

BALDRIGE in Health Care: Performance Excellence Delivers World-Class Results

Validating Key Results

Maybe you have heard about organizations in crisis using a Baldrige assessment to begin a turn-around. But why would a good U.S. health care organization undertake a Baldrige self-assessment? To become better—and to get better results. In today's rapidly changing health care marketplace with ever-increasing challenges, being results-focused is essential. Senior leaders are responsible for cultivating a results-driven environment. Senior leaders who understand organizational performance excellence know that results must create and balance value for all their organization's key stakeholders. The seven, comprehensive Categories of the Health Care Criteria for Performance Excellence are designed to help organizations capitalize on their unique strengths and identify their opportunities for improvement. When organizations effectively develop and deploy strategies in each of the first six Baldrige Criteria Categories, they can expect these linked processes to drive better results.

The seventh Category of the Baldrige Health Care Criteria is called Results. This Category examines a health care organization's performance and improvement in key outcome areas—health care and service delivery; patient and other customer focus; financial and market; human resource; organizational effectiveness; and leadership and social responsibility. Baldrige Award recipients have proven to be world-class organizations that measure outcomes in all their key organizational performance areas, and know where they stand on each relative to the outcomes of competitors and health care industry leaders.

Achieve Superior Health Care Outcomes and Service Delivery Outcomes

Baldrige Award recipients focus on improving health care outcomes and delivering the highest quality health care service. Award recipients have demonstrated how an emphasis on health care performance results can lead to rapid improvements in patient care.

- Robert Wood Johnson University Hospital Hamilton (*RWJUH, 2004 Award Recipient in Health Care*) maintains a focus on improving outcomes for patients with myocardial infarction (MI) and congestive heart failure (CHF). In an evaluation by the Joint Commission on Accreditation of Healthcare Organizations, RWJUH ranks among the top 10 percent of hospitals in the effectiveness of its aspirin and beta-blocker treatment for patients who have suffered a heart attack or congestive heart failure. *For more information, contact Shashi Madhok, Vice President of Quality, (609) 631-6988, smadhok@rwjuh.edu.*
- St. Luke's Hospital of Kansas City (*SLH, 2003 Award Recipient in Health Care*) is a model when it comes to providing specialized care capabilities for very ill people. In treating ischemic stroke, St. Luke's leads the nation in the percentage of diagnosed patients receiving Tissue Plasminogen Activator (tPA) to help restore circulation and reduce permanent brain injury. In the second quarter of 2003, 27 percent of SLH patients received tPA versus the national average of 3 percent. *For more information, contact Sherry Marshall, Vice President of Quality, (816) 932-3233, marshall@saint-lukes.org.*

Attain Positive Patient- and Other Customer-Focused Outcomes

Baldrige Award recipients strive to deliver superior health care quality and value to their patients and other customers leading to satisfied patients, loyalty, repeat business, and positive referral.

- Bronson Methodist Hospital (*BMH, 2005 Award Recipient in Health Care*) ensures that its patients are the central focus of the organization. Patient satisfaction and overall satisfaction with both inpatient and outpatient services at BMH have increased from approximately 95 percent in 2002 to 97 percent in 2004. Annually since 2001, Arbor Associates has presented BMH with its Award for Highest Overall Patient Satisfaction. In 2005, BMH began using the Gallup organization to measure not only overall satisfaction, but also to track increases in the category of patients who are the most satisfied. *For more information, contact Susan Watts, Director of Corporate Communications, (269) 341-8102, wattss@bronsonhg.org.*
- Baptist Hospital, Inc. (*BHI, 2003 Award Recipient in Health Care*) has created a multifaceted, systematic approach to building customer relationships. Since 1998, the Press Ganey survey has shown BHI to be near the 99th percentile for overall satisfaction for both inpatients and outpatients in the areas of ambulatory surgery, home health care, and air ambulance service. *For more information, contact Lynda Barrett, Director of Planning, (850) 469-7708, lbarrett@bhcpns.org.*

Achieve Significant Gains: Financial and Market Outcomes

Senior leaders are responsible for tracking financial and market results on an ongoing basis to assess their organization's performance. Baldrige Award recipients seek to understand their organization's financial sustainability and marketplace challenges and opportunities.

