

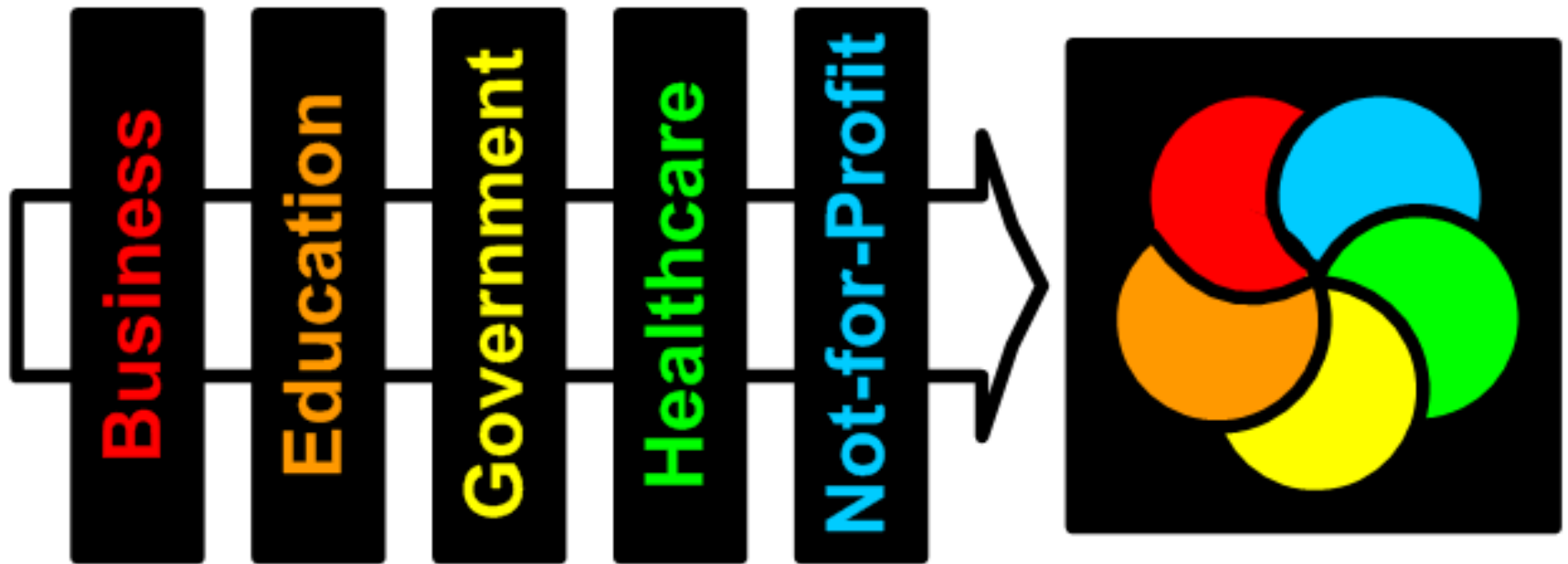
Regional Network for Excellence at Work



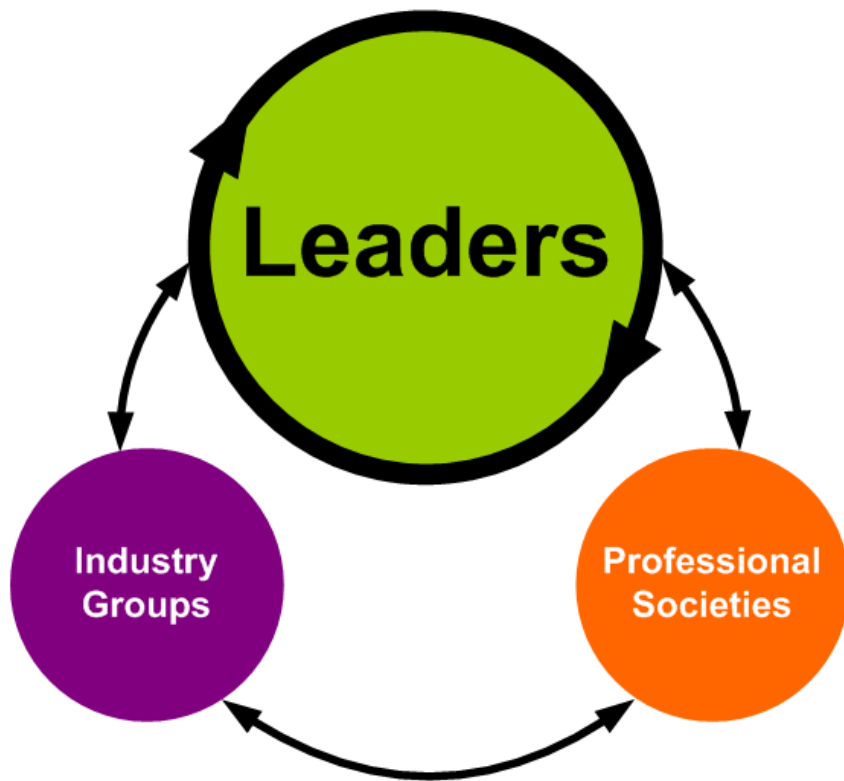
# Performance Excellence for Leaders

November 16, 2009

**We came together to create a means to build on the strengths of all economic sectors,**



... giving leaders a way to share strategies and practices ...



... that lead to performance excellence.

**ReNEW**



*a **Regional Network**  
of business, education,  
government, healthcare  
and not-for-profit leaders  
that fosters strategies  
and practices leading to  
**Excellence at Work***

# Today's Agenda

- **Introductions**
- A Performance Excellence Concepts**
- B Group Activity**
- C Survey of Tools**
- D Education Perspectives**
- E Healthcare Perspectives**

# **A** Performance Excellence Concepts

“I can’t stand this proliferation of paperwork. It’s useless to fight the forms. You’ve got to kill the people producing them.”

Vladimir Kabaidze,  
Director General,  
Ivanova Machine Building Works,  
Moscow  
in a speech to the  
Communist Party Conference, 1968

# Overview of *Performance*

An **Enterprise** (business, school, hospital)

uses **Work Systems** (work processes + workforce)

to produce and deliver **Products** (goods, services, information)

to **Customers** (e.g., consumers, students, patients)

that result in **Outcomes** and **Effects** intended to simultaneously

meet *both* **Customer Requirements** (e.g., quality, cost, schedule)

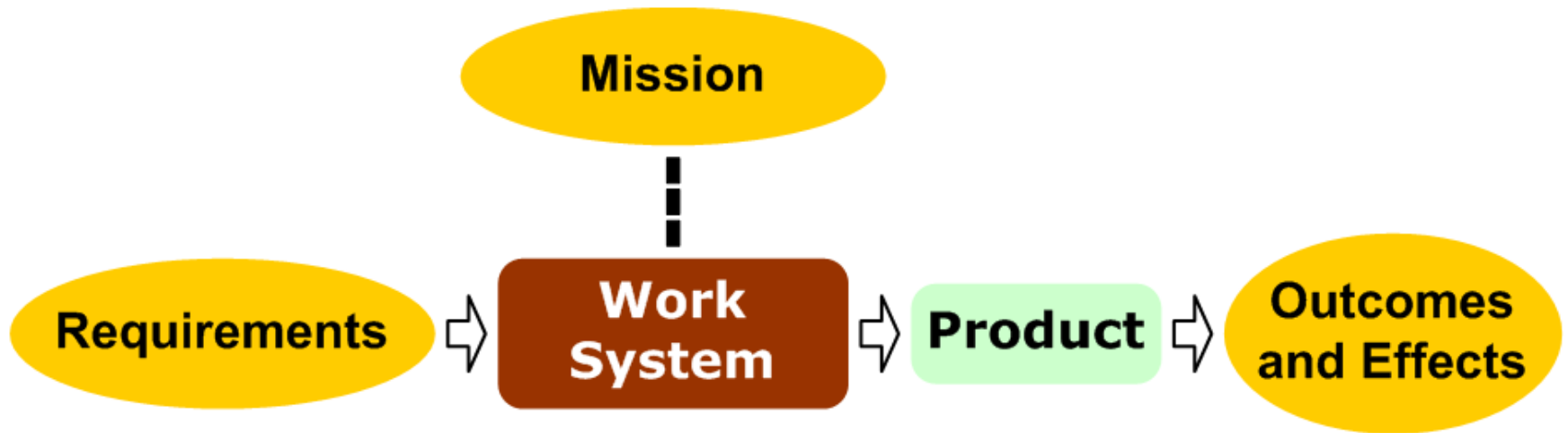
and **Enterprise Requirements** (e.g., financial, legal, regulatory)

