How Do You Define Excellence?

- Is it a journey or a destination?
- Who defines our success?
- What are the most critical measures in health care?
Excellence- “The quality or condition of superiority; something which surpasses expectations”.

WOW FACTOR!!
The Customer Experience

- Quality
- Service
- Cost
Quality

* The degree to which health services for individuals and populations increase the likelihood of desired health outcomes.
Quality = STEEEP

* **Safe**: avoiding injuries to patients from the care that is intended to help them
* **Timely**: reducing waits and sometimes harmful delays
* **Effective**: matching care to science
* **Efficient**: avoiding waste in order to maximize value
* **Equitable**: no variance in quality because of personal characteristics, geographic location or socio-economic status
* **Patient and family centered**: honoring the individual and respecting choice
Quality Vision

To provide the best care and services to every person, every time.
But, We Often Settle for Sometimes... As Acceptable

Only 80% Of Our Chefs Washed Their Hands Today

Is 80 % Compliance Really Good?
Remember... What We Permit

We Promote!
Achieving 90\textsuperscript{th} percentile performance on national measures

There are NO preventable injuries or deaths

Customers, Employees, Providers rate our Health Centers and Supportive Services as best in local markets

Professional liability indemnity and expense trends decrease every year
Health Care Is A “Service” Industry

- Our customers: The communities we serve.
- Our product: High quality, safe, effective, efficient and reasonably priced health care.
How is Excellence Defined in the Hotel Industry?

- What makes you choose a certain hotel for your family vacation?
- What makes you want to return or refer that hotel to another?
What defines excellent service?

It is often the intangibles that are the heart and soul of our work...our touch, our words, our eye contact, compassion...it is health care.
It’s a part of our mission and standards of behavior

* **Mission:** Committed to providing exceptional care in a compassionate manner to you and your family.

* **Standards:** Communication, Accountability, Attitude, Respect, Excellence, Service
It’s a part of our vision for the future

Our Health Centers will be recognized in the top 5% in the nation - as a place where:

* Our patients and their families receive exceptional care,
* Our physicians and providers experience a fulfilling practice environment, and
* Our staff and volunteers know they are respected and valued for the difference they make every day.
Where Patient Satisfaction Fits into Medicine?

Alleviate Suffering w/available resources

Suffering due to Illness (symptoms and disease)

Medical Outcome Recovery

Suffering due to Treatment (fear, anxiety, discomfort)

Psychosocial Outcome Satisfaction

SUCCESS

How do we measure excellence in service?

**Our tools:**
- Patient satisfaction surveys
- Employee surveys
- Provider surveys
- Leader rounding/Focus groups
- Employee Forums

**Our Outcomes:**
Growth, Retention, Financial Viability for the future
What Matters in Service Excellence?

COMPASSION
Our commitment to serve with mercy and tenderness.

Webster’s Definition
“A feeling of deep sympathy and sorrow for someone struck by misfortune, accompanied by a desire to alleviate the suffering: mercy.”
Compassion for Each Other

“The entire staff were all happy and appeared congenial with each other. One nurse remarked how she loves her work, that the crew is like her family.”

Compassion for Our Patients

“The staff always cares about you as a person and tries to make you feel better as soon as you walk in the doors. Thanks!”
Human Dignity

Our Commitment to value the diversity of all persons and to be respectful and inclusive of everyone.
How Do We Achieve Excellence In Cost?

- Two out of 5 Americans do not have health insurance.
- The average insurance premium for a family of 4 is $1400/month.
- 50% of all bankruptcies in are due to health related bills.
Excellence: Our commitment to be the best in the quality of our services and stewardship of resources.

Wisely caring for and sharing human, environmental and financial resources held in trust.
The Balancing Act

• Always more needs than resources
• Balancing Mission with Margin
• Balancing needs of few with needs of many
Putting Affordability Into The Equation

- Our ability to grow will be directly related to our ability to control cost and work with community partners to provide affordable services.
What will be their impression of the service they received?

