Sustaining Excellence: The Baldrige Journey

Ormella Cummings, Ph.D.
December 9, 2013
1:00 PM - 4:30 PM

Session Objectives

I. Understand the “People First” culture and workforce values
II. Identify lessons learned from the two-time Baldrige journey (2006-2012)
III. Examine category-specific results and outcomes
Movement Sparked by Tornado

Birth of a System - 1937
Same Hill – 76 Years Later
2006 Baldrige Award

North Mississippi Medical Center - Tupelo, MS
650-bed main unit
Dedicated Centers-
• women’s health, behavioral,
• cancer, rehabilitation
Home health & hospice
Long term care
Wellness centers
Family Medicine Residency Center
Community Health

3,875 Employees

NMMC - Tupelo
5 Community Hospitals
- Eupora (38 beds) plus LTC
- Hamilton, AL (57 beds) plus LTC
- Iuka (48 beds)
- Pontotoc (25 bed CAH) plus LTC
- West Point (60 beds)
34 Clinics
Preferred Provider Organization
- 90,000 lives – 114 payer groups
- 2,929 physicians & 48 hospital networks

NMHS – 2012
Workforce – 6,557
Mission and Vision

• MISSION
  – To continuously improve the health of the people of our region

• VISION
  – The provider of the best patient centered care and health services in America
Values

• Compassion
  – Show sincere care and kindness for those I serve
• Accountability
  – Take responsibility for my actions
• Respect
  – Treat everyone with dignity
• Excellence
  – Achieve excellence through innovation, teamwork and doing my best
• Smile
  – Always be friendly
A journey of a thousand miles begins with a single step...

Lao Tzu

NMMCs Application Journey

- 2000 – State highest award
  - Assessment
- 2003
  - Consensus
- 2004
  - Consensus
- 2005
  - Site visit
- 2006
  - Site visit - RECIPIENT!!! Hurray
Moving Forward 2006-2012

• Maintain Baldrige framework and focus
  – Leadership changes
  – Maintain MVV & critical success factors
  – Evidence Planning Process
  – Approach-Deploy-Learn-Integrate
  – Alignment of services and goals SYSTEMWIDE
  – Measure, compare & measure

• Prepare for 2012 system submission
  – 2011 mock application & site visit
    • Identify core competency & define innovation

Category Best Practices
2006 Leadership (Cat-1) Best Practices

Servant Leadership Philosophy
Leadership Development
Employee/Physician Engagement
Leader Rounding
Redesigned “Ideas for Excellence”
New Employee Orientation

Servant Leadership
Servant leaders achieve results for their organizations by giving priority attention to the needs of their colleagues and those they serve.

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<thead>
<tr>
<th>Patience</th>
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Leader Development

• Aligned with CSFs
• Servant Leadership 360°
• QED
• Physician Leadership Institute
• Individual Leader Development Plan

Leadership Development Institute

People: NEO, Servant Leadership, Employee Engagement/Satisfaction/Rounding, Employee Relations, Employee Selection/Behavioral Interviewing, EXCEL, 7 Habits for Leaders, 7 Habits of Highly Effective People, Coaching Beyond the Basics, Crucial Conversations

Service: Customer Service for Leaders, Analysis of PG Data, Presentation Advantage, Writing Advantage

Quality: Mgt Orientation, Execution of a Plan, Patient Safety, Focus (Time Mgt), Meeting Advantage

Financial: Budget/Finance Mgt, Finance Mgt for Non-Financial Managers

Growth: EPP, Analysis of Market Share/Saturation Data

Senior Leader Rounding

HOW TO ...

• Round with a purpose
• Identify tools and equipment needs
• Solicit feedback
• Reward and recognize
• Track & trend
New Employee Orientation

- Mandatory two-day session
- Offered every other week
- President/CEO cheer!/welcome/ MVV/expectations
- 6 hours on culture / 6 hours on requirements
- Stories & letters

Community Outreach

- School Nurses
- Certified Health Educators
- Certified Athletic Trainers
- Free Clinic
- Heart Safe Community Initiative
- Church Health Ministry
- Health Education Classes
- Sixty-second Housecall
- Community & Industrial Health Fairs
Post 2006 Baldrige Changes: Leadership

• Develop NMHS Patient-Focused Improvement Department (PFID)
  – Core Measures, Infection Control, Outcomes Management, Performance Improvement and Safety
• Weekly leadership safety rounds
• Educate and engage system leaders in Baldrige principles

Post 2006 Baldrige Changes: Leadership & Community

• Physician Leadership Institute
  – Mentor physician leaders
• Expand Leadership Development Institute & Servant Leadership
  – QED program
• HealthWorks!
Planning (Cat-2) Best Practices 2006 and 2012

• Evidence-based Planning Process (EPP)
• Redefined strategic business units - to a service line structure
• 90-day action plans
• Identified and included appropriate external stakeholders in strategic planning process
• Structured reporting systems (e.g., BAR)
NMHS Strategic Plan

**Mission**
- People
- Service
- Quality
- Financial
- Growth

**Vision**

**Values**

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Market Share Results

NMHS is 12% higher than primary competitor and 10% higher than all other hospitals combined