***Performance Excellence*** is the result of two data-driven efforts.

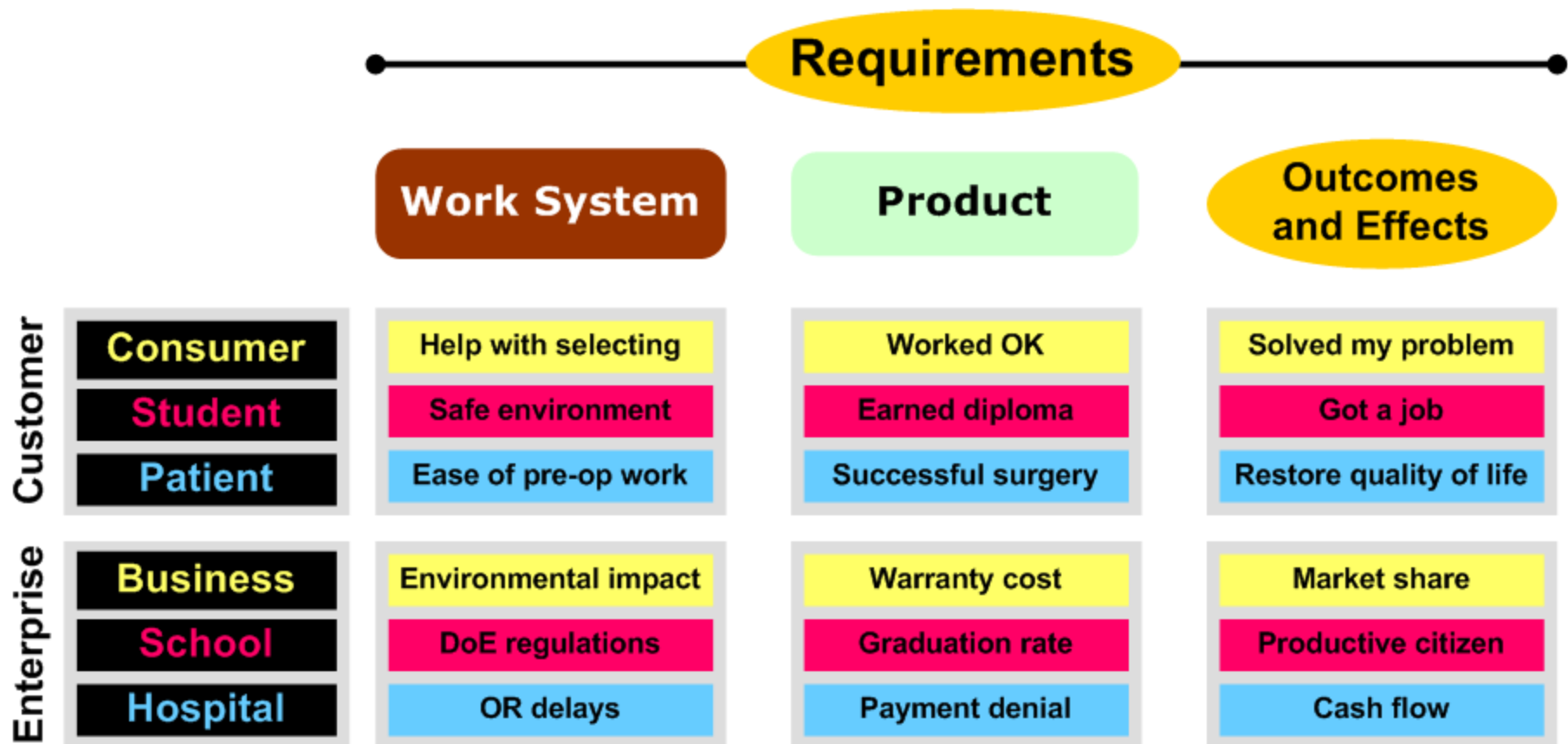


*Do Well  
Today*

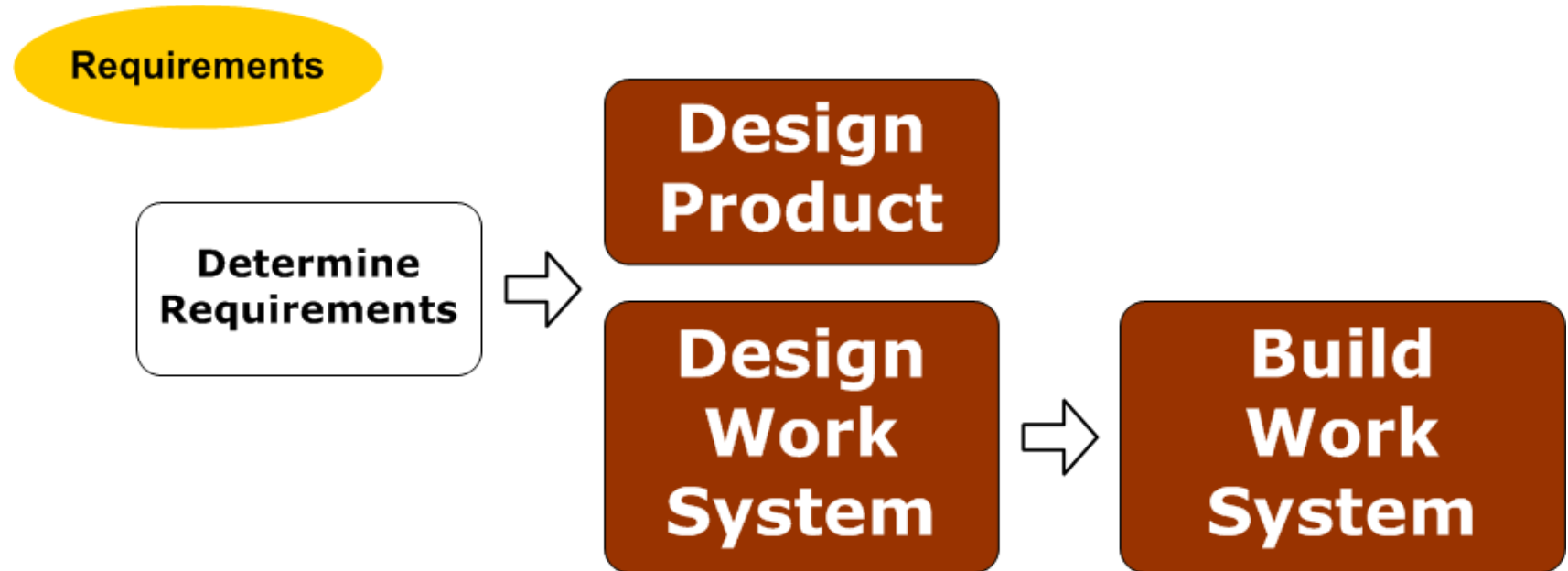
**Operate** the enterprise so it  
accomplishes its **MISSION**.



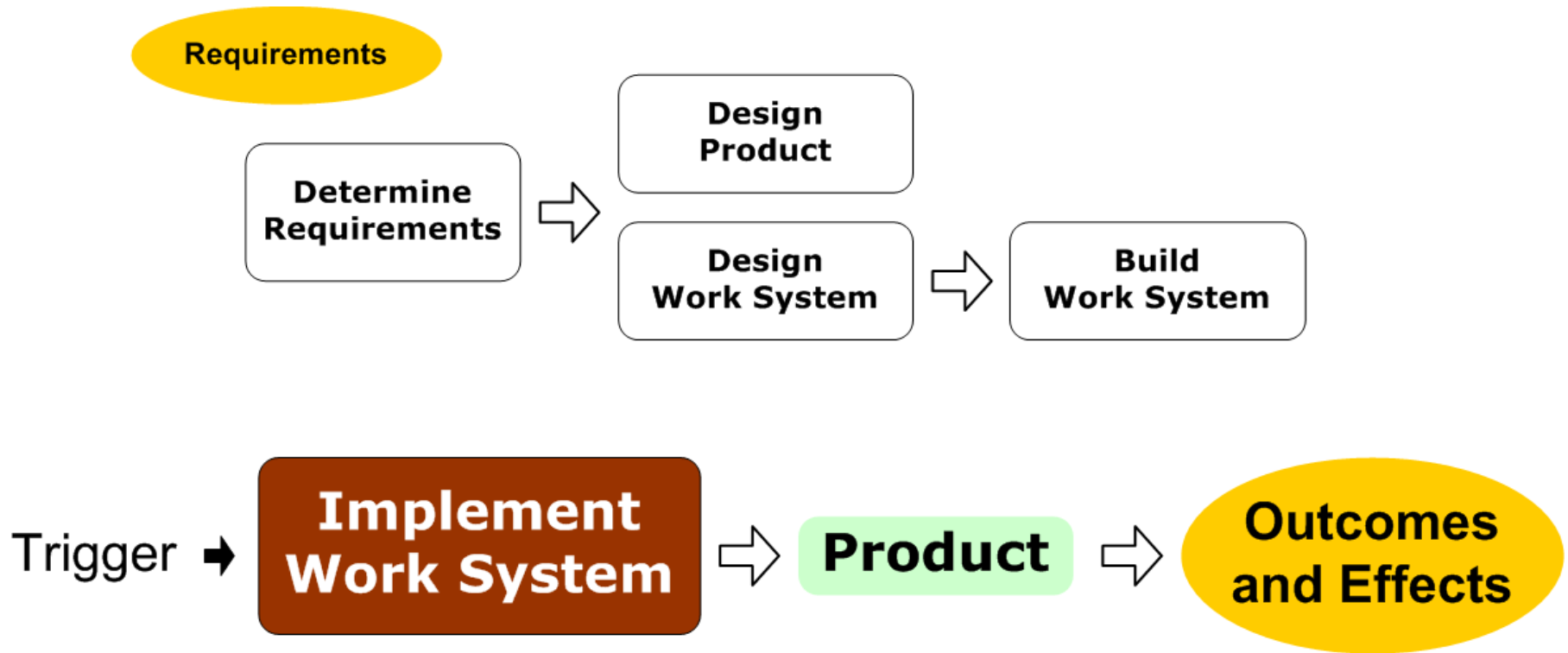
# FIRST Determine customer and enterprise requirements, needs and expectations.



