



**SWEDISH MEDICAL CENTER**



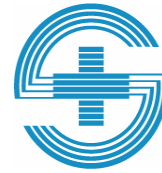
# **Leading Toward Excellence**

**WSQA Symposium  
May 9, 2006**

**Judy Morton  
Swedish Medical Center**



- Swedish overview
- Leadership criteria
- Swedish approach
- Sample results



# Mission and Vision

## □ Mission

- *To improve the health and well-being of each person we serve.*

## □ Vision

- *To demonstrate the highest-quality, best-value health care to all we serve.*



# Swedish Medical Center



- Not-for-profit organization
- 3 Acute Care Hospitals
- Home Health Services
- Physician Division
- Research Facilities
- Eleven Service Groups

# Service Groups

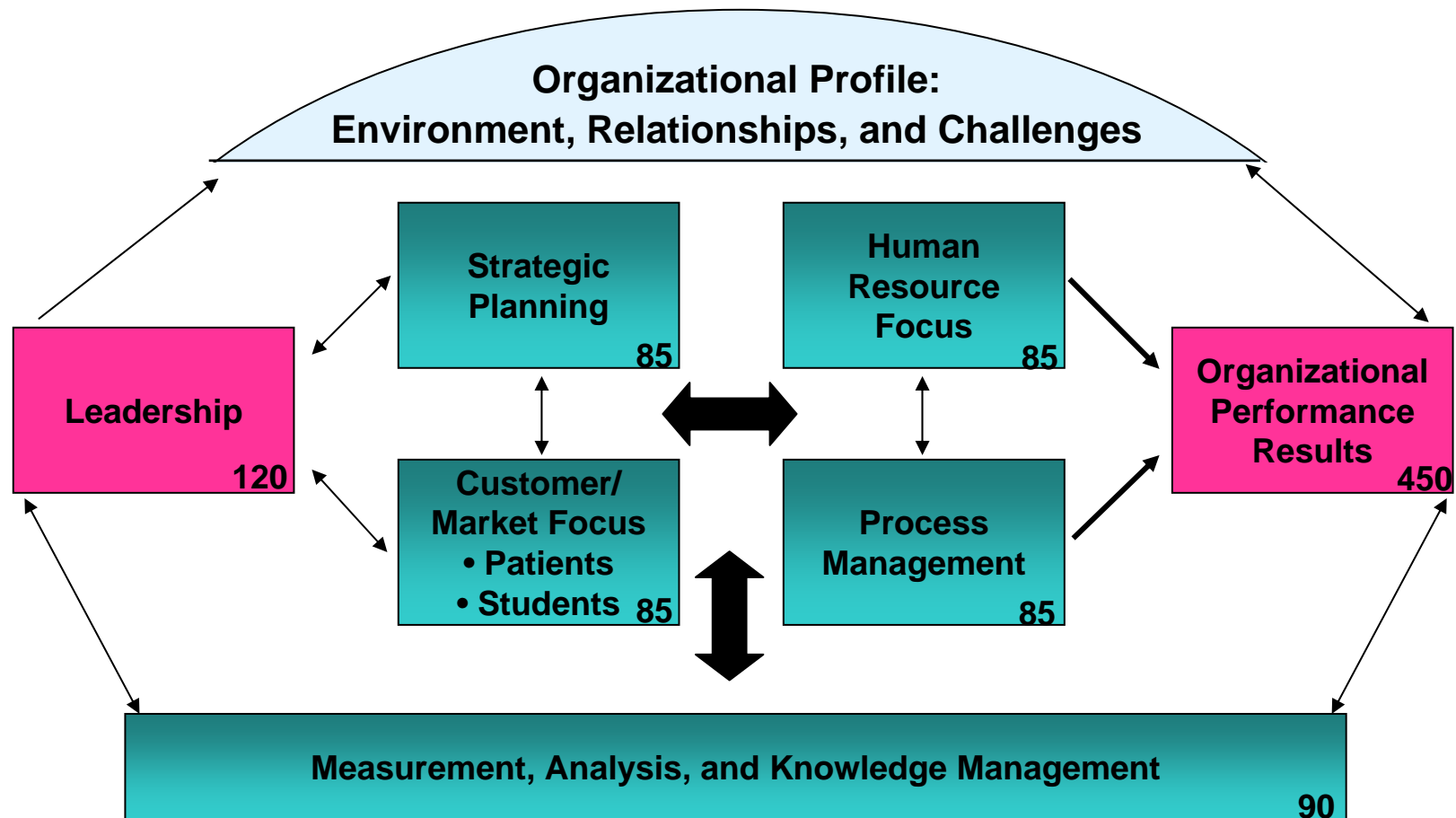
- Behavioral Health
- Cancer
- Cardiac
- Emergency
- Medicine
- Neurosciences
- Orthopedics
- Pediatrics
- Post Acute
- Surgery
- Women & Infants



