Henry Ford Health System’s Baldrige Journey: Driving Accountability for Excellence

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Core Services:

- Four acute med/surg and two behavioral health hospitals
- Henry Ford Medical Group
  - 32 Medical Centers
  - 1200 physicians & scientists
- 2200 private physicians
- 1500 MD & DO physician trainees
- Health Alliance Plan
Henry Ford Health System

Pre- and Post-acute services:

- 2 Skilled nursing facilities
- Home Health Care
- Outpatient Dialysis
- Home Products
- Retail Pharmacies
- Vision Centers
Henry Ford Health System

Other Statistics (annual):

- 24,000 employees
- 102,000 admissions to 2200 beds
- 418,000 ED visits
- 3.2 million office visits
- 88,000 surgeries
“The Henry Ford Experience”
7 Pillars of Performance

Mission: To improve people's lives through excellence in the science and art of health care and healing.

Vision: Transforming lives and communities through health and wellness – one person at a time.

People
Service
Quality & Safety
Growth
Research & Education
Community
Finance

System Values: Respect for people, High Performance, Learning & Continuous Improvement, Social Conscience, Each Patient First

Core Competencies: Innovation, Care Coordination, Collaboration

Organizational Framework: Leadership, Strategic Planning, Patient/Customer Focus, Performance & Knowledge Management, Staff Focus, Safe & Reliable Process Focus, Accountability for Results
Mission, Vision, and Values

Mission
To improve people’s lives through excellence in the science and art of health care and healing

Values
Each Patient First      Respect for People
High Performance      A Social Conscience
Learning and Continuous Improvement
Vision

Transforming lives and communities through health and wellness – one person at a time
What Differentiates Our Workforce?

- Diversity
- Culture of development
- Community
- Integration
- Innovation
- Leadership
  - “Walks the Talk”
  - Leaders as Teachers
  - Commitment to our People, especially during difficult economic times (Job Preservation)
HFHS Leadership System

VISION
Transforming lives and communities through health and wellness – one person at a time.

Act
Reward & Recognize
Redesign
Spread

Plan
Develop Strategy

Patients

Community
Purchasers

Innovation

Care Coordination

Collaboration/Partnering

Check
Organizational Performance Review (OPR)

Do
Deploy Strategy & Develop People

Performance Pillars
Sustainability Through…

- Workforce culture
- Relentless focus on improvement
- Accountability for results – ongoing performance reviews are standard agenda items
- Succession planning & leader development
- Patient safety culture
Community Support

Economic Driver
- $5.82 billion in direct/indirect economic benefits
- Live Midtown
- Neighborhood development

Community Leader
- Serve in leadership roles in key organizations, such as Detroit Chamber of Commerce, Detroit Convention & Visitors Bureau
- Leadership volunteer hours exceed 12,000 annually
Leveraging Core Competencies

- **Innovation** – Discovering and applying new knowledge in techniques, technology, processes, services, and structures
  - Clinical Research & Technology
  - Facilities
  - Services and Access Points
  - Processes

- **Care Coordination** – Proficiency in coordinating care across the continuum, teams

- **Partnering/Collaborating** – Relationship-building with patients, stakeholders, others
Innovation

“Making meaningful change to improve products, processes, or organizational effectiveness and creating new value for stakeholders. Innovation involves the adoption of an idea, process, technology, product, or business model that is either new or new to its proposed application.”