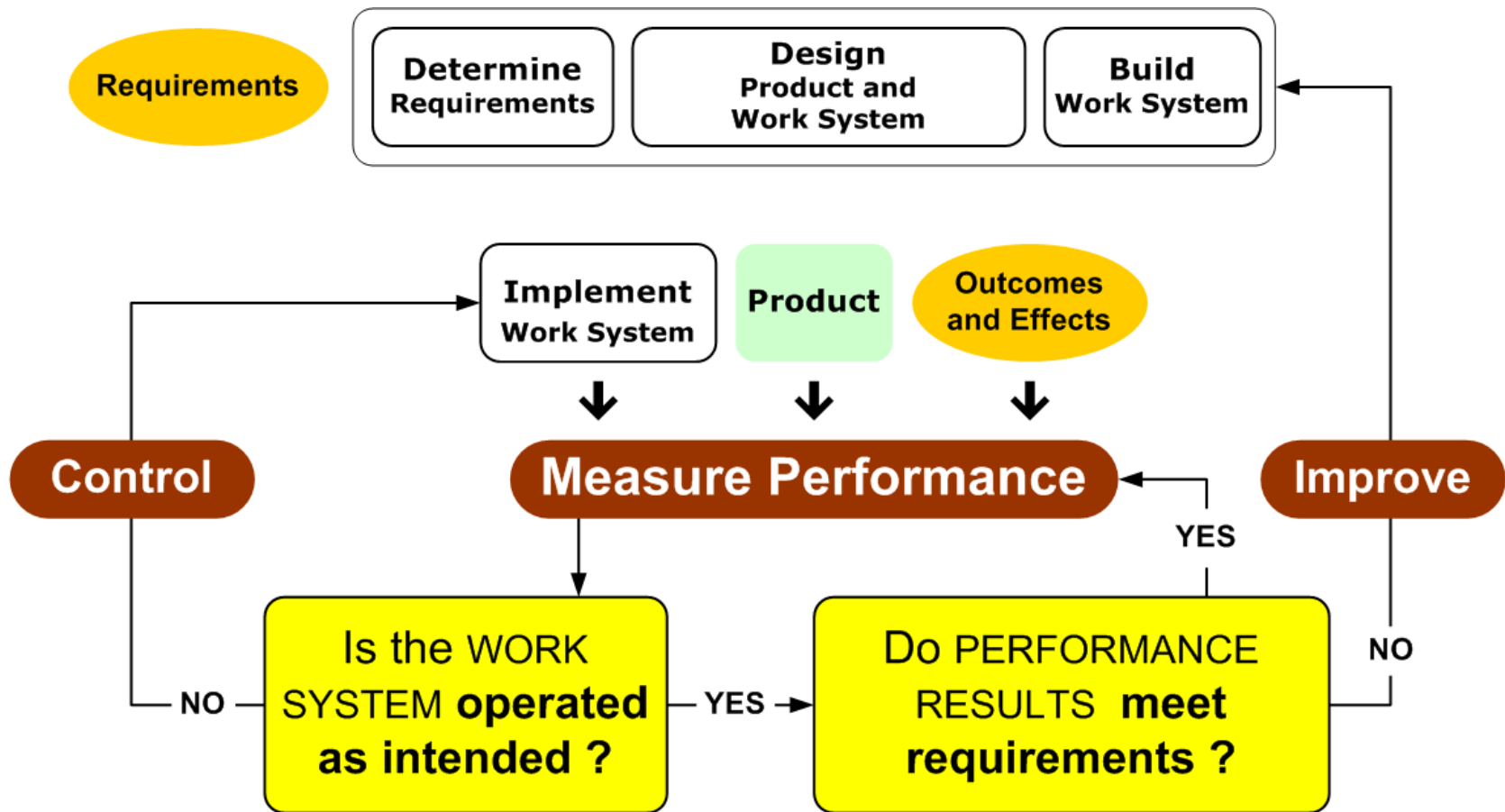
# **NEXT** Design a product, and design and build a work system capable of producing it.



