

# The Baldrige Journey

Pamela Hyziak, PhD, RN, CPHQ

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Advocate Lutheran General Hospital

# Our Service Statistics

- Licensed Beds 638
- Admissions 28,322
- Emergency Visits  
71,311
- Outpatient Visits  
245,355
- Surgical Cases 19,003
- Deliveries 4,061



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# Our Associates and Medical Staff

- Total Associates 4,275
- FTEs 3,413
- Active Medical Staff 1,395
- Graduate Medical Education
  - 153 Residents
  - 29 Fellows
  - 35 Rotating Residents
- Nursing Staff
  - 705 Full time
  - 930 Part time
- Nursing/Allied Health Education Affiliations
  - 7 Nursing
  - 7 Pharmacy
  - 13 Physical Therapy
  - 5 Occupational Therapy
  - 14 Speech & Audiology Therapy
  - 2 Respiratory
  - 5 Laboratory



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# Milestone Awards and Recognition



Fact



healthgrades®

How America finds a doctor.®

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HOSPITAL  
SAFETY  
SCORE™

ACS  
NSQIP



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Advocate  
Lutheran General Hospital

# Quality Journey Milestones

- History of Participation in National Quality Databases
- 2004 Center for Health Information Services
- 2005 Adopted Score Card and Cascade of Goals
- 2011 Adopted Baldrige
- 2012 Moved to DNV and ISO Certification
- 2014 Achieved Gold with ILPEx
- 2015 Achieved ISO 9001 Certification



# Baldridge Values

- Systems Perspective
- Visionary Leadership
- Patient-Focused Excellence
- Valuing People
- Organizational Learning and Agility
- Focus on Success
- Managing for Innovation
- Management by Fact
- Societal Responsibility/Community Health
- Ethics and Transparency
- Delivering Value and Results