Baldrige Criteria for Performance Excellence
From the Start: A Hospital for the Everyday Man
Clinical Services, Research, & Technology Innovation

- New techniques, new cures
  - Robotic ultrasound probe
  - Deep brain stimulation inside iMRI
- Simulation Center
- TechTown incubator with Wayne State University
- Innovation Institute led by Henry Ford Medical Group
- Early adopter of integrated health record for ambulatory care
Innovative Facilities

- West Bloomfield Hospital
- Henry Ford Hospital Henry Ford II Pavilion
- Ambulatory Centers
- Henry Ford Self Health Centers
Unique Customer Services

- Referring Physician Office and Concierge Service
- Pharmacy Advantage – Home Prescription Delivery
- Demonstration Kitchen
- Home Health Tele-health
- Farmer’s Markets and Retail Stores
Henry Ford West Bloomfield Hospital – Example of Deploying Best Practices

- Hospital rooms designed with input from all stakeholders
  - Rooms duplicated at Henry Ford Hospital’s new Henry Ford II pavilion
- Talent based employee selection tool piloted to select new hospital staff
  - Now selecting a tool for all business units
- Focus on high-touch service and first impressions
  - Training for all employees on first impressions and service recovery
New Patient Portals and Outreach

- Henry Ford OptimEyes Centers
- CVS Minute Clinic partnerships
- Journey to Wellness – health kiosks in community faith-based organizations
- *Inside Connection* – employee ambassador program
Process Innovation

- No Harm Campaign
- Integrated Care across the Continuum (including new Henry Ford Physician Network)
- HAP collaborations on e-prescribing and chronic disease management
- Clinical team communications, including ORtv
Ideas + Execution = Innovation

Innovation + Accountability = Sustainable Results
Results Achieved in Economic Crisis

- **People** – Gallup scores showed improved employee engagement for each Q12 item
- **Service** – HAP rated highest in member satisfaction in Michigan for 5th consecutive year
- **Quality** - Harm rate dropped by 31% in three years vs. next best of 6%
Reducing Harm Events and Deaths
Finance & Growth: In past decade, doubled revenue to $4.2 billion; increased inpatient market share from 11% to 18%
Turning Points in HFHS’s Baldrige Journey
Seven Years of Learning

Jun 2003
Nancy Schlichting Named CEO

Oct 2004
CEO Decision to Adopt Baldrige

2004 - 2007
Self-Assessment

2007 - 2011
Submitted 5 National Baldrige Program Applications and Prioritized Feedback

Dec 2007
Received Michigan Quality Council Leadership Award

Jun 2006
Introduced “the Pillars”

Jun 2010
Launched PC with New Charter, Tools, and Accountabilities
Baldrige at HFHS: A Journey of Discovery

- **2004**
  - Increasing attention within health care; our CEO ready

- **2005-2006**
  - Self-assessment, with support from consultants
  - Established the 7-pillar framework
  - Other, more modest changes to leadership processes; re-assessment of improvement approaches

- **2007**
  - 1st applied to State and National Programs
    - Each application was for the entire System
  - October 2007 Site visit by Michigan Quality Council
    - Earned Michigan Quality Leadership Award
Baldrige at HFHS: A Journey of Discovery (cont.)

- **2008 - 2010**
  - Applied to National Program each year; no site visits
  - Continuous improvement work based on feedback Strengths and OFIs, as well as best-practice research
  - Significant revisions to application in 2010 based on changes
  - Better at anticipating strengths and opportunities
  - 20+ examiners trained – Michigan and National

- **2011**
  - Fifth application submitted, selected for Site Visit
  - Notified November 21, 2011 – WE GOT IT!
  - Feedback report received December 14, 2011
Creation of “The Pillars”

- Mission & Vision are supported equally by all 7 the pillars
- Values, Core Competencies, and Organizational Framework provide the foundation
- “The Henry Ford Experience” is high performance for our customers across all 7 pillars
- Broad communication reinforced this new framework for the organization
- Formally organized strategies and performance targets by pillar
Michigan Quality Council Leadership Award

- Inspired great pride and optimism
- Site visit experience built tremendous learning
  - How to communicate/translate Baldrige-speak to HFHS activities for employees
  - How many documents are requested!
  - How to prepare and organize supporting documents
  - How to help design a useful site visit for examiner team
- Celebrated award System-wide
- But we didn’t even get a national site visit…
Created Performance Council and New Leadership Processes