# Direction: Board Quality Policy, 2004

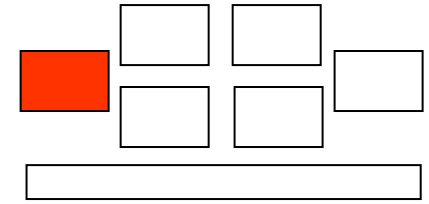
- Aim for theoretical ideal
- “Big Dots” for SMC’s “bests”
  - Mortality
  - Hospital Quality Initiative composite score
  - Patient, employee and physician satisfaction
- Annual Baldrige-based assessment**
- Build a culture supporting the achievement of these goals

# Health Care Criteria for Performance Excellence: A Systems Perspective

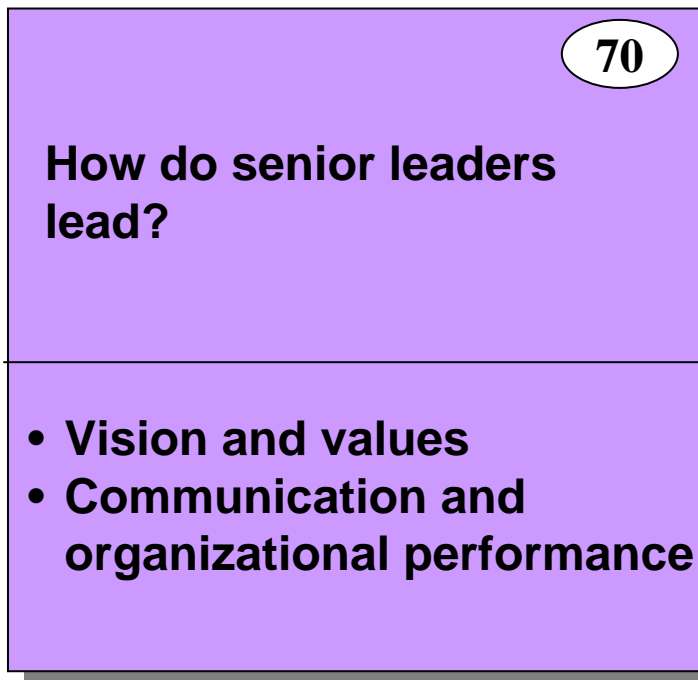


2006 Criteria for Performance Excellence  
Baldrige National Quality Program

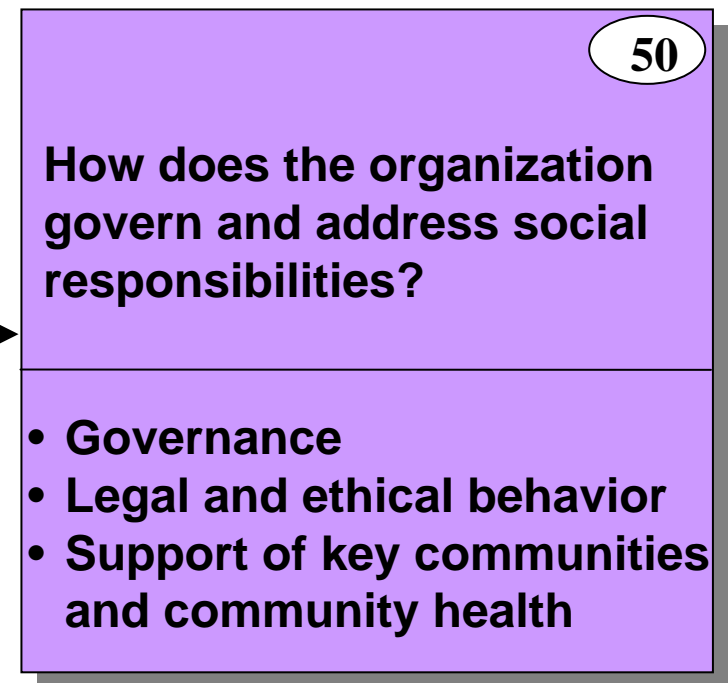
# Leadership Approach and Deployment

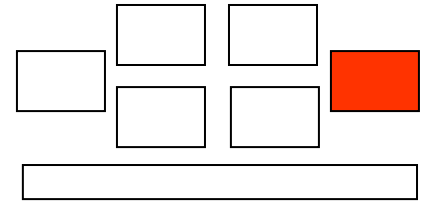


## Senior Leadership



## Governance & Social Responsibility





# Results

## Leadership and Social Responsibility

- Accomplishment: strategy and action plans
- Ethical behavior and stakeholder trust in senior leaders and governance
- Breaches of ethical behavior