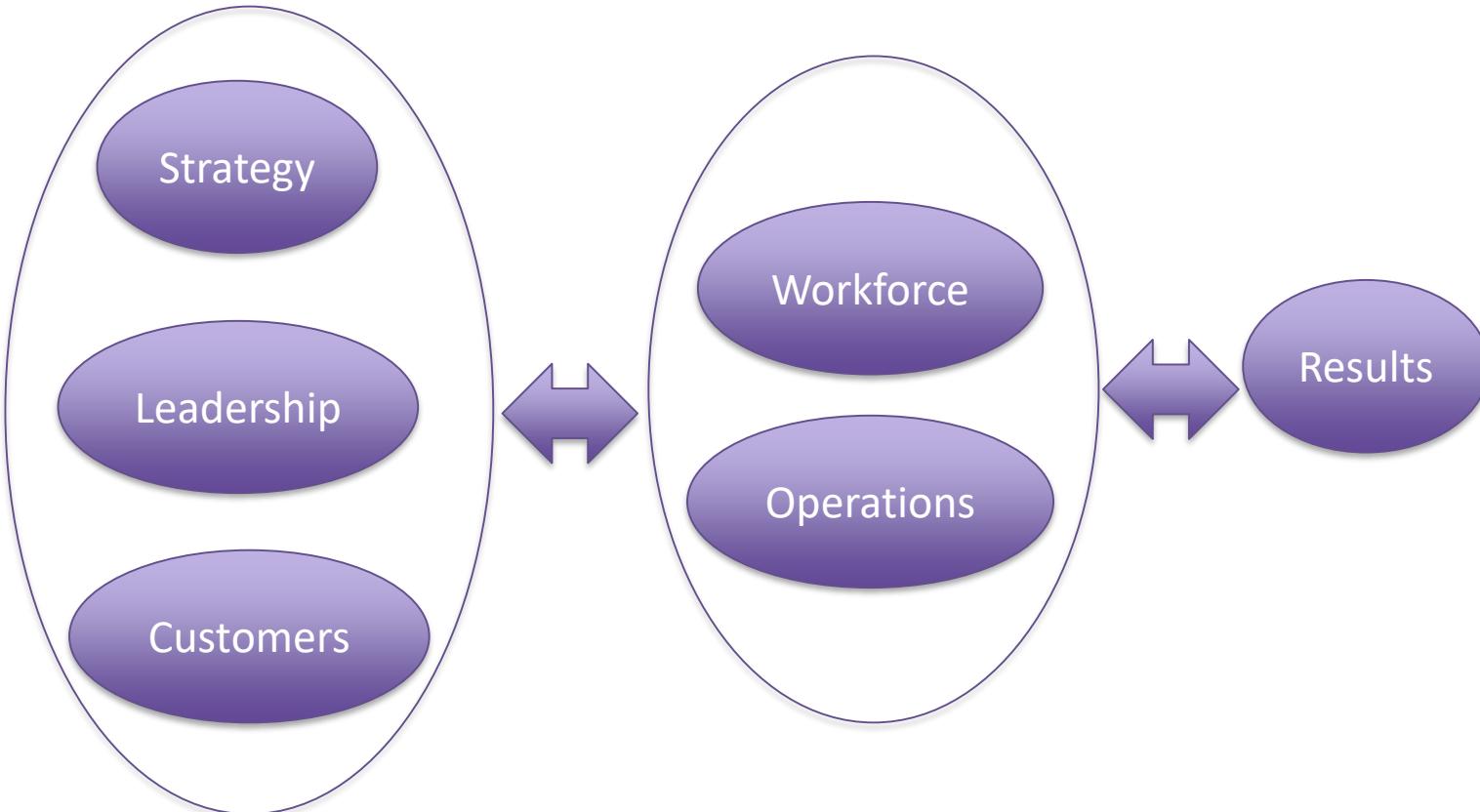
# Baldridge Focus and Purpose

- **Purpose:** Provides a model for an integrated performance management framework that will provide value to customers, ensure sustainability and improve organizational effectiveness
- **Focus:** Designing, deploying, improving, and integrating organizational processes in 6 categories
- Leadership, Strategic Planning, Customer, Measurement, Analysis and Knowledge Management, Workforce and Operations
- **Results:** Identify, trend and compare to best in class all important organizational results.



# Framework

## ORGANIZATIONAL CONTEXT



**MEASUREMENT, ANALYSIS AND KNOWLEDGE MANAGEMENT**



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# Getting Started Step 1: Understanding Your Organization's Context



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# Key Organizational Characteristics

- Service Offerings and the Relative Importance of Each
- Mission, Vision, Values, Core Competency
- Workforce Profile and Key Drivers of engagement
- Assets-Major facilities, technologies, equipment
- Regulatory Requirements



# Key Organizational Relationships

- Governance Structure and Senior Leadership
- Key Market Segments, Customer Groups, Stakeholder Groups and their Requirements
- Key Suppliers/Partners-What role do they play? Requirements? Communication?



# Competitive Environment

- Competitive Position-Marketshare and Competitors
- Competitiveness Changes
- Comparative Data-Sources and Limitations



# Strategic Context

- Strategic Challenges
  - Business
  - Operations
  - Societal Responsibility
  - Workforce Challenges
- Strategic Advantages



# Performance Improvement System

- How do you systematically and continuously improve and stay current with the changing needs of the key stakeholders?



## The Work Organizations Must Do

- Lead others
- Communicate with and engage the workforce
- Create a culture of patient safety
- Ensure ethical behavior
- Improve the health of the community
- Strategic planning
- Implement strategy
- Obtain and act on info from customers
- Build relationships with customers
- Select measures, analyze, and integrate data
- Review organizational performance & improve
- Manage organizational knowledge and information
- Hire and retain workforce members
- Ensure workforce capacity and competency
- Ensure workforce health and security
- Design, manage, and improve processes
- Control costs and manage supply chain
- Prepare for emergencies

## What Baldrige Requires

- **Develop Processes for this Work**
- **Deploy these Processes**
- **Improve the Processes, and**
- **Integrate them**

## HOW vs WHAT



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# Baldrige: The Secret Sauce