**THEN** Implement the work system to produce the product and create outcomes and effects.



# FINALLY Use a management system to ensure outcomes meet evolving requirements.

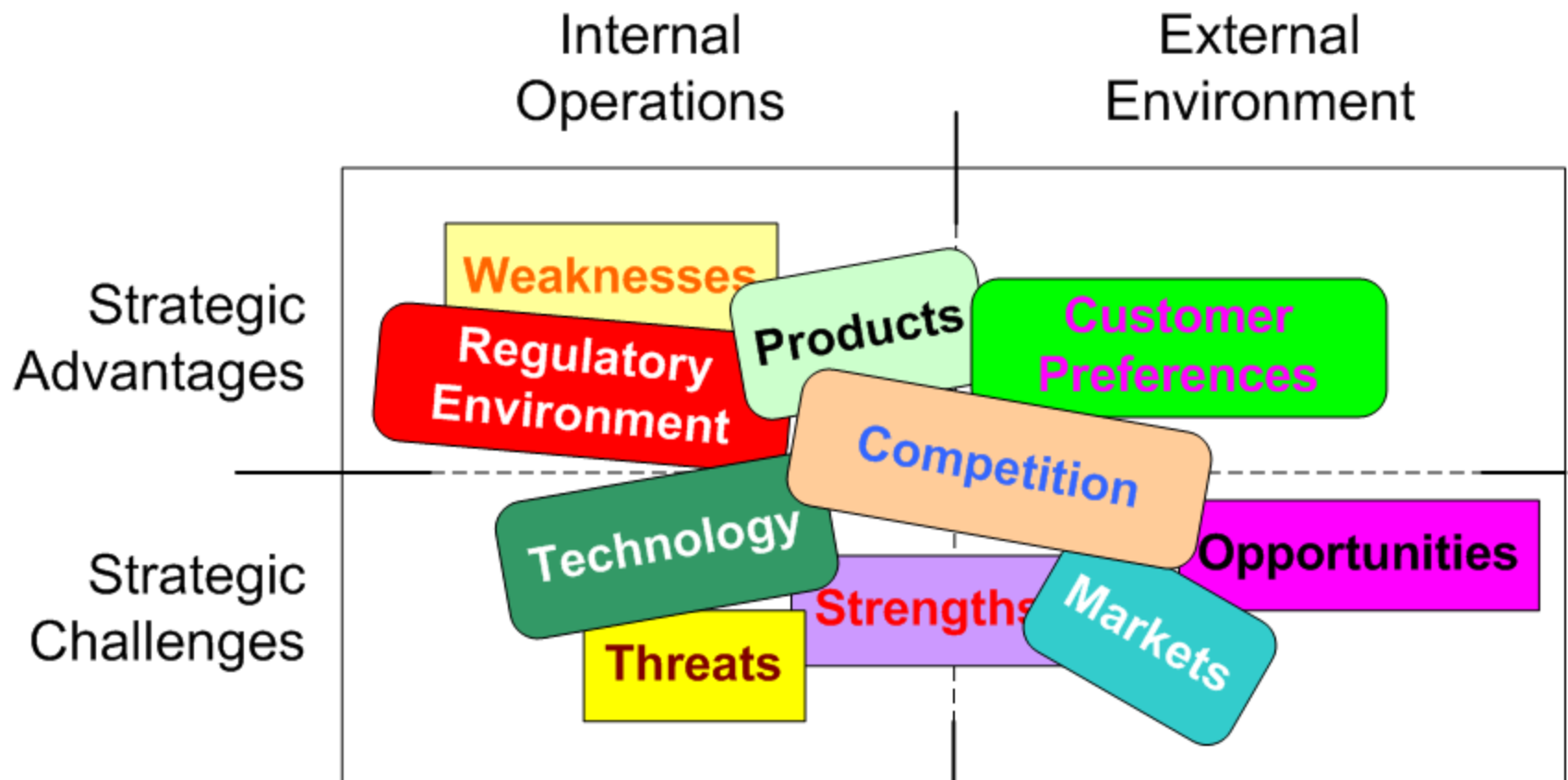


*Do Better  
Tomorrow*

**Change** the enterprise to enable progress toward its VISION.



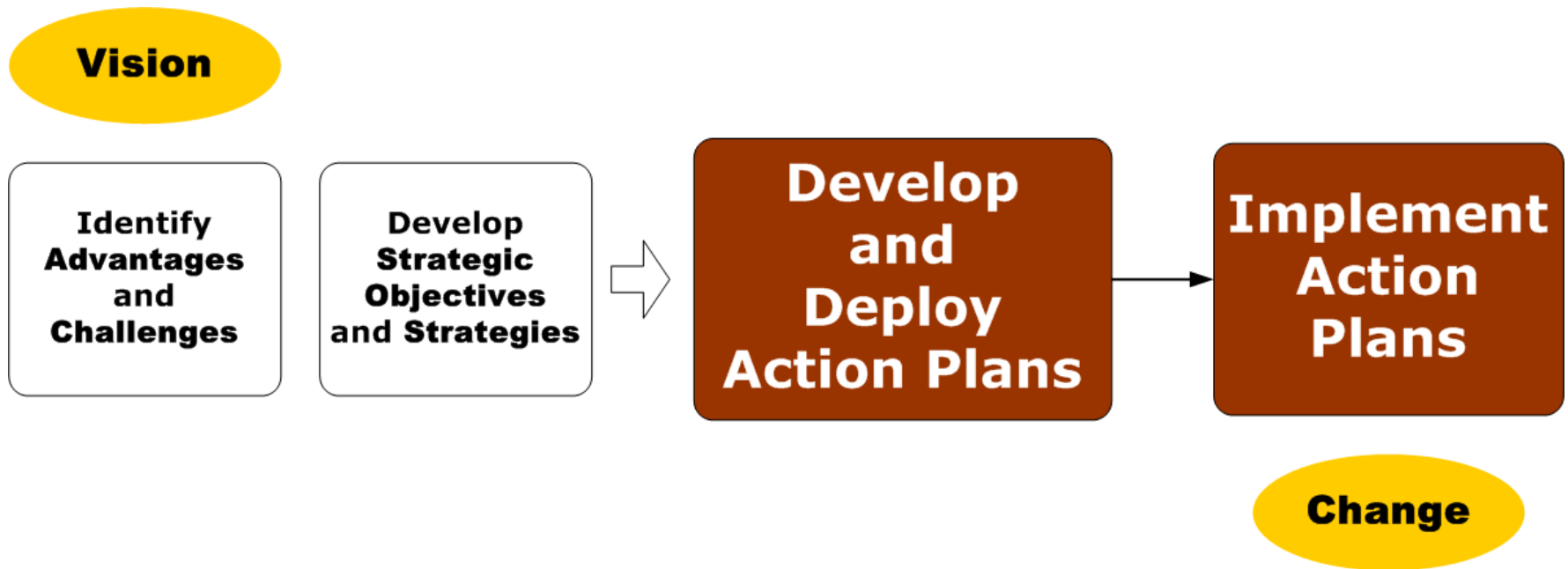
**FIRST** Identify *strategic advantages* to exploit and *strategic challenges* to resolve.



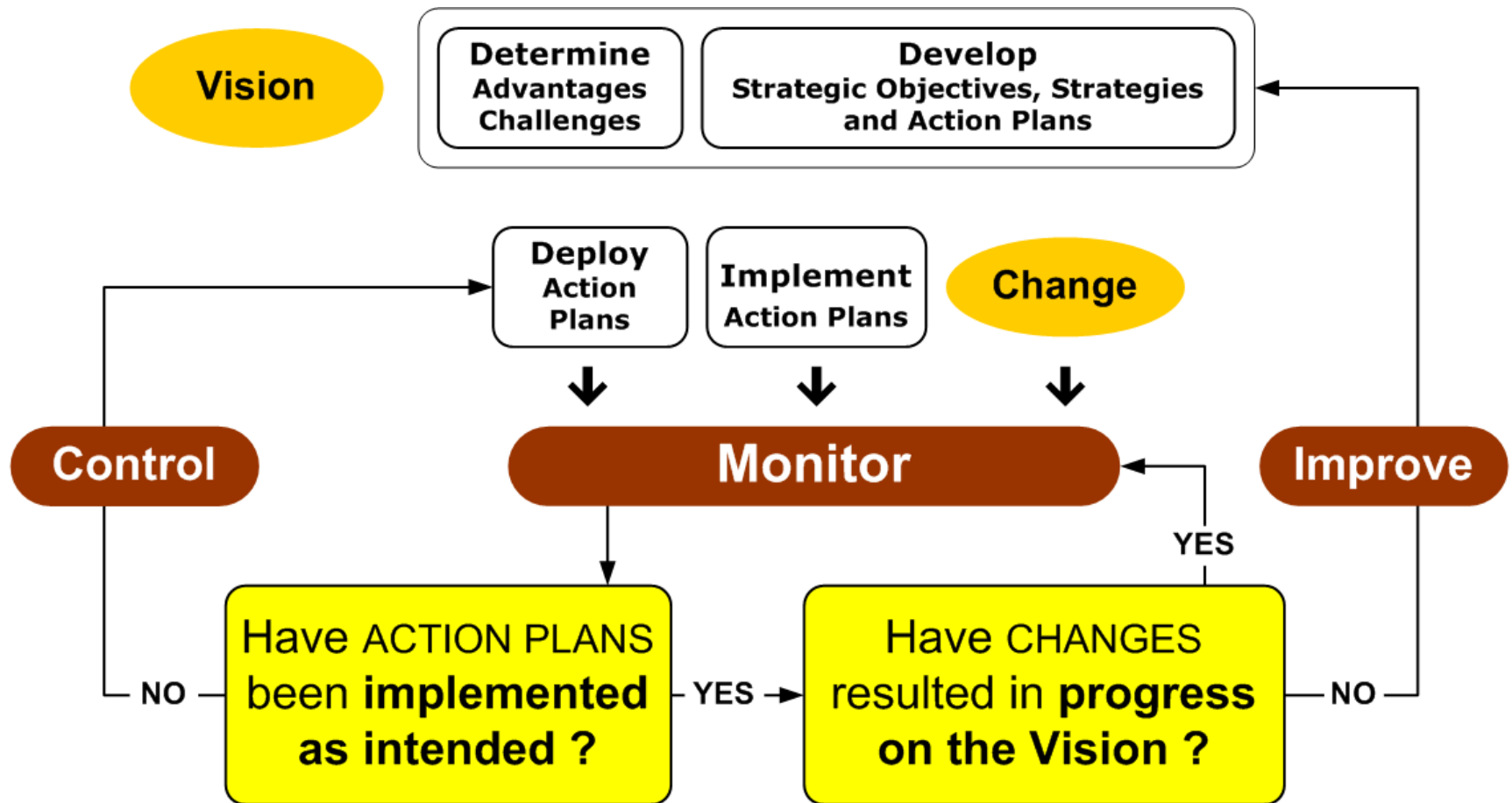
# **NEXT** Develop objectives and strategies to address advantages and challenges.



**THEN** Develop, deploy and implement action plans to create the desired change.



# **FINALLY** Use a management system to ensure changes have the desired effect.



# *Performance Excellence* Recap

**Manage** DESIGN  
CONTROL **Work Systems**  
IMPROVE

to ensure outcomes accomplish the **MISSION**

**Manage** DEVELOP  
DEPLOY **Strategic Plans**  
EVALUATE

to ensure changes result in progress on the **VISION**

## **B** Group Activity

Form groups of 4-6. It is best if the group represents multiple sectors (your name tag is color coded by sector).