- Internal and external fiscal accountability
- Accreditation, assessment, regulatory and legal compliance
- Support of key communities

# Observations About Baldrige Winners (re Leadership)

## ❑ Visionary leadership

- Clear mission, vision , values
- Exceptionally high standards and goals
- Leader accountability for commitments/results
- Customer obsession
- Serious deployment

## ❑ Culture

- Listening and learning
- Recognition
- Persistent continuous improvement
- Data driven

# More Observations...

- ❑ Standard repeatable leadership processes
- ❑ Many improvement cycles
- ❑ Strong organizational performance review process
  - Clear measures/targets
  - Full deployment – across all units and people
- ❑ World class results moving toward the theoretical ideal
- ❑ Multiple applications, starting at state level



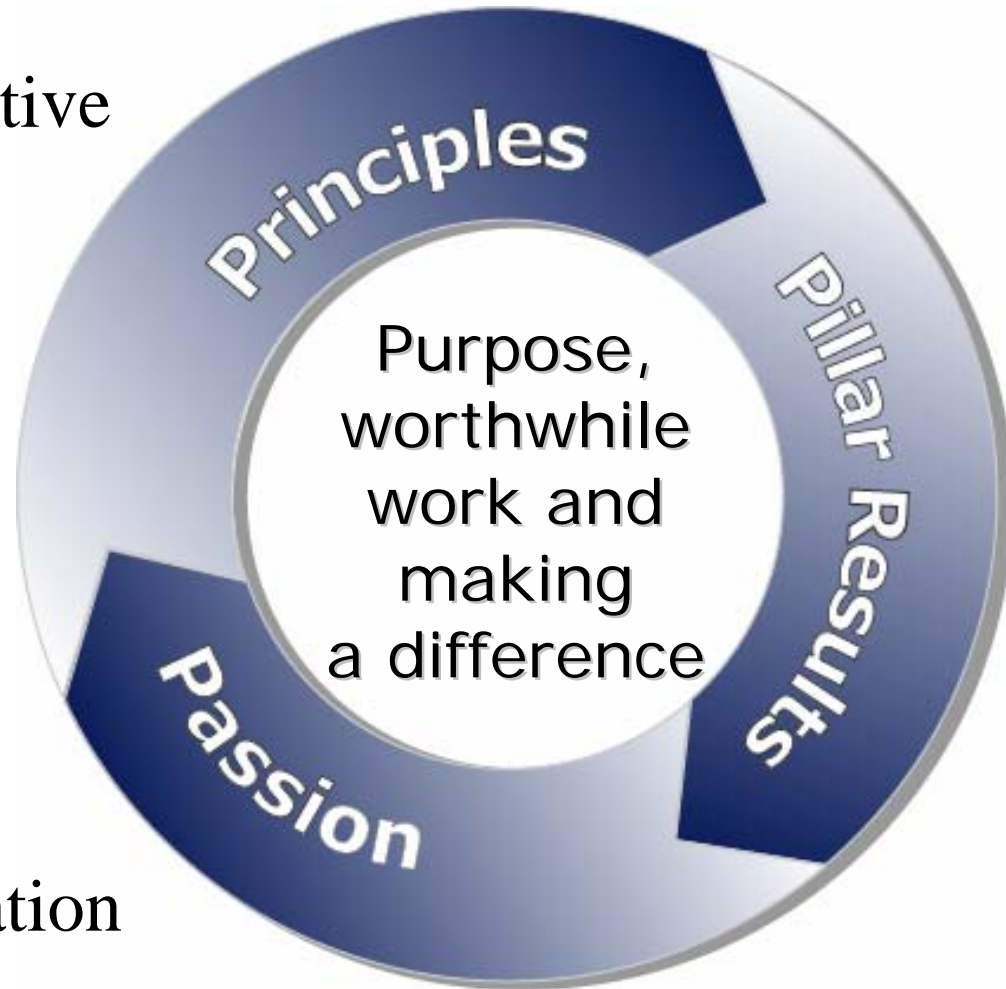
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# **How do senior leaders lead?**