- “Baldrige feedback reflects strengths and opportunities for improvement using four factors:
  - Approach including the methods, effectiveness and repeatability
  - Deployment applied consistently by all appropriate units
  - Learning through cycles of evaluation and improvement
  - Integration alignment with organizational needs and goals



# Baldrige: The Secret Sauce

- “Baldrige feedback reflects strengths and opportunities for improvement using four factors to evaluate results:
  - Levels of current performance
  - Trends and the rate of performance improvement
  - Comparisons to other appropriate organizations
  - Integration or the extent to which your results measure important performance requirements



# How Do Senior Leaders Lead?

- How do senior leaders create an environment for success now and in the future?
  - Create an environment for the achievement of mission and for organizational agility
  - Cultivate organizational learning, learning for people in the workforce, innovation and intelligent risk taking
  - Create a culture that fosters patient engagement
  - Participate in succession planning
  - Create and promote a culture of patient safety



# ALGH LEADERSHIP SYSTEM

## 2012



# ALGH LEADERSHIP SYSTEM 2017



# Leadership Elements and Processes

Leadership Element	Deployment Tactics/Improvements
Understanding Stakeholder Requirements	Rounding, Discharge Calls, Advisory Councils
Setting Direction and Establishing Goals	Vision, Behaviors of Excellence
Organize, Plan and Align	Expanding Goal Cascading, Monthly Meeting Model
Perform to Plan	Communication Boards, Peer Coaching, Just Culture, QMS Audits
Recognize, Reward and Develop	Talent Management Process, Calibration for Performance Evaluations, Leadership Competency and Development, Thank You Notes
Learn, Improve and Innovate	P+DSA, Daily Huddles, Post Event Debriefings, ISO Compliant Action Plans

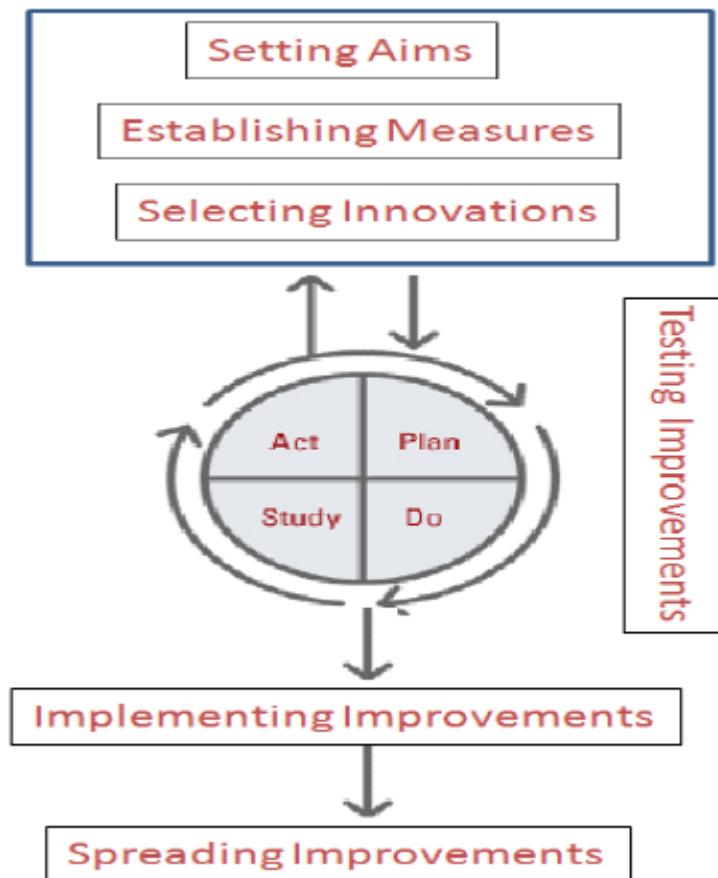


How do you improve  
your work processes to  
improve health care  
services and  
performance, enhance  
your core competencies,  
and reduce variability?