Spend 15 minutes discussing key issues that impact on your organization's ability to manage for Performance Excellence.

Select a spokesperson to briefly report.

**C** **Survey of  
Performance  
Excellence  
Tools**

**Let's Talk to Each Other!**

**Some Things to Talk  
About**

**Teaching New Dogs Old  
Tricks**

**Is There Low Hanging  
Fruit?**

# The Challenge



**The Voice and Language  
of Stakeholders**

**Improved Outcomes,  
Lower Costs**

**The US Auto Industry in  
the 1970s**

**Emphasis on Service**

# Leadership Tools

**Your Organization**

**Leadership**

**Organization**

**Development**



# Planning Tools



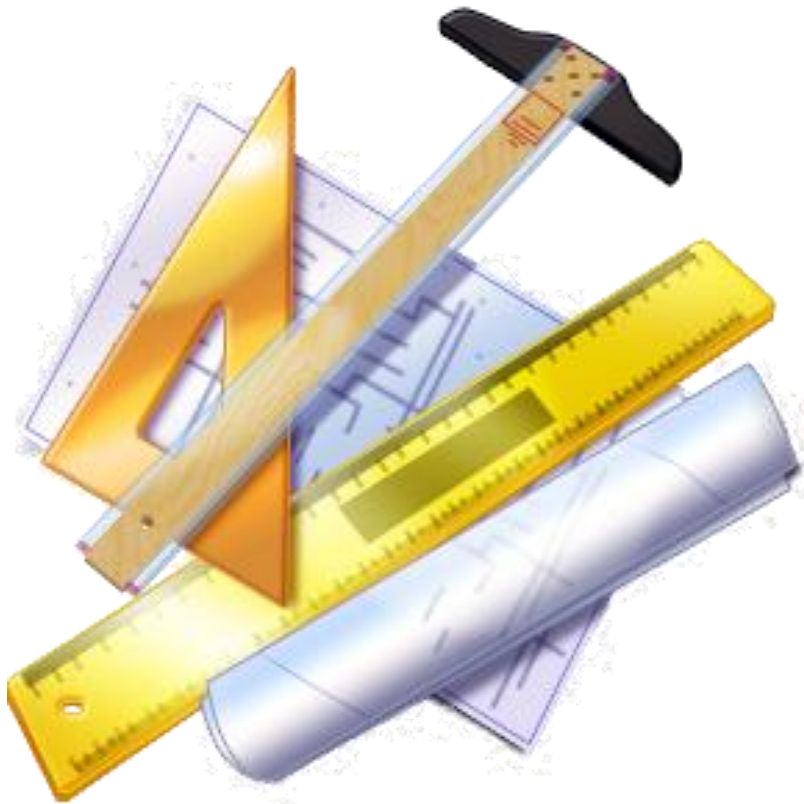
**SIPOC**

**SWOT**

**Hoshin Kanri,  
Catchball, What  
and How**

**Production Plan and  
Resource Plan**

# Execution Tools: “GO!”



**Performance**

**Excellence =**

**Problem Solving**

**Measurement and**

**Improvement Tools**

# Six Sigma as a “Tackle Box”



**Organize Tools with  
Six Sigma**

**DMAIC Stages**

**Watch Outs and  
“Fixes”**

# Define

**D**

**M**

**A**

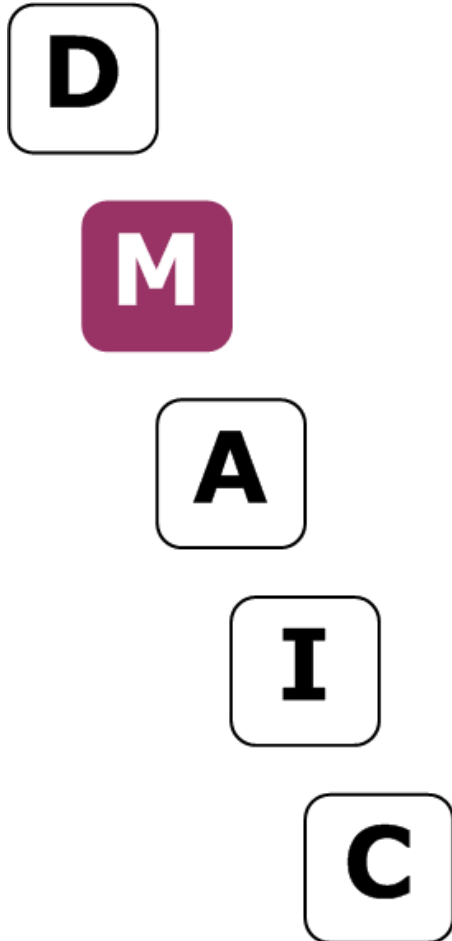
**I**

**C**

**“Labeling”**

**Leadership =  
Ownership**

# Measure



**The Whole Cycle vs.  
Suboptimization**

**Focus on the  
Outcomes**

# Analyze

**D**

**M**

**A**

**I**

**C**

**Analysis Paralysis**

**Lean Tools**

# Improve

**D**

**M**

**A**

**I**

**C**

**Change Process**

**Culture**

**PDSA**

**Lean Tools**

# Control

**D**

**M**

**A**

**I**

**C**

**Too Rigid**

**Flexibility: Culture  
and Outcomes  
Focus**

# Performance Excellence Loop



**The Loop Goes Back  
to Leadership**

# **D** Education Perspectives



**Are you skeptical? Do you wonder what ANY of this has to do with Education?**



# Are any of these your goals?

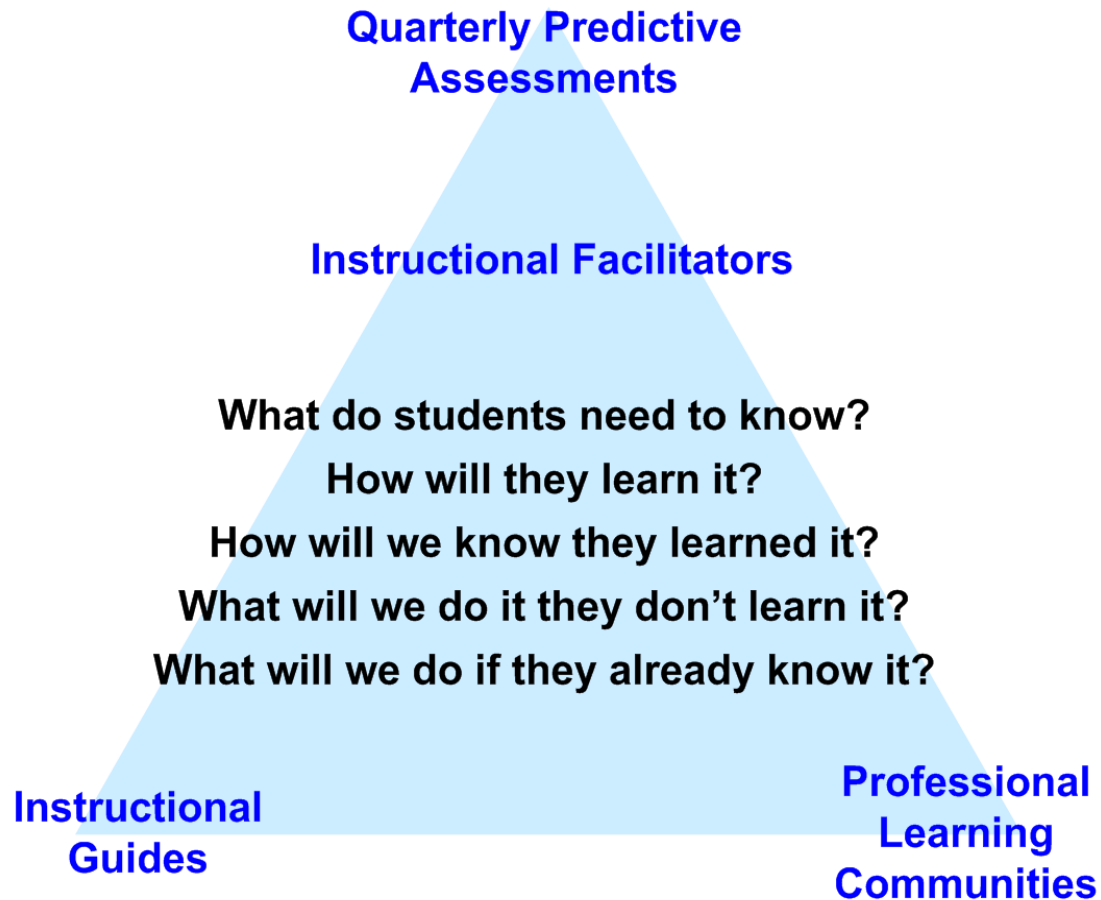
-  High Student Performance
-  Ensure Funding (capital, operational, unfunded mandates, workforce)
-  Cost Effectiveness and Efficiency
-  Quality Teachers and Administrators
-  Strong Families, Community and Businesses
-  Healthy, Safe, Orderly and Caring Schools