**Experience Excellence  
Leadership System**

# Healthcare Flywheel

Prescriptive  
To Do's

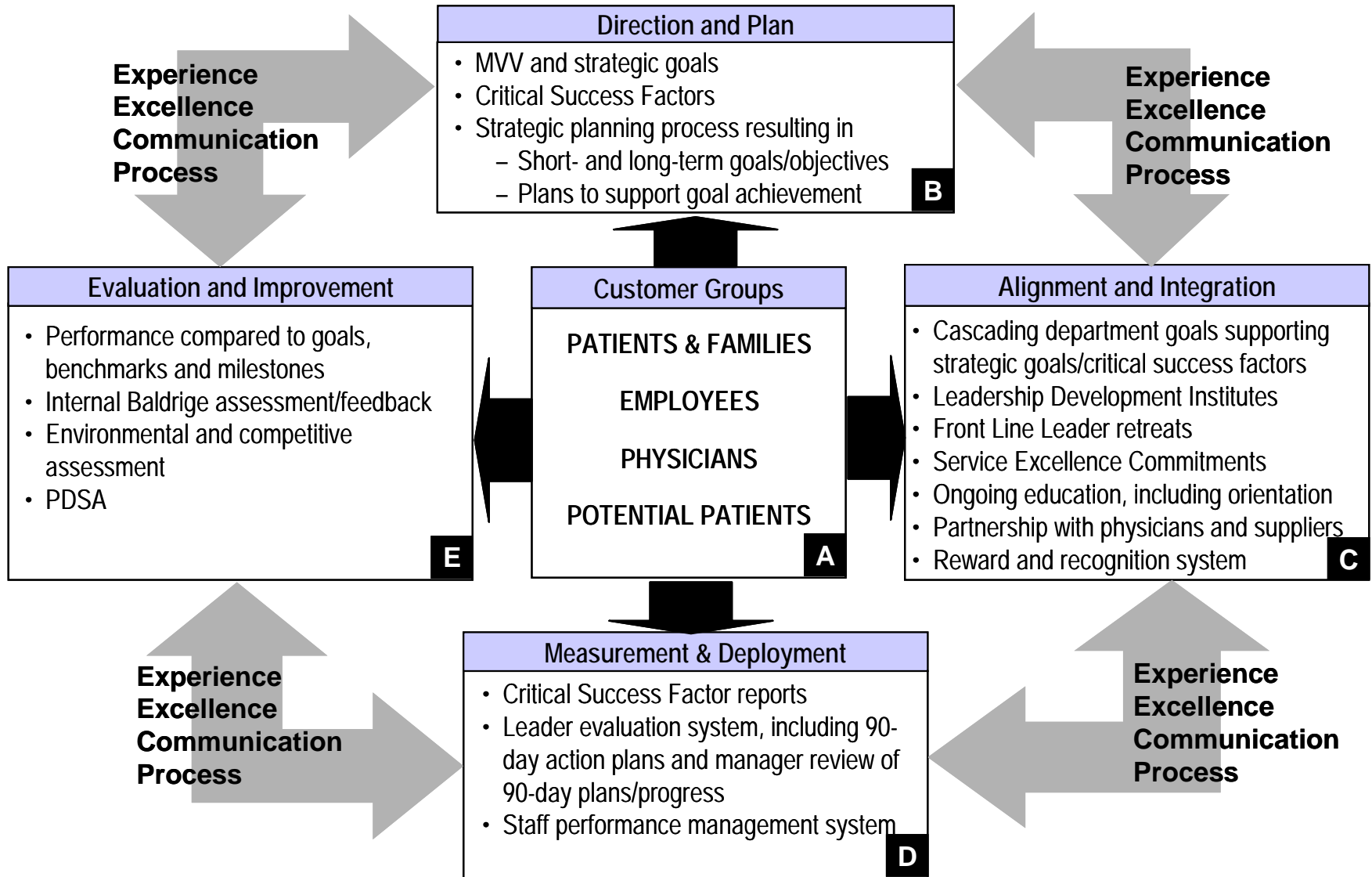


Results

Self-  
Motivation

Studer Group, 2005

# Experience Excellence Leadership System



# Performance Review

- ❑ Monthly review: performance in each – Critical Success Factor area (CSF)
  - Quality
  - Service
  - People
  - Finance
  - Growth
- ❑ Development, implementation and review of 90-day action plans in support of CSF's