We hope it will reflect *Excellence in Health Care*.
The Journey to Excellence: A Model for Success
Why Is This Journey Important for Community Health Centers?
Health Care Is Like An Amoeba…
Reshaping Constantly to Fit The Environment
1. **Pay for Performance** is here and now and will directly impact **quality**!
2. Gap between those that execute well and those that do not more evident. **Greater transparency.**
3. The healthcare organizations nationally recognized in the past not assured to remain there.
4. Pressure and desire for **always** increasing.
5. **Accountability** systems will improve.
Greater Access to Insurance

Health Center Patients By Payer Source, Pre- and Post-Reform

2010
- Uninsured: 39%
- Medicaid: 34%
- Other Insured: 27%

2015
- Uninsured: 22%
- Medicaid: 46%
- Other Insured: 32%

Source: NACHC analysis, 2010. Estimates for 2010 health center patient are based on expected federally-funded health center patient growth. Health center patient 2015 estimates are based expected federally-funded health center patient growth, Congressional Budget Office estimates of health insurance coverage in 2015 and assumptions based on Massachusetts health reform efforts.
Factors Influencing Patients’ Choice

- Patient Experience: 41
- Physician's Decision: 21
- Reputation: 20
- Location: 18

Patients allocated 100 pts; more points = more important

Source: McKinsey, A Better Hospital Experience, 2007; >2,000 patients with commercial insurance or Medicaid
“It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.”

Charles Darwin
Achieving Organizational Results?

If you had one thing you could change to improve outcomes for your organization, what would that be?
Why Organizations Do Not Achieve Desired Results

- Dots are not connected consistently with purpose, worthwhile work and making a difference
- Do not achieve critical mass – lack of balanced approach
- Absence of an objective accountability system
- Leaders do not have the training to be successful
- Too many new behaviors introduced at once – need of sequenced approach
- No process in place to re-recruit high and middle performers and address low performers (HML)
- Inability to take best practices and standardize across organization
- Failure to have leaders “always” do desired behaviors.
Leverage Points in an Organization

Values
Skill
Recognition
Consequences
Money

HARDWIRED
Best Practice Criteria

- Patient Satisfaction above 85th percentile
- Quality indicators benchmarking above 25% of outcomes
- Operating income: 6%+
- Growth higher: 5%+
- Turnover less: <12%
- Sustained results: Minimum of 3 years
About Studer Group

* Execution company focused on achieving and sustaining exceptional clinical, operational and financial outcomes
* Work with over 800 healthcare organizations in the US and beyond
* > 50 Coaches and International Speakers
* Educational Resources – Books, Training Videos, Webinars and Institutes
* Web based software solutions for operational alignment and process efficiency/improvement

* Evidenced Based tactics that produce:
  - Accelerated rate of improvement and efficiency in clinical quality (core measures, hospital acquired conditions, and readmissions)
  - Maximized reimbursement
  - Increased physician loyalty
  - Improved ED flow, operational metrics and patient experience
Purpose, worthwhile work and making a difference

- Prescriptive To Do’s
- Bottom Line Results
  - Transparency and Accountability
- Self-Motivation
- PRINCIPLES
- PILLAR RESULTS
- PASSION
Table Exercise: What’s Your Connect to Purpose?

- What Rings Your Bell About Your Work?
- What Keeps You Connected to Community-Based Health Care?
Hardwiring Excellence – What is it?

