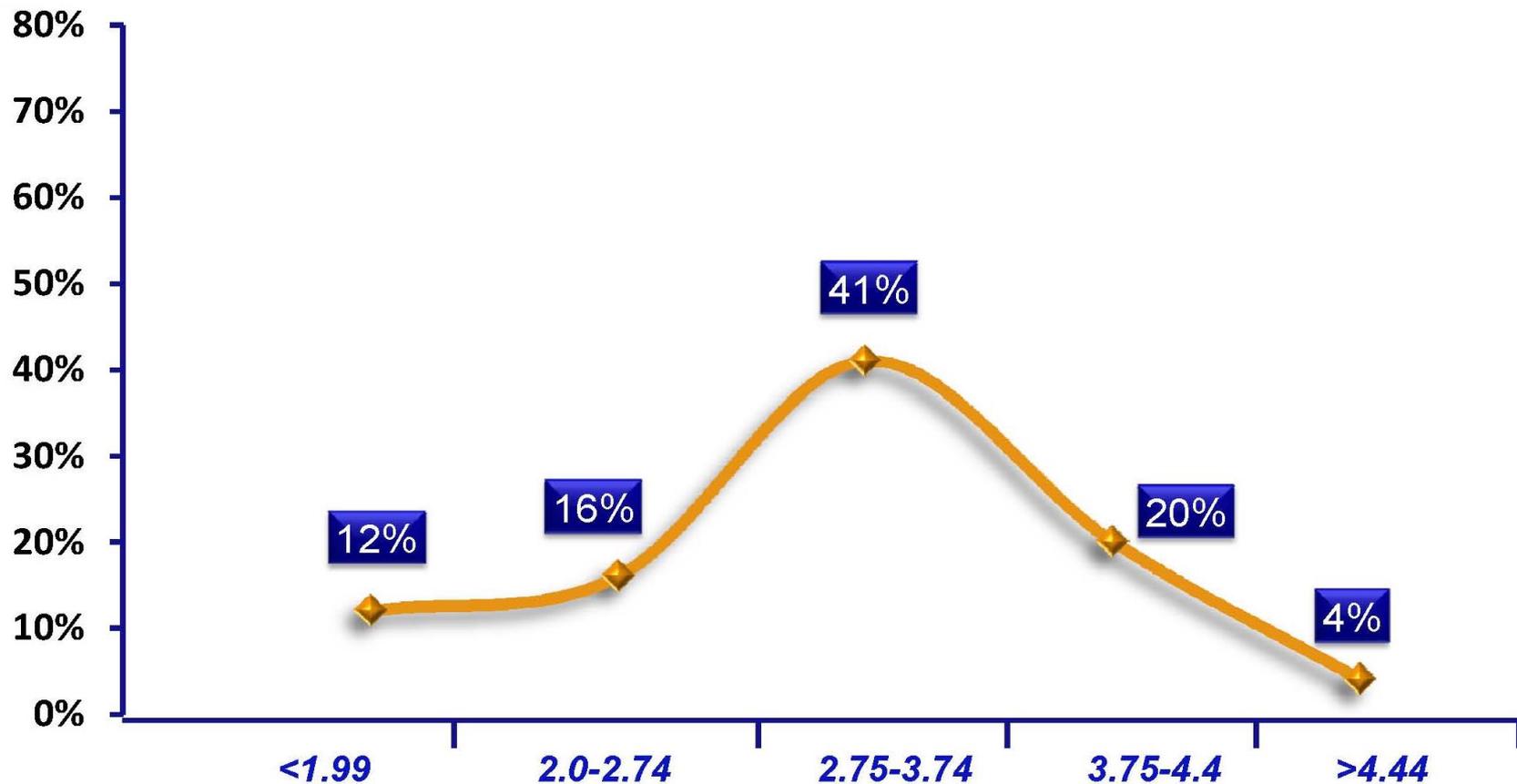
Increase Inpatient Admissions

Goal = 2.7%
Current = 7.6%

Increase Outpatient Visits

Goal = 5%
Current = 8.0%

Leader Evaluation Results – Year 1 (3 is hitting goal)



Note: Percentages noted account for 93% of the leaders who have entered data as of 6.7.07.

“The #1 key to our success in being awarded the 2010 Malcolm Baldrige National Quality Award was having an objective, metric-driven weighted evaluation tool in place for our leaders.”