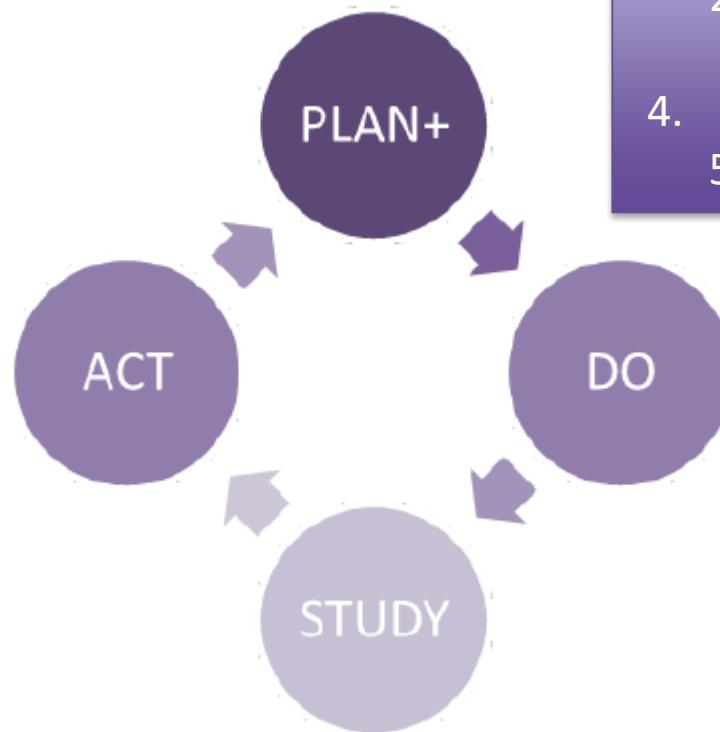


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# Learn, Improve and Innovate 2012



# Learn, Evaluate and Improve 2017



## PLAN+

1. Reason for action
2. Describe the current state
3. Describe the ideal state
4. Conduct gap/root cause analysis
5. Identify possible solutions

## DO: ACTION PLAN

1. Root Cause
2. Action/Resources
3. Person Responsible
4. Status
5. Date Due
6. Date Completed



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How do you carry out  
succession planning for  
management and  
leadership positions?



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# ALGH Career Progression 2011

- Effective succession planning for management and leadership positions is accomplished with AMS and the Advocate Talent Review Board. During the annual performance evaluation managers and their one ups review the Leader Profile that includes the leader's plans and readiness for advancement. Postings for high level director positions and above are first reviewed by the Talent Review Board for appropriate internal candidates.