* Sustain system and organizational results across all Strategic Priorities or Pillars of Excellence (Finance, People, Service, Growth, Quality, Community)

* Not a program but rather systems of accountability tied to Mission; Vision; and Values

* Senior leadership led and includes constituent groups

* Built on engagement – to gain efficiencies and effectiveness

* Not about Studer Group; about organizational success
Coaching

To achieve then sustain predictable results/outcomes through the consistent execution of disciplined, evidence based practices that senior leaders model, verify (frequency) and validate (quality)

It’s about minimizing leader variance!
## Studer Group Process

<table>
<thead>
<tr>
<th>Leadership Evaluation</th>
<th>Leadership Development</th>
<th>Service Excellence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement an organization wide leadership evaluation system to hardwire objective accountability</td>
<td>Create process to assist leaders in developing skills and leadership competencies necessary to attain desired results</td>
<td>Create service teams and implement tactics to increase patient, physician, and employee satisfaction</td>
</tr>
</tbody>
</table>
STUDER GROUP®:

Objective Evaluation System

Leader Development

Must Haves®

Performance Gap

Standardization

Accelerators

**Aligned Goals**
- Implement an organization-wide staff/leadership evaluation system to hardwire objective accountability (Must Haves®)

**Aligned Behavior**
- Create process to assist leaders in developing skills and leadership competencies necessary to attain desired results
- Agreed upon tactics and behaviors to achieve goals
- Re-recruit high and middle/solid performers
- Move low performers up or out
- Processes that are consistent and standardized

**Aligned Process**
- Software
- Process Improvement
- PDCA
- Lean
- Six Sigma
- Baldrige Framework
Evidence-Based Leadership™

Objective Evaluation System
Leader Development
Must Haves®
Performance Gap
Standardization Accelerators

Aligned Goals
Aligned Behavior
Aligned Process

Evidence-Based Care
Diagnosis
Treatment Plan
Prescription, Modalities (Must Haves for the Patient)
Compliance
Processes Validation

Aligned Goals
Aligned Behavior
Aligned Process
Driving Performance

Diagnose
- Assess

Treatment
- Actions

Systems
- Tools
- Techniques
- Processes

Teach
- Skill Development

Validate

Coach

Reward
It’s Not About How Long or How Fast… But when you are Hardwired…

3 A’s for Success:

* Alignment

* Action

* Accountability
## Evidence-Based Tactics

<table>
<thead>
<tr>
<th>Employees</th>
<th>Physicians/Providers</th>
<th>Patients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leader Evaluations</td>
<td>Leader Evaluation</td>
<td>Pre-Visit Calls</td>
</tr>
<tr>
<td>Leader Training</td>
<td>Got Chart?</td>
<td>Leader Rounding on Patients</td>
</tr>
<tr>
<td>Performance Gap</td>
<td>Physician/Provider Preference Cards</td>
<td>Rounding in Waiting/Exam Room</td>
</tr>
<tr>
<td>Behavioral Standards</td>
<td>Rounding for Outcomes</td>
<td>Individualized Patient Care</td>
</tr>
<tr>
<td>Behavioral Interviews</td>
<td>AIDET</td>
<td>AIDET</td>
</tr>
<tr>
<td>Peer Interviewing</td>
<td></td>
<td>Post-Visit Calls</td>
</tr>
<tr>
<td>30- and 90-Day Mtgs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rounding w/ Employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thank You Notes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Attitude Survey</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Forums</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bright Ideas</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interdept. Surveys</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support Card</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
It’s About Results!
Improving Pillar Results

* Improve our patient’s perception of the care they receive
* Build accountability systems and develop leaders so that results are hardwired across our organization and silos are reduced
* Improve employee satisfaction as evidenced by reduced turnover and improved engagement
* Achieve financial results, operations efficiency and service outcomes
Outpatient Services Percentile Ranking

Outpatient Services Satisfaction

Percentile

AIDET\textsuperscript{SM} Training Implemented in FY07
Rounding for Outcomes: Leaders Rounding on Staff and Physicians

Impact of Rounding on Willingness to Recommend as a Place to Work

*Results are one year following implementation of Leader Rounding on Staff and Physicians; Staff and physicians rounded on at least monthly had the highest satisfaction levels.