# What happens when a school practices quality?

*“We were in the bottom 10 schools (in funding) in North Carolina, but our results in academic performance per student come out in the top 10 in the state”*

Superintendent Terry Holiday, 2008  
now Kentucky’s Education Commissioner

# The Learning Triangle

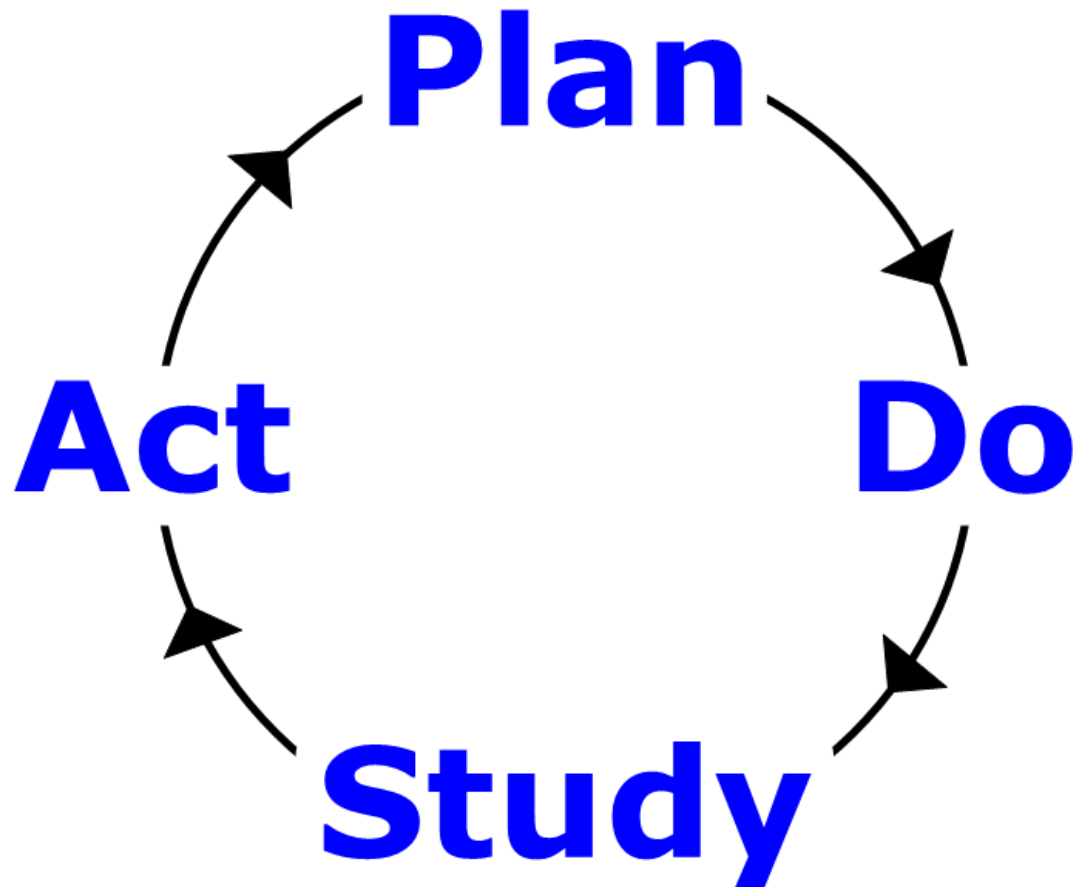


# School Improvement Plan

- 1** Continuous Improvement cycle
- 2** Management by Fact
- 3** Results Focus

**1**

# Continuous Improvement Cycle



## 2

# Management by Fact

*When people say they work at a good school, what do they mean?*

– Glickman 1993

*But what does “pretty well” mean, chided Ralph.*

– Byham 1992

*What gets measured gets done.*

– Peters 1987

## **3** Results Focus

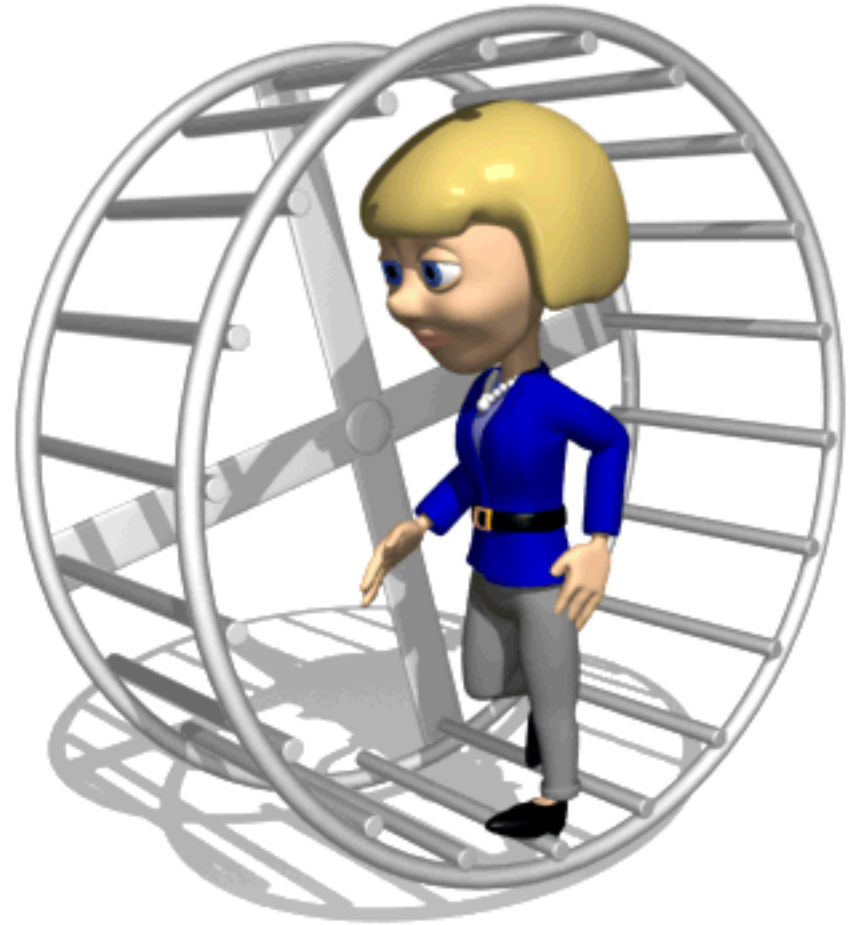
*Teamwork alone never makes a team.*

– Katzenbach & Smith 1993

*Unfortunately, most schools do not make the connection between goals, motivation and improvement. We have a gap between the need and intent to improve academic performance in our schools and the conspicuous and virtual absence of clear concrete goals that organize us for results.*

– Schmoker, 1996

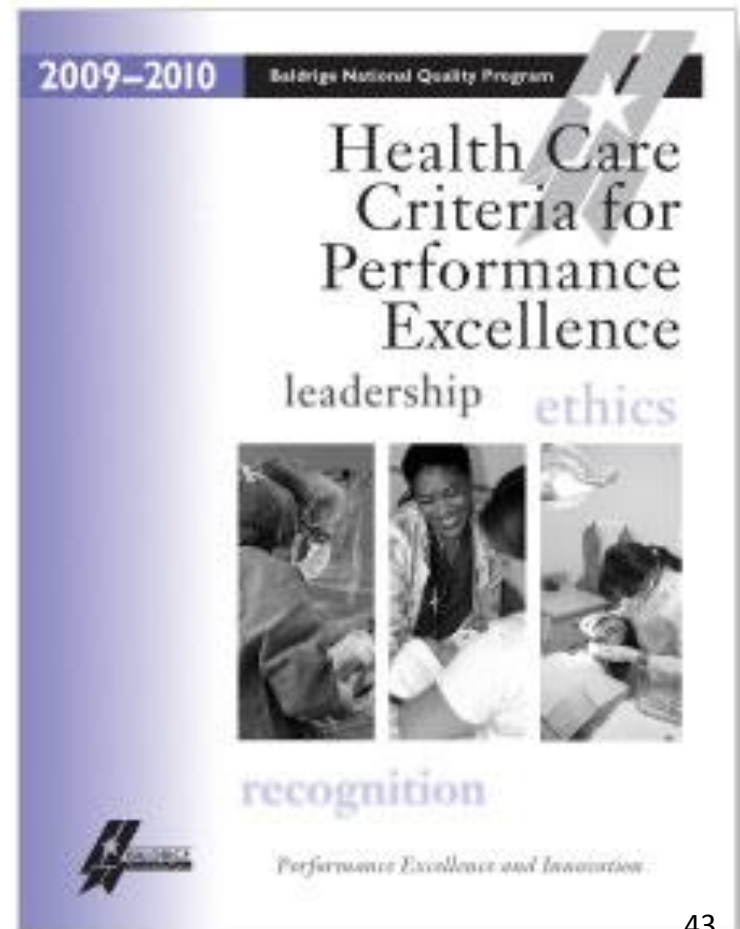
# **E** Healthcare Perspectives



**Some days success just means getting one foot in front of the other.....**

# Let's step outside the wheel.

**The Baldrige National Quality Award is given by the President of the United States to businesses— manufacturing and service, small and large— and to education, health care and nonprofit organizations judged to be outstanding.**