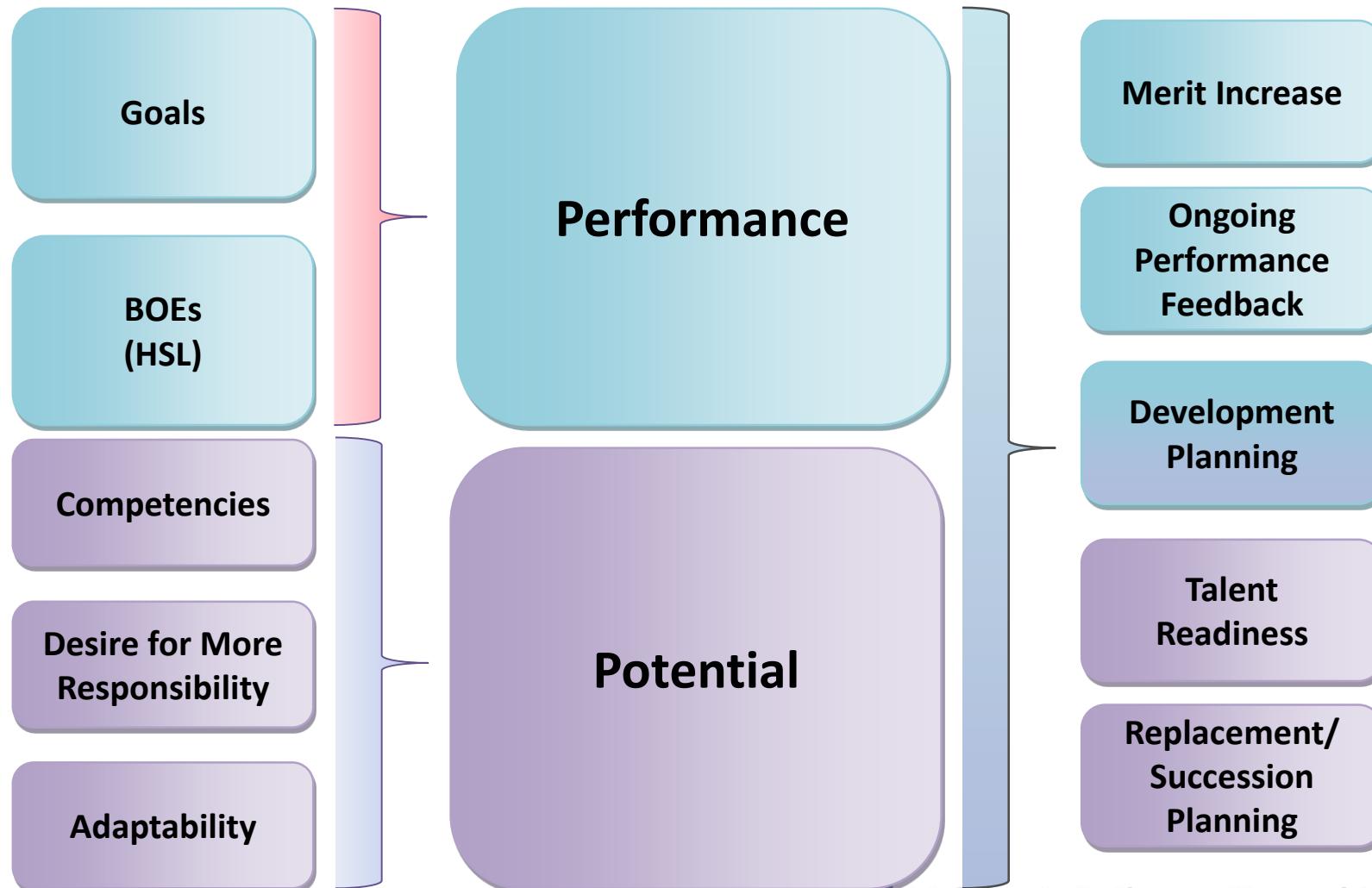


# Career Progression 2017



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# Talent Review: Inputs and Outcomes



