

Shooting for the Stars

A Daily Management System

Northwell Health: Long Island Jewish Medical Center



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Background

- In order to improve CMS Hospital Compare Star Ratings, Shooting for the Stars program was created to identify opportunities for improvement within the 7 core measures.

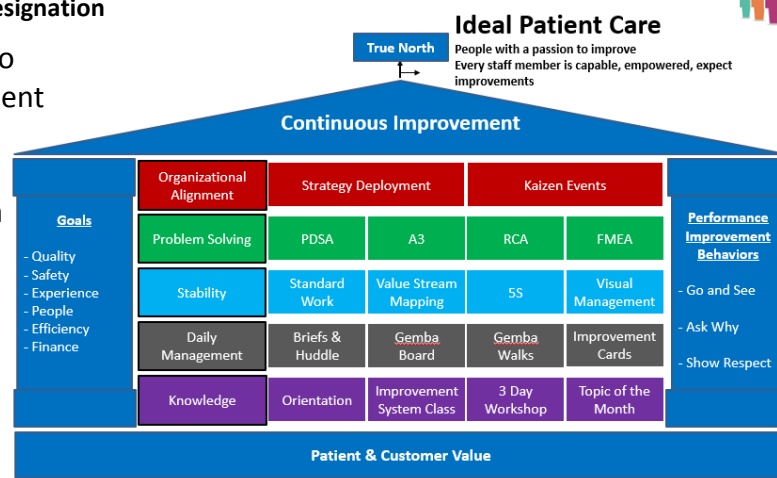


- Some lofty goals for our hospital to achieve:
 - ★ Five Star Hospital
 - ★ 90% Employee Engagement
 - ★ 90% Patient Satisfaction
 - ★ Magnet Designation

- We are creating our own system for improvement to accomplish this, and it starts with a Daily Management System.

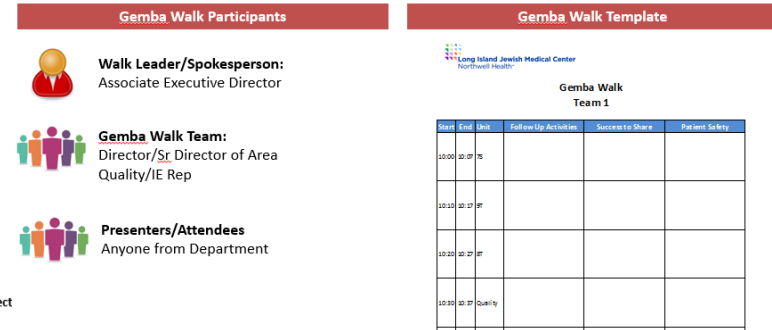
- The Daily Management System is a systematic, data driven, visual approach which:

- Solves key problems with sustainable performance
- Aligns with organizational goals
- Engages front line staff
- Integrates leadership



Changes Made

- Piloted on 2 patient care units and in the Quality Dept.
- Deployed to 25 departments between 2017-2018
- Developed weekly Gemba Walks to bring Executive team to front line staff



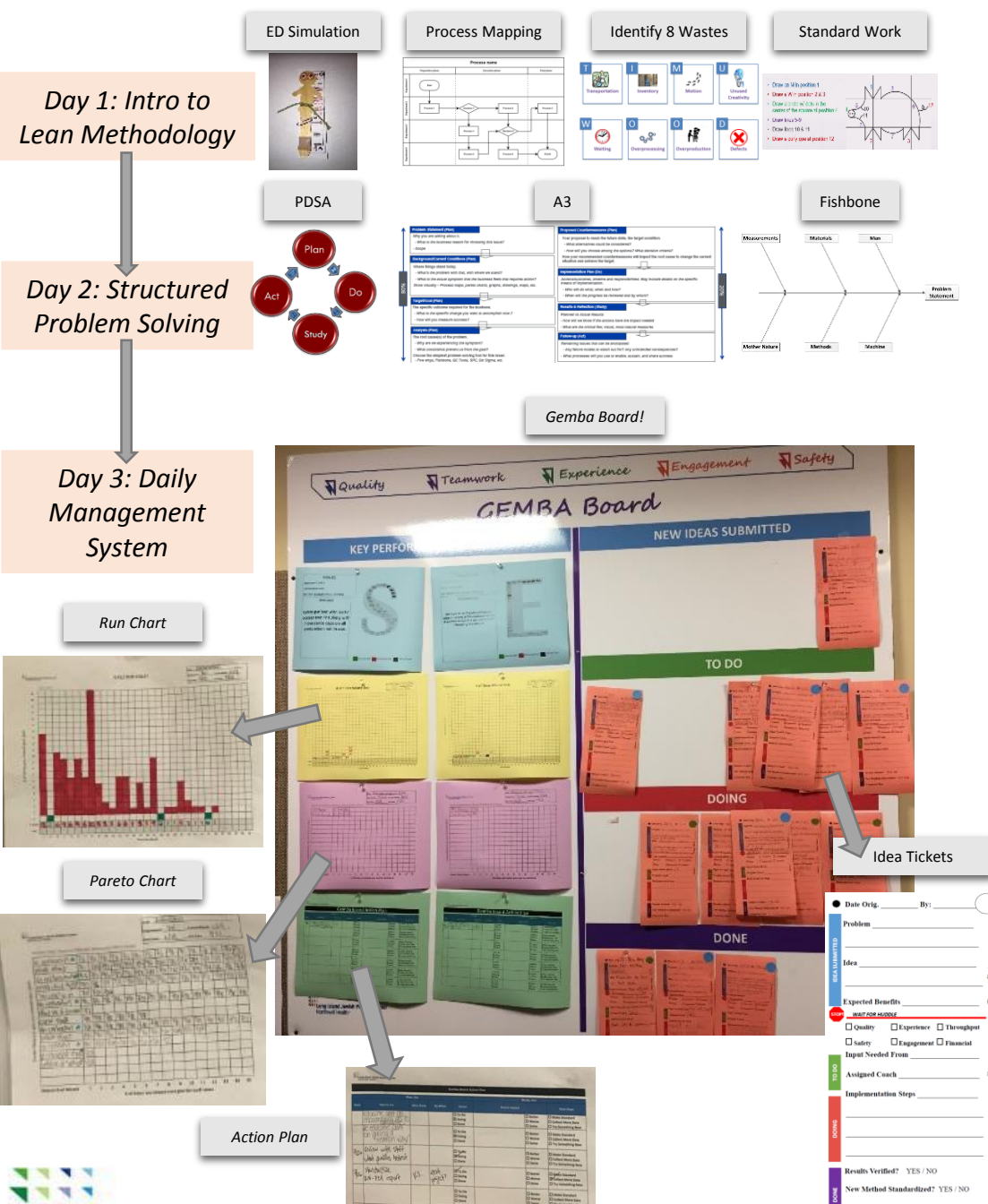
- Gemba Walks happen every Friday from 10am – 11am using a structured report out script from every department at their Gemba Board.
- Gemba Walkers include the Medical Director, CNO, Clinical Sr. Directors, AEDs, Quality, and Industrial Engineer support