David Fox, President and CEO

Advocate Good Samaritan Hospital

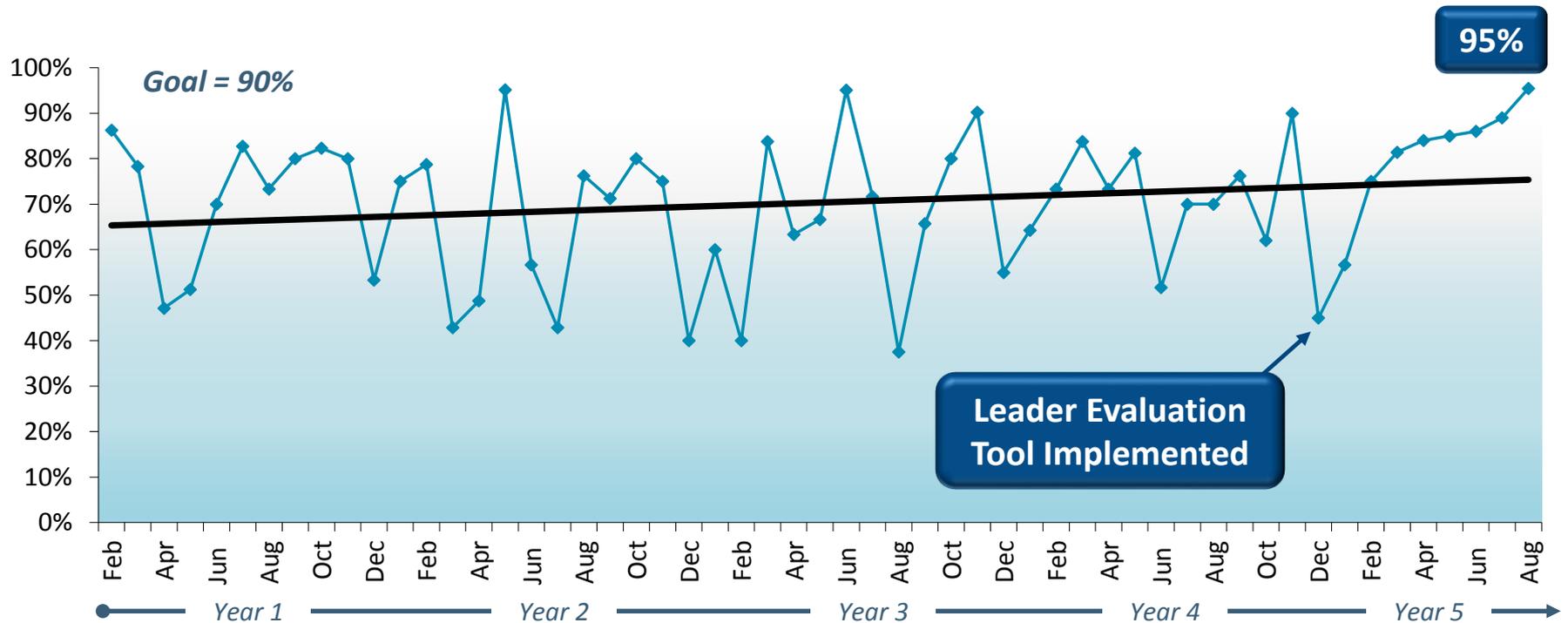
Downers Grove, IL

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Framework Provides Focus

Inpatient Monthly Percentile Score Year 1 – Year 5



Benefits of Framework

- Leaders more focused on fewer goals
- Transparent report card drives change in behavior
- 90 Day Plans play offense
- Can then individualize education and tools to areas of need
- Objective approach separates high performance from low