Sig Exceeds Expectations	<b>Sig Exceeds Performance/At Potential</b> 10 <ul style="list-style-type: none"> <li>• PERFORMANCE: Highly competent/ role model in current position. Demonstrates exceptional accomplishments.</li> <li>• POTENTIAL: Can assume a new role at same level of complexity. May not want to move up.</li> </ul>	<b>Sig Exceeds Perf/Medium Potential</b> 13 <ul style="list-style-type: none"> <li>• PERFORMANCE: Highly competent/ role model in current position. Demonstrates exceptional accomplishments.</li> <li>• POTENTIAL: Capable of taking on an expanded or complex role at same level. Could advance to the next level.</li> </ul>	<b>Sig Exceeds Performance/High Potential</b> 15 <ul style="list-style-type: none"> <li>• PERFORMANCE: Highly competent/ role model in current position. Demonstrates exceptional accomplishments.</li> <li>• POTENTIAL: Potential to grow into a role with broader responsibility and complexity. Advance into role one level above current role in 0-2 years, second move in 3-5 years.</li> </ul>
Exceeds Expectations	<b>Exceeds Performance/At Potential</b> 7 <ul style="list-style-type: none"> <li>• PERFORMANCE: Competent in current role. Frequently exceeds job requirements and accomplishments are above expected levels.</li> <li>• POTENTIAL: Capable of assuming a new role at same level of complexity. May not want to move up.</li> </ul>	<b>Exceeds Performance/Medium Potential</b> 11 <ul style="list-style-type: none"> <li>• PERFORMANCE: Competent in current role. Frequently exceeds job requirements and accomplishments are above expected levels.</li> <li>• POTENTIAL: Capable of taking on a new role at same level of complexity. Could advance to the next level.</li> </ul>	<b>Exceeds Performance/High Potential</b> 14 <ul style="list-style-type: none"> <li>• PERFORMANCE: Competent in current role. Frequently exceeds job requirements and accomplishments are above expected levels.</li> <li>• POTENTIAL: Potential to grow into a role with broader responsibility and complexity. Advance into role one level above current position.</li> </ul>
Meets Expectations	<b>Meets Performance/At Potential</b> 4 <ul style="list-style-type: none"> <li>• PERFORMANCE: Competent in current role. Meets job requirements and demonstrates solid performance with few deviations.</li> <li>• POTENTIAL: Capable of assuming a new role at same level of complexity. May not want to move up.</li> </ul>	<b>Meets Performance/Medium Potential</b> 8 <ul style="list-style-type: none"> <li>• PERFORMANCE: Competent in current role. Meets job requirements and demonstrates solid performance with few deviations.</li> <li>• POTENTIAL: Capable of taking on a new role at same level of complexity. Could advance to the next level.</li> </ul>	<b>Meets Performance/High Potential</b> 12 <ul style="list-style-type: none"> <li>• PERFORMANCE: Competent in current role. Meets job requirements and demonstrates solid performance with few deviations.</li> <li>• POTENTIAL: Potential to grow into a role with broader responsibility and complexity. Advance into role one level above current position.</li> </ul>
Approaches Expectations	<b>Approaches Performance/At Potential</b> 2 <ul style="list-style-type: none"> <li>• PERFORMANCE: Lacks competence in current role. Meets most but not all job requirements and performance is less than expected. May be a mismatch with current role.</li> <li>• POTENTIAL: Exiting organization may be appropriate, especially if they do not demonstrate improvement after development.</li> </ul>	<b>Approaches Perf/Medium Potential</b> 5 <ul style="list-style-type: none"> <li>• PERFORMANCE: Lacks competence in current role . Meets most but not all job requirements and performance is less than expected. May be new to the position but not adapting as well as anticipated.</li> <li>• POTENTIAL: Improved performance is needed before advancement can be expected.</li> </ul>	<b>Approaches Performance/High Potential</b> 9 <ul style="list-style-type: none"> <li>• PERFORMANCE: Hard to assess competence. Meets most but not all job requirements and performance is less than expected. Likely not adapting to a new position.</li> <li>• POTENTIAL: Able to take on greater responsibilities once performance improves. Anticipate successful results once this person matures in his/her new role.</li> </ul>
Does Not Meet Expectations	<b>Does Not Meet Performance/At Potential</b> 1 <ul style="list-style-type: none"> <li>• PERFORMANCE: Lacks competence in current role. Does not meet job requirements. Performance must improve to stay in this position. May be a mismatch with current role.</li> <li>• POTENTIAL: Exiting organization may be appropriate, especially if they do not demonstrate improvement after development.</li> </ul>	<b>Does Not Meet Perf/Medium Potential</b> 3 <ul style="list-style-type: none"> <li>• PERFORMANCE: Lacks competence in current role. Does not meet job requirements. Performance must improve to stay in this position. May be new to the position but not adapting as well as anticipated.</li> <li>• POTENTIAL: Improved performance is needed before advancement can be expected.</li> </ul>	<b>Does Not Meet Performance/High Potential</b> 6 <ul style="list-style-type: none"> <li>• PERFORMANCE: Hard to assess competence. Does not meet job requirements. Performance must improve to stay in this position. Likely not adapting to a new position.</li> <li>• POTENTIAL: Able to take on greater responsibilities once performance is demonstrated. Anticipate successful results once this person matures in his/her new role.</li> </ul>