Oregon Integrated Health System; 8700 employees
Post Visit Calls:
Clinical Quality

Instructions to Care for Yourself at Home

Tactic and Tool Implemented: Post Visit calls

Source: New Jersey Hospital, Total beds = 775; 3Q2007 – 2Q2010
Growth – Outpatient Visits

FY'07: 37,330
FY'08: 48,276
FY'09: 52,016
FY'10: 54,060

PROJECTED
Impact on Safety and Quality

Change in Percentile Ranks

Ease of obtaining test results (60.0%)
CP instructions for follow-up care (80.0%)
CP information about medications (73.5%)
CP efforts to include in decisions (73.3%)
CP concern for prob/condition (84.2%)
Access to care (46.5%)
Overall Patient Satisfaction (53.0%)

Better

Source: Oklahoma University; OUP Hematology/Oncology Clinic & Infusion Center; 10 providers & 22 staff, take care of 15,000 clinic visits & 10,000 chemotherapy infusions per year
Our Opportunity

“Culture outperforms strategy every time and culture with strategy is unbeatable!”

- Quint Studer
Our Journey: HCN/FQHC Collaborative
Unique Model for Community Health Centers

* Coached implementation of Evidence-Based Leadership℠
* Collaboration with other Centers; plus hands-on coaching to adapt EBL to your unique characteristics via:
  * Quarterly on-site coaching visits
  * Monthly coaching calls/web chats
  * Attendance at Institutes
  * Books
  * Videos
* Emphasis on sharing performance results and best practices collaboratively
Key Deliverables

* Alignment of weighted goals and automated leader performance evaluation, tied to results
* Structure and content for quarterly leadership training organization-wide, with “linkage” to operations
* Coaching of skills and systems for hardwiring consistency and reducing leader variance within HCN, Prestige and each member Center
* Network of partner organizations
* Guarantee and ROI tracking
Reciprocal Partnership

Alignment

* Our engagements are called “partnerships” because we provide a 100% Guarantee of results or will refund the professional fee.
* Our employees are evaluated based on your performance and feedback.
* We expect partners to realize a return on investment from our partnership of at least 3x the investment.

Contractual Requirements

* Ownership and direct involvement by the CEO of each site
* Commitment to an objective evaluation system and process for all leaders
* Provision of quarterly leadership training
* Three-year journey
**WHY** are we on this Journey?

- To raise our level of service to meet the coming challenges in health care
- To refocus our efforts on *results, accountability, and service excellence*
- To be a part of the first Health Center Collaborative in the nation to undergo this process
WHAT are our goals?

• To improve the level of service we provide to our partners and patients

• To engage, unify and communicate with ALL employees and Board members in the Journey process

• To make our organizations outstanding places to work, for patients to visit and for physicians/providers to practice
WHO is leading this Journey?

Your CEO directs the Journey, with the assistance of senior staff and a group of Journey Leaders within our organizations.
Structure (HCN - National)
Coordinating Function

- CEO Champions (Steering)
- LDI Champions
- LEM/Measurement Champions
- Service Champions

- Standards
- Reward and Recognition
- Customer Service
Structure-HCN/Prestige/CHC’s

CEO/Steering

- LEM/Measurement Champion
- Service Champion

- Standards
- Customer Service
- Reward & Recognition
WHAT is expected of partners on this Journey?

• To be accountable and involved in the process
• To perform at a high level of excellence and in alignment with the Journey goals.
• To be a part of a team that will permanently improve and transform our organization over time
• To be receptive of support, training and communications throughout the process
Community Health Center

Partners

updated April 2011

* Borinquen Health Center (Miami, FL)
* Choptank Community Health System (Denton, MD)
* Community Health of South Florida (Miami, FL)
* Family Health Centers of Southwest Florida (Fort Myers, FL)
* Health Choice Network (Miami, FL)
* Jessie Trice Community Health Center (Miami, FL)
* Prestige Health Choice (Miami, FL)