Data Source: Mississippi State Dept. of Health
Customer Focus (Cat-3) Best Practices

- Established multi-faceted listening and learning methods
  - Structured: satisfaction surveys, community health assessment (patients and families), labor force studies (physicians) quarterly roundtable discussions (employers/payors)
  - Spontaneous: Careline complaints, rounding, mailing feedback, healthfairs, Internet website, community advocate helpline
- Unrelenting focus on customer satisfaction

Post 2006 Baldrige - Customers

- Utilize population demographics for Population-Focused Care (PFC)
  - Obesity
  - Diabetes
  - Cardiovascular Disorders
- AIDET
- Incorporate patient complaints into safety and medical outcome process improvement (PI)
- Weekly Patient Satisfaction Reviews
 NMHS System Weighted Patient Satisfaction

Data Source: PGA weighted by revenue

Category 4 Best Practices - 2006

- System-wide electronic medical record
- Standardized scorecard reporting
- Accurate & useful benchmarks
- Multiple methods to openly communicate accurate & critical data
Category 4 Best Practices - 2012

• Participate in Premier’s QUEST program for high level benchmarking
• Utilize benchmark information to select safety & medical outcome PI projects (e.g., Sepsis)
• Create Quality Dashboard & Patient Safety Scorecard
• Pursue external certifications
• Identify & promote internal and external best practices

Category 5 Best Practices 2006

• EXCEL Process
• Keys to Success
• Ideas for Excellence
• Thank you notes
• Stars Online
Grow Our Own - Internal (Make)

- Career Counseling
- Career Development
- Testing
- Excel Performance Management Process
- Flex-schedule
- Academic Reimbursement

Grow Our Own - External (Buy)

- Partnerships
  - Colleges, universities
  - Clinical programs
- Specific recruitment plan
  - Scholarships

![Graph showing Capability: Education Assistance/Tuition Reimbursement (FY)](image-url)
Stars on Line

- Recognizes “above the call of duty” behaviors
- Available to all employees
- Recognition by leaders
- Organized by CSFs
- Super star banquet held to recognize “best of the best”

Category 5 Best Practices 2012

- Critical Success Factor Points
- Develop patient safety specialists
- Culture of Patient Safety Survey (2009)
  - Over 2,000 hospital responses
  - OFIs: Teamwork & Nonpunitive
- Revise variance reporting process
  - Good Catch
- Develop Just Culture Champions
LIVE WELL HEALTH PLAN

- Annual HRA with Biometrics – 86% participation
- Monthly education on chronic disease & behavior
- Smoking Cessation – 50% reduction
- Weight Watchers @ Work® – 13,000 lbs. lost
- Telephonic Coaching – LDL lowered by 24% over 3 years

Performance Management
Goal: Reinforce Achievement of Plans

EXCEL Review

- CSF-based behavior & result

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- Reinforce achievement of plans

ESD Visits per 1,000 Employees (CY)

Data Source: Kaiser Family Foundation

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This website was created to take your "Ideas For Excellence" and initiate action on those ideas. Thanks for your interest and input.

- Available to all employees
- Ideas categorized by CSFs
- Employee engagement tool

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**Reward and Recognition**

[Images of people receiving awards]

- Malcolm Baldrige National Quality Award 2013 Finalist
- Malcolm Baldrige National Quality Award 2014 Finalist
Thank You Notes

- Send personal notes to employees’ homes every week
  - Identify staff to receive thank you notes
  - Email the recognition to your boss
  - Handwrite the note

Accountability
- Accept NO EXCUSES

Workforce Engagement

- Employee Opinion Survey
- Leader Rounding
- Ideas for Excellence
- 99th percentile in Communication

Data Source: HRS
Category 6 Best Practices 2006

• Developed Care-based Cost Management

• Established a structure for design & coordination of care processes
  – PDCA (Plan-Do-Check-Act)

Category 6 Best Practices 2012

• Daily focused safety rounds
• Annual Safety Summit
• Comprehensive Unit-based Safety Program (CUSP) – begun 10/10
• Matrix organization (& Collaborative Work Groups)
• Weekly environment of care rounds
• Integrating care – improving transitions
• Approach-Deploy-Learn-Integrate – PI Framework
**Post 2006 Baldrige Award Process/Results**

**Heart Failure Care Transitions Project**

- Over 800 patients discharged each year with primary diagnosis of CHF
- Nurse Link Call Center initiates contact within 48 hours of discharge
  - Medication Reconciliation
  - Timely follow up with provider (with 7 days)
  - Patient Education
- Self-Care College
Innovation: Walmart Clinic

- Columbus Clinic (2010)
  - First in MS
  - Highest volume in United States (2012)
- Oxford Clinic (2011)
  - Second in MS

Innovation: Hybrid Operating Room

Enables cardiologists & cardiovascular surgeons to collaborate on cases
Summary
Baldrige criteria provides a comprehensive framework for pursuing excellence
How to...
- Lead
- Plan
- Listen to customers
- Manage knowledge
- Engage your workforce
- Perform your processes