# The Baldrige Criteria for Performance Excellence consist of seven categories.



# What differentiates Baldrige winners?

- 1** Alignment and integration, across all levels and segments.
- 2** Fully understand customers and service lines.
- 3** Continual Process Improvement.
- 4** Permeate Vision-Mission-Values through every level of the entity.

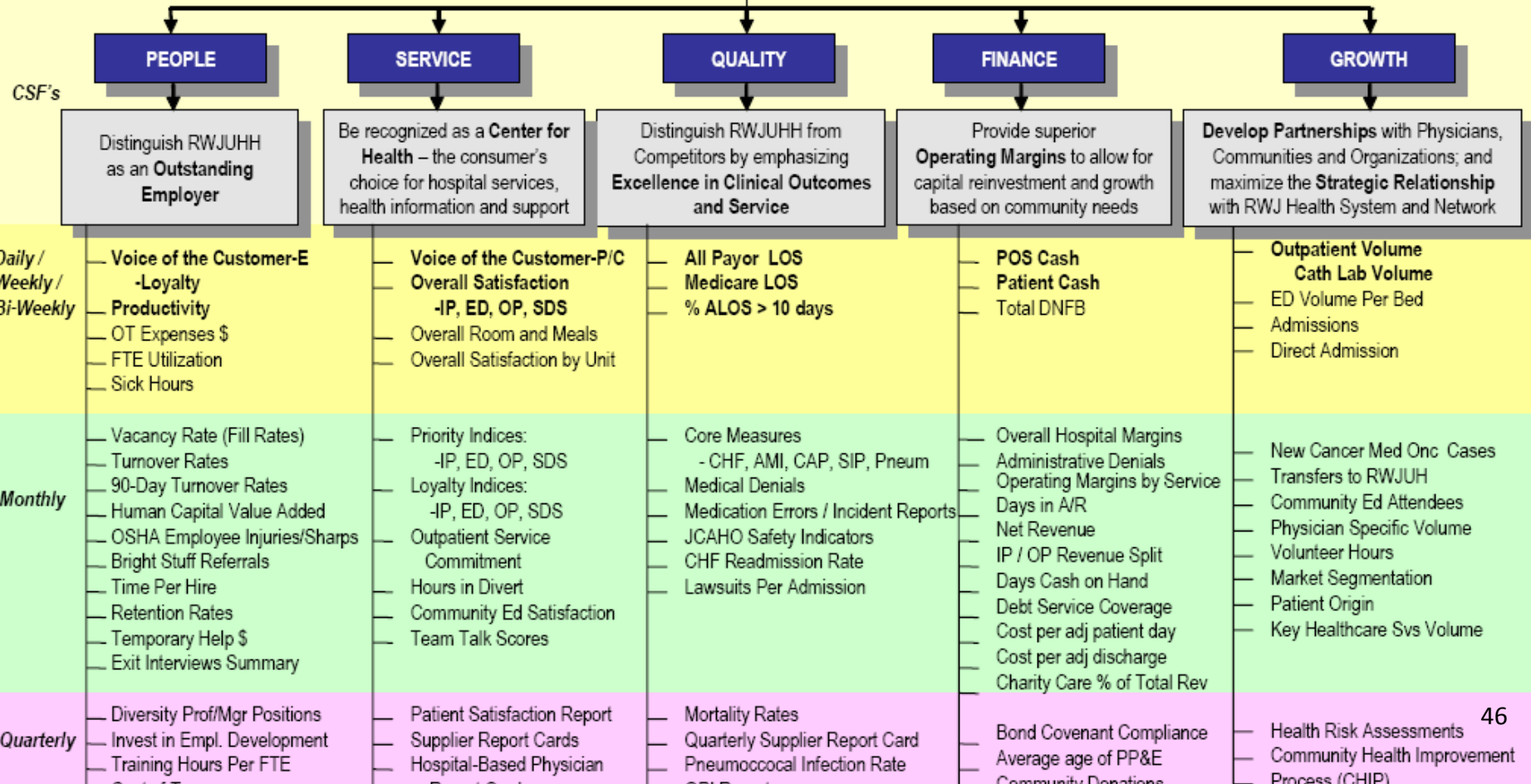
# 1

# Alignment and integration across all levels and segments.

## Robert Wood Johnson University Hospital at Hamilton

**MISSION, VISION, VALUES**

Pillars of Excellence



# 2

# Fully understand customers and service lines.

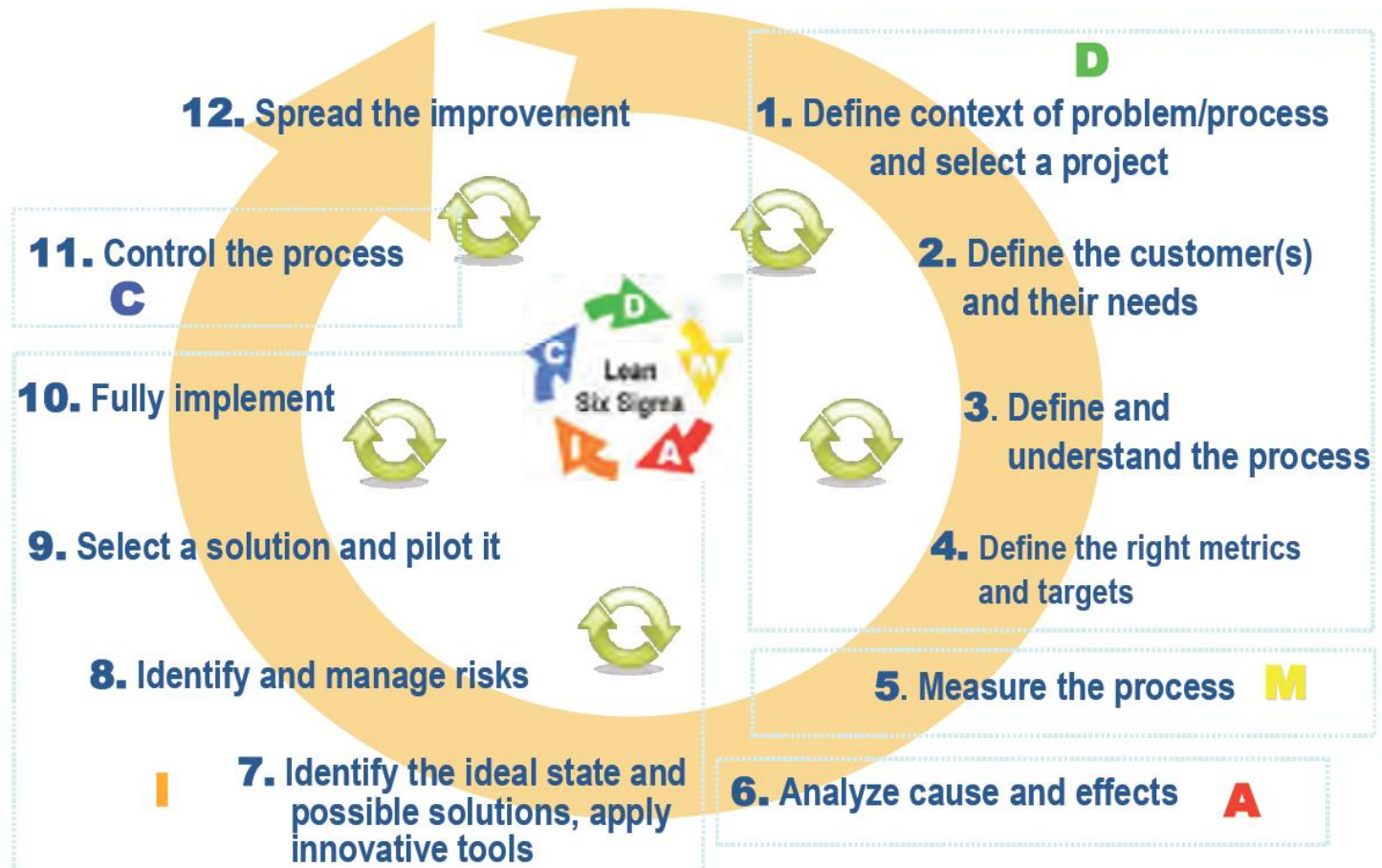
## Baptist Health Care

CUSTOMER GROUP	LISTENING AND LEARNING ACTIVITY—FREQUENCY	
<b>Active Patients and Family</b> Sub-segments for women, seniors, geographic location, disease type	<ul style="list-style-type: none"> <li>■ Press, Ganey satisfaction survey—daily</li> <li>■ Service recovery database—daily</li> <li>■ *Nursing discharge follow-up calls—daily</li> <li>■ *HealthSource (medical call center)—daily</li> <li>■ *Letters, phone calls—daily</li> </ul>	<ul style="list-style-type: none"> <li>■ Trendstar<sup>3</sup> databases—daily</li> <li>■ Preference database—as indicated</li> <li>■ *Personal contact—daily</li> <li>■ *Centralized scheduling—daily</li> <li>■ AHCA database—daily</li> </ul>
<b>Potential or Inactive Patients/Community at Large</b> No services received within the past two years. The total community served by BHI in its drive to create a healthy community	<ul style="list-style-type: none"> <li>■ Image survey—annually</li> <li>■ *Baptist HealthSource—daily</li> <li>■ Focus Groups—as indicated</li> <li>■ CRM database—as indicated</li> <li>■ INFORUM database—as indicated</li> </ul>	<ul style="list-style-type: none"> <li>■ Web site survey—quarterly</li> <li>■ Event evaluation/survey—as indicated</li> <li>■ Membership program evaluation—annually</li> <li>■ WellSource database—as indicated</li> <li>■ Focus Groups—as indicated</li> </ul>