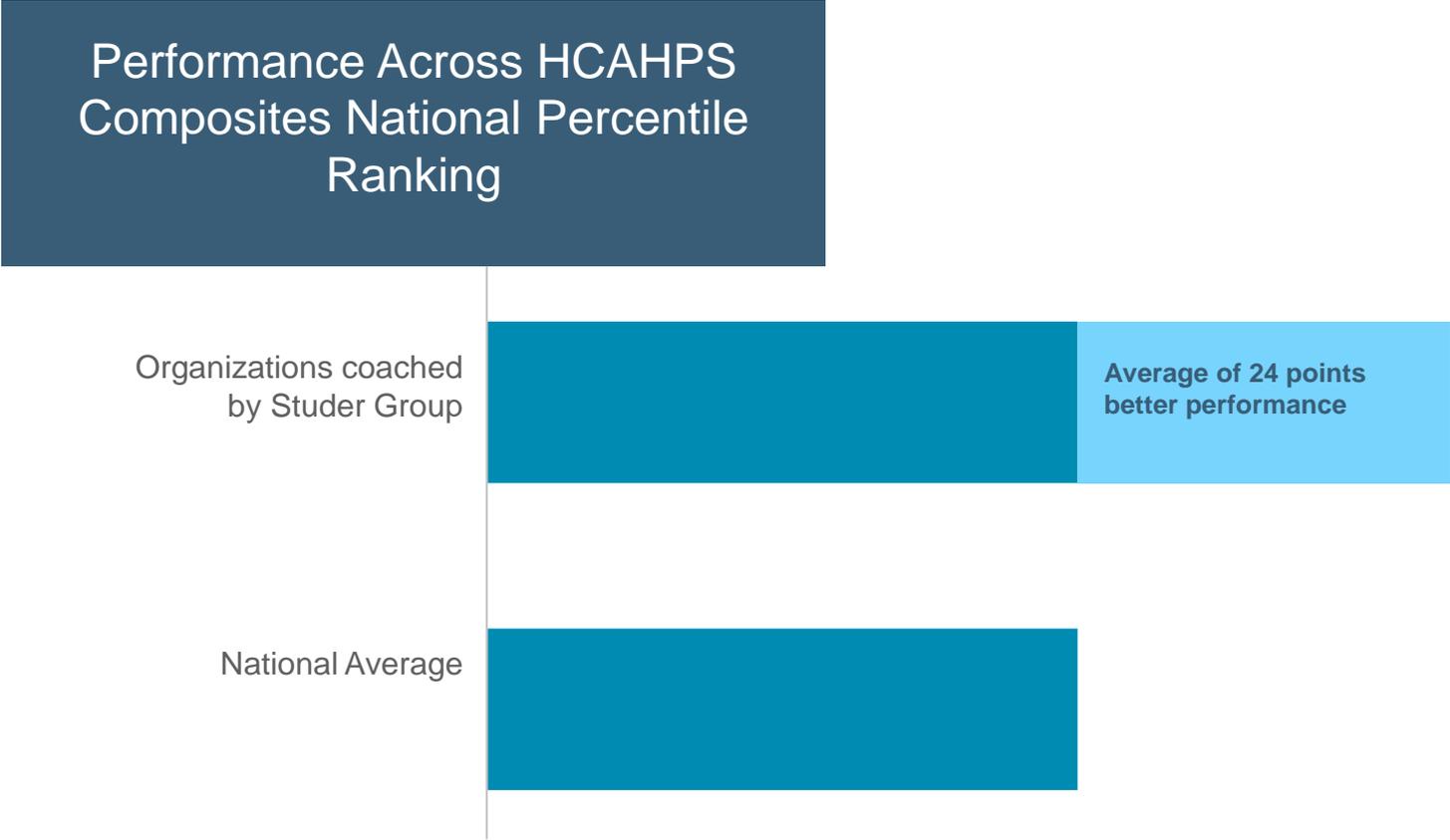
Modern Healthcare's Best Places to Work

Studer Group

Small and Rural Hospital Partner Network

Company	City	State
Allegan General Hospital	Allegan	Michigan
Black River Memorial Hospital	Black River Falls	Wisconsin
Henry County Hospital	Napoleon	Ohio
Hills & Dales General	Cass City	Michigan
Kings Daughters Medical	Brookhaven	Massachusetts
Neosho Memorial Regional Medical Center	Chanute	Kansas
Stillwater Medical	Stillwater	Oklahoma
Wamego City Hospital (#1 in 2012)	Wamego	Kansas

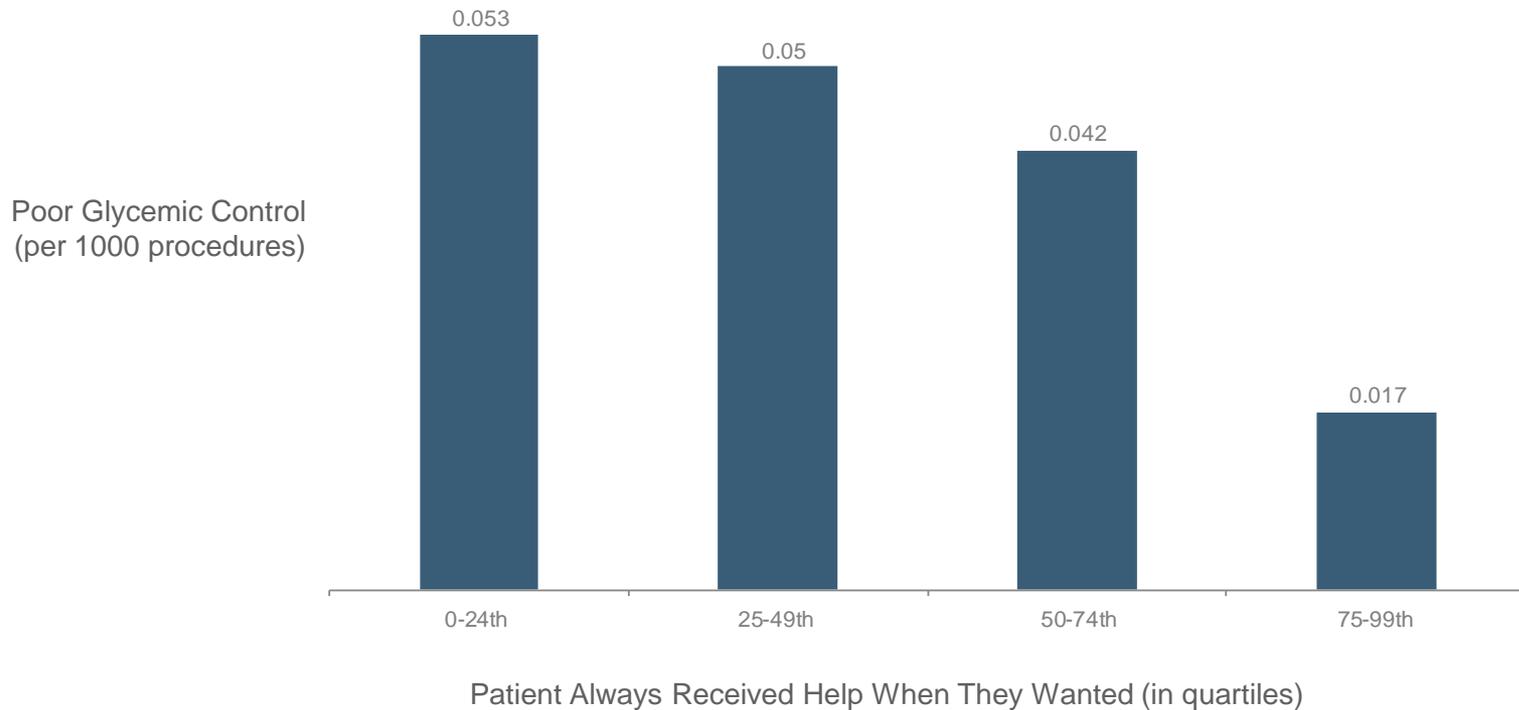
Organizations Coached by Studer Group Consistently Outperform