- SSM Health Care (*SSMHC, 2002 Award Recipient in Health Care*) is committed to continuous improvement and is at the forefront of the health care industry. SSMHC's share of the St. Louis market increased from 14 percent in 1998 to 18 percent in 2001, while three of its five competitors lost market share. *For more information, contact Paula Friedman,*

Corporate Vice President of Strategy and Systems Improvement, (314) 994-7840, Paula_Friedman@ssmhc.com.

- RWJUH has a vision of growth through improvement. Results from 1999 to 2003 show that RWJUH was New Jersey's fastest-growing hospital and the organization attained a market leadership position across its service lines. Its market share in cardiology grew from 20 percent to nearly 30 percent; in surgery, 17 to 30 percent; and in oncology, 13 percent to above 30 percent. Its closest competitors' market shares have remained the same or declined in each of those areas. RWJUH's emergency department volume doubled in that time, making it the volume leader in the area.

Know Your Strongest Assets: Human Resource Outcomes

An organization that values its staff is committed to their satisfaction, development, and well-being. Baldrige Award recipients are focused on creating and maintaining a productive learning and caring work environment for all staff.

- BMH has earned many awards for workplace excellence and work/life balance, including being named among the "100 Best Companies for Working Mothers" by *Working Mother Magazine* (2003, 2004, and 2005) and *Fortune Magazine's* "100 Best Companies to Work For" (2004 and 2005).
- St. Luke's maintains an intense focus on its employees, and results show employees are staying longer, which is another

indicator of employee satisfaction. Results for employee retention from 2001 through 2005 have exceeded the Saratoga Institute's median and are approaching the 90 percentile.

- BHI has become an employer of choice by offering employees a combination of empowerment and extensive training and development programs. In 2003, BHI was named a "Top 50" learning organization by *Training magazine*. In both 2002 and 2003, BHI was ranked in the top 15 in *Fortune's* "100 Best Companies to Work For."

Operate as a Leader: Organizational Effectiveness Outcomes

Baldrige Award recipients strive to achieve organizational effectiveness and process efficiency by developing and tracking key business and operational performance measures that are relevant and important.

- RWJUH focuses on ongoing cycles of improvement, and its commitment to excellence mandates innovation—in services, processes, and technology. Since 1998, when RWJUH

launched the 15/30 program, all emergency patients see a nurse within 15 minutes and a physician within 30 minutes or their emergency department charge is waived.

- BHI anticipates advances in medical technology and practices. In 2001 and 2003, *Hospitals and Health Networks* magazine gave BHI its "Most Wired" award for effective use of technology.

Be a Role Model: Leadership and Social Responsibility Outcomes

Baldrige Award recipients' senior leaders understand the value of serving as role models and of reinforcing ethics, values, and expectations while they build leadership, commitment, and initiative throughout their organizations and in their communities.

- BMH received the Environmental Leadership Award presented by Hospitals for a Healthy Environment for three years in a row, and is one of only eight hospitals to receive this premier national recognition for pioneering efforts to reduce waste and pollution. Twenty-four percent of BMH's total waste stream was recycled in 2004; the amount of medical waste going to landfills has been decreased by 85 percent, and BMH has eliminated 480,000 gallons of water and 13,000 gallons of chemicals annually.

- SSMHC is committed to its core values of compassion, respect, excellence, stewardship, and community. SSMHC's "Healthy Communities" initiative was launched in 1995 and its charity care policy helps the organization address its mission and vision. SSMHC requires each of its entities to engage in one or more community projects such as free dental clinics and campaigns to reduce teen drinking and smoking. Since 1999, SSMHC has exceeded its charity care goal of contributing a minimum of 25 percent of its operating margin (before deductions) from the prior year. Currently, in excess of 33 percent of SSMHC's previous year's operating margin (before deductions) is used to provide health care to people who cannot pay.