<b>Referring Physicians</b> Physicians referring patients to BHI facilities	<ul style="list-style-type: none"> <li>■ Satisfaction survey—annually</li> <li>■ Hospital/Physician Accountability Report—quarterly</li> <li>■ Shared expectation sessions—as indicated</li> <li>■ *Action line—daily</li> <li>■ Physician call program—monthly</li> </ul>	<ul style="list-style-type: none"> <li>■ *Personal contact—daily</li> <li>■ Physician Loyalty Team—monthly</li> <li>■ *Centralized scheduling—daily</li> </ul>
<b>Employees</b> Different departments within the organization including employees with direct patient contact	<ul style="list-style-type: none"> <li>■ Attitude survey—every 18 months</li> <li>■ Employee forum surveys—quarterly</li> <li>■ Focus groups—as indicated</li> <li>■ *Bright Ideas—daily</li> <li>■ Training needs analysis—as indicated</li> </ul>	<ul style="list-style-type: none"> <li>■ *Meeting/committee feedback—daily</li> <li>■ Employee Loyalty Team—weekly</li> <li>■ *Exit interviews—as indicated</li> <li>■ Departmental surveys—annually</li> </ul>

# 3

## Continual Process Improvement.

Sharp  
HealthCare



# 4

# Permeate Vision-Mission-Values through every level of the entity.

**Poudre  
Valley  
Health  
System**

## Vision

To provide world-class health care

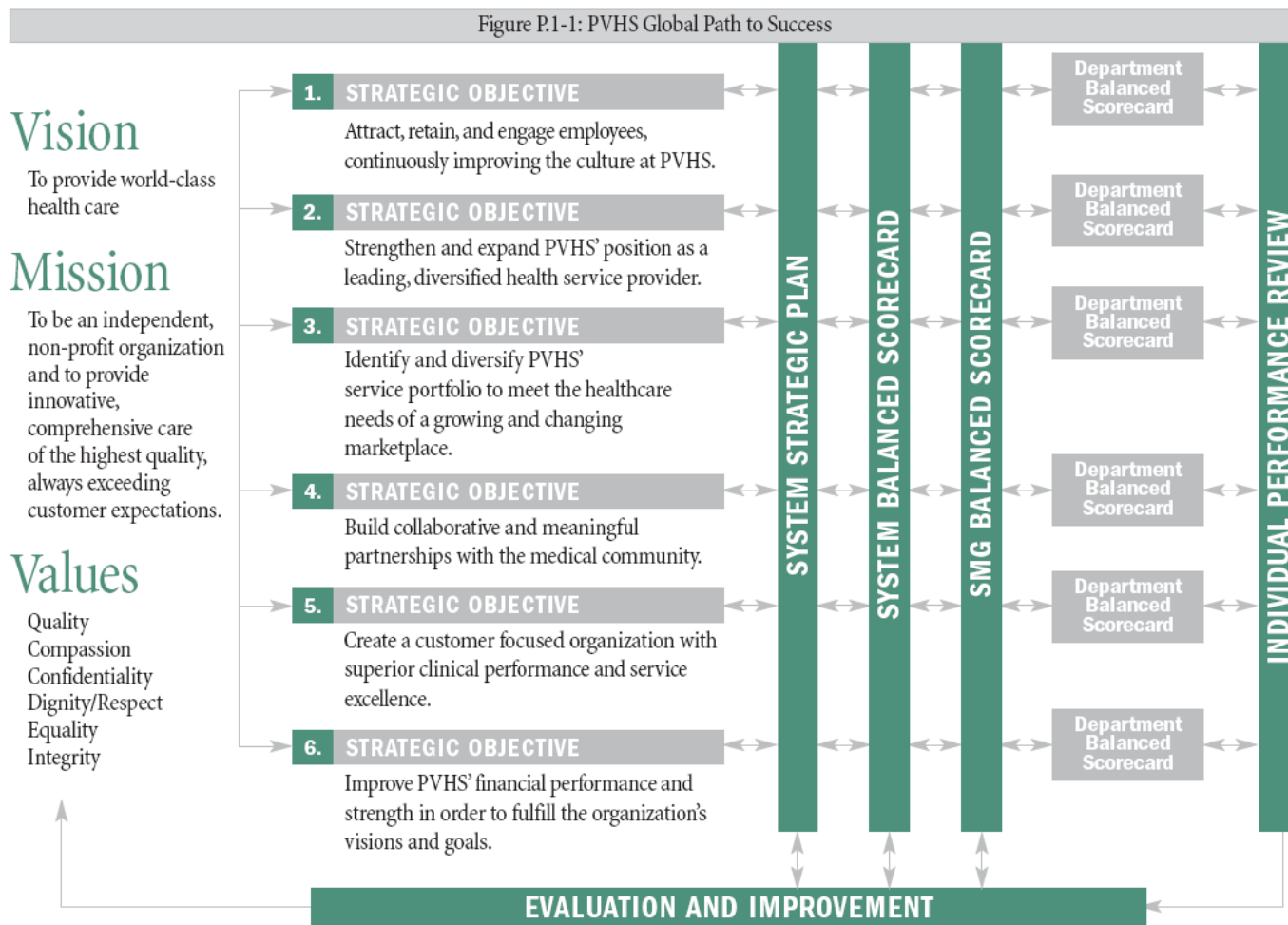
## Mission

To be an independent, non-profit organization and to provide innovative, comprehensive care of the highest quality, always exceeding customer expectations.

## Values

Quality  
Compassion  
Confidentiality  
Dignity/Respect  
Equality  
Integrity

Figure P.1-1: PVHS Global Path to Success



**Your  
Turn**



# Presenters

<b>Tom DuBois</b>	<b>CR Bard</b>	<b>tomdubois@crbard.com</b>
<b>Kathryn Gerbino</b>	<b>Capital Region BOCES</b>	<b>kgerbino@gw.neric.org</b>
<b>Bill McCabe</b>	<b>WJ McCabe Consulting</b>	<b>bill@wj-mccabe.com</b>
<b>Jerry Salkowe</b>	<b>MVP Health Care</b>	<b>jsalkowe@mvphealthcare.com</b>

# ReNEW Seminars

**Balanced Scorecard**

**Baldrige Introduction**

**Change Management**

**Management System Assessment**

**Performance Excellence for Leaders**

**Process Management**

**Strategic Planning**

**Workforce Engagement**

For information about ReNEW and its  
programs and services please contact