Project Aim

- Our Vision is to:
 - Create Ideal Patient Care
 - Develop people with the skills and passion to improve
 - Every staff member is capable, empowered, and expected to make improvements every day
 - Create a culture, system, and infrastructure for daily continuous improvement

Project Design / Strategy

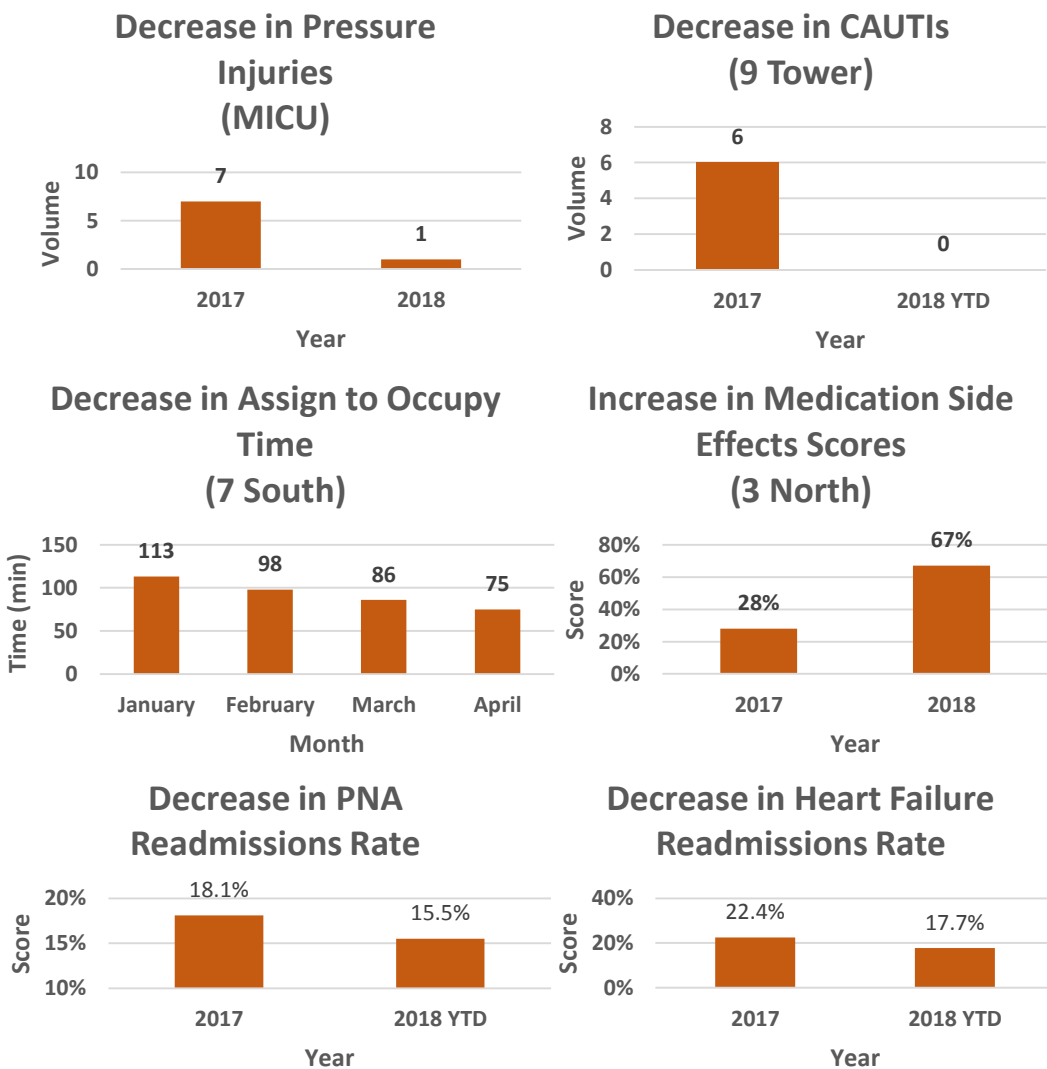
- A 3 Day Workshop is held to train and give staff the tools they need for continuous improvement.



Outcomes

> 50 KPIs hospital wide, > 200 Ideas generated, > 15 A3 Projects

- Some initial results show improvements from the support of this system:



Next Steps

- Expand deploying to the remaining clinical and support departments
- Strategy deployment
- Standardize Leader work
- Sustain improvements using the Improvement Cards