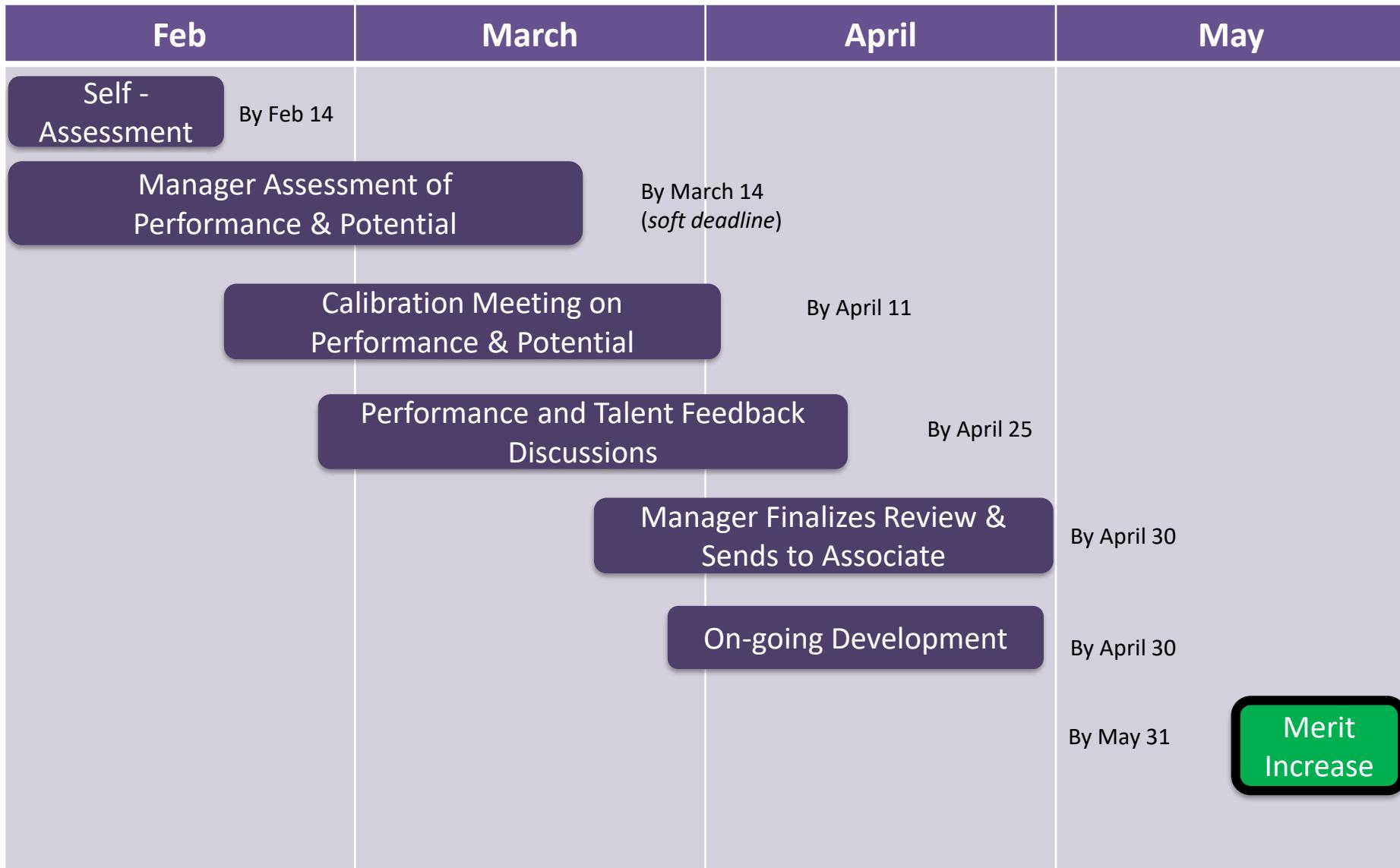
At Potential

Medium Potential



High Potential

# Annual Talent Review Process Flow



# Getting Started Step 2:

- Convene teams at least 3 but 6 at the most
  - Customer Focus-Operations
  - Strategy-Measurement, Analysis & Knowledge Management
  - Leadership-Workforce
- Assign each team an executive and operational leader as well as a data guru
- Assign each team responsibility for results
- Train ILPEx examiners from each team
- Assign one Writer for the application