- Feedback showed incomplete strategic planning steps, deployment, and alignment
- Many performance targets – and results – remained the “responsibility” of a few vs. everyone
- Evaluated all current leadership teams: membership, roles and responsibilities, meeting frequency, and perceived effectiveness
- Created a “picture” of our Leadership System
- Launched the new HFHS Performance Council
Performance Council

- Comprised of leaders of every Business Unit, pillar team, and key Corporate area
- Charged with overseeing the Strategic Planning Process and Organizational Performance Review
- Provides clear direction and decision making process to those seeking approval of or input to projects, policies, and initiatives (clarifies role of all leadership teams)
Improved Strategic Planning and Implementation

- Multiple refinements to the Strategic Planning Process
  - New processes focused on the criteria
  - New common vocabulary:
    - Strategic Objectives
    - Strategic Initiatives
    - Action Plans
    - Performance Targets
  - Aligned the strategic planning and budgeting processes
  - Clear expectations for aligned action planning
Inclusive and Transparent Performance Measurement

- New Metrics Committee:
  - Comprised of operational, financial, and pillar leaders
  - Provide oversight and expertise to pillar teams and the Performance Council on definition, display (dashboards), comparisons, and analysis of organizational performance

- New HFHS Analytics department to drive information and knowledge management System-wide

- Transparency of results for greater knowledge transfer and better future planning
Leadership Competencies & Standards: Aligned to Baldrige

- 40% of Leader and Staff evaluations tied to leader/team standards
- Incentives aligned with organizational goals
HFHS Culture of Development

Advanced Leadership Academy
- Potential for Performance Council
- Includes administrative, physician and nursing leaders
- System Priority Projects
- Nominated by CEOs

Leadership Academy
- Potential for LEAP
- Includes administrative and clinical leaders (20% physicians)
- BU Projects
- Nominated by BU Sr. Leadership

New Leader Academy
- New to Leadership
- High-potential for leadership
- Administrators, & non-physician clinical leaders

Physician Leadership Institute
- Potential for HFMG Committee seats
- Cohort of 12-15 physicians & researchers
- Business Plans; EI assessments
- Nominated by Chairs
- 6 full days over 8 mos.
- Core faculty: Dr. Kelley, Dr. Abouljoud, Dr. Lim

MD Content
- New Physician Leader (in development)
- Physician and HFMG administrators
- 10 monthly full-day workshops
- Focus: Healthcare Business
- External Faculty

HFHS University Leadership Curriculum
(Courses and development opportunities for all HFHS leaders)

HFHS University Employee Curriculum
(Courses and development opportunities for all HFHS employees)
2012: The Journey Continues

- Key System-wide priorities based on examiner feedback and pre-/post-visit self-assessments:
  - Refine our approaches for identifying and spreading improvements, innovations, and best practices; learn from others at Quest
  - Continue to communicate and connect System goals and current performance, opportunities, and responsibilities to individuals and front line teams; refine strategic planning process steps to hard-wire “tight-loose-tight”
  - Re-evaluate and re-align key processes, owners, and measures at all business units and work systems
Leadership’s Role

- Setting the stage—learning from others
- Senior Leadership: More than just a “yes.” Involvement led to Engagement.
- Not about “Baldrige,” but about improving performance to provide the best experience - one person at a time
- Creating a performance culture that permeates all aspects of the organization
Lessons Learned

- Essential for senior leaders to drive, support and actively participate in Baldrige improvements
  - CEO commitment and involvement
  - Leaders as Champions, Category Co-leads

- The Baldrige Framework has to be integrated into everyday business – not a separate project – to build sustainable improvements

- The writing (and associated self-evaluation) generates as much learning as the feedback reports

- Spread the knowledge – build examiner competency across the organization (we started at the State level)

- It’s OK to use the “B” word – builds common understanding

- Winning does not mean perfection

- Clarify and communicate: award or strategy?
We’re Henry Ford, We Can