Source: The graph above shows a comparison of the average percentile rank for Studer Group partner organizations that have received at least one year of EBL coaching and the national average for each composite; updated 1_15 using 1Q13-4Q13 CMS data.

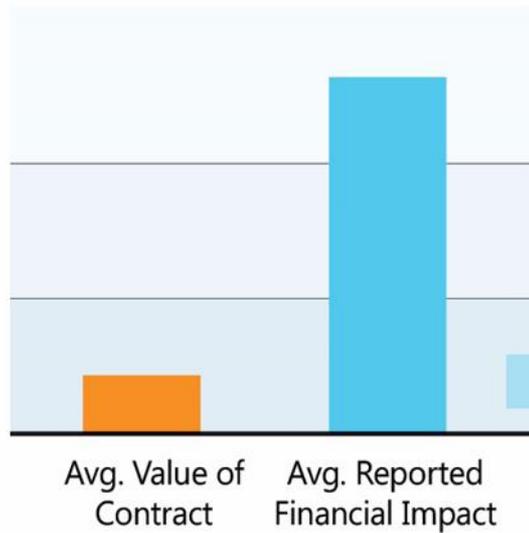
Patient Care Drives Procedural Outcomes

As Patients' Perception of Care Increases, Rates of Poor Glycemic Control Decrease

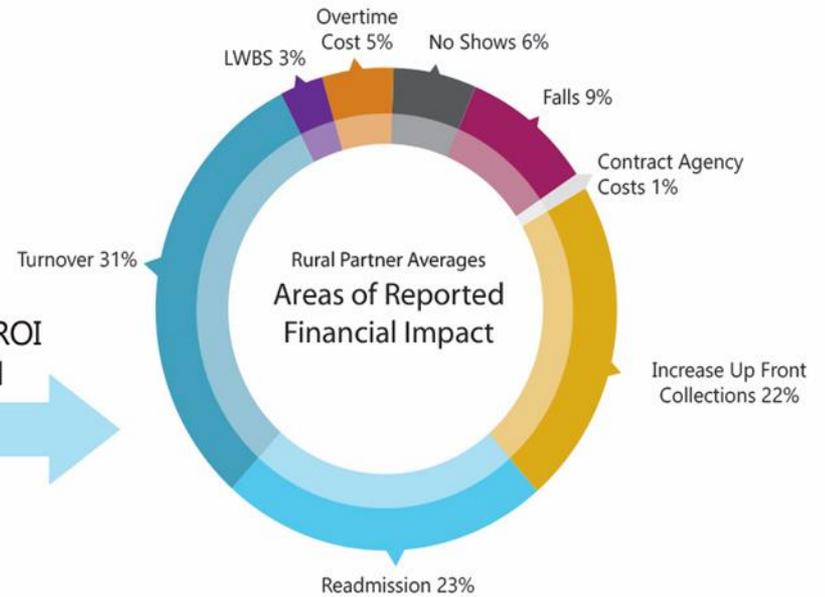


Financial and Operational Improvement

2013 Rural Partner Average Return on Investment



Average ROI 6.5 to 1





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