# Aligned Senior Leader Behaviors

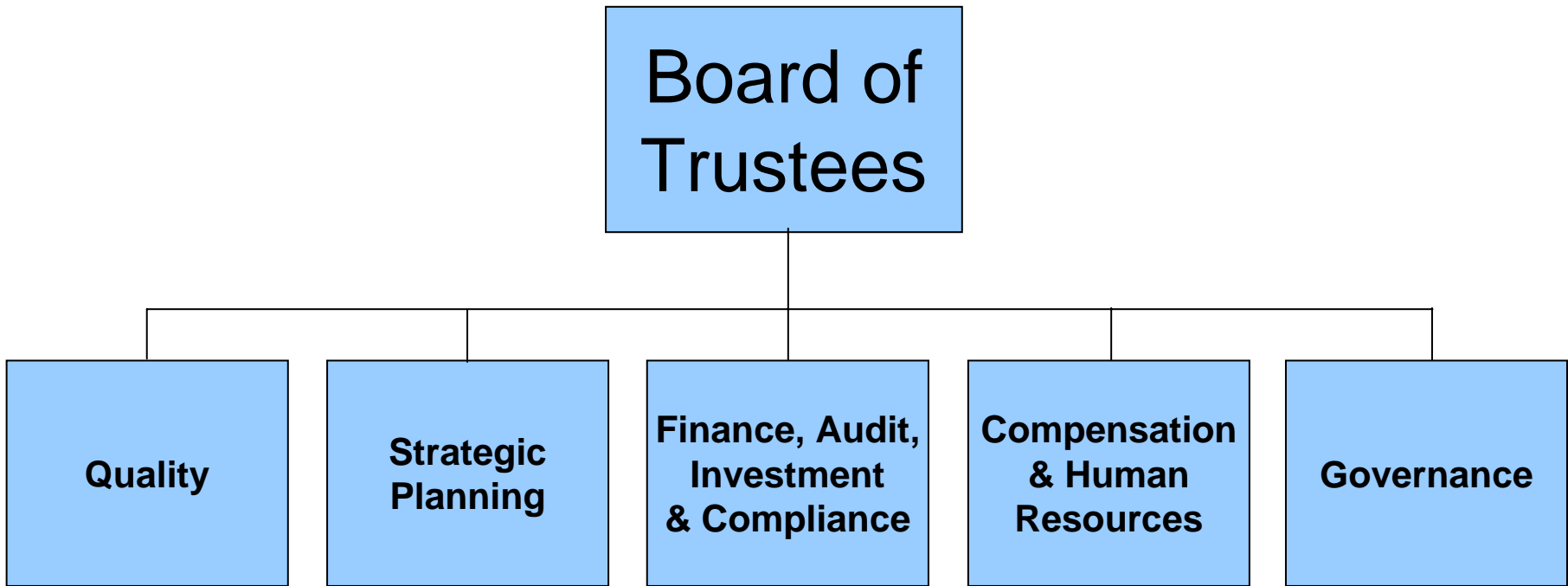
- Service Excellence Commitments
- Rounding for outcomes
- Thank you notes
- Key words at key times
  - “Is there anything else I can do for you?”
  - “What’s going well?”
- Leadership participation - recognition efforts
- Regular review/discussion
  - Results
  - 90-day action plans

# Investment in Leadership Development

- Quarterly Leadership Development Institutes
- Quarterly front line leadership retreats
- New manager orientation
- Emerging leader program
- Supervisory development program

**How does the organization  
govern and address social  
responsibilities?**

# Governance Structure



# Sample Processes, Measures and Goals

## Public Responsibility and Ethics

<b>Process(es)</b>	<b>Measure</b>	<b>Goal</b>
Accreditation/licensure certification	Accreditation: JCAHO, CAP, ACGME, CARF	Full accreditation
Billing, privacy, compliance and ethics	% of signed conflict of interest statements	100%
Research processes	Informed consents re research trials	100%
Patient safety	Patient safety climate score	At least 80%
Environment of care	Preventive maintenance rates	At least 90%
Grievances	% of patient grievances reviewed	100%

# Support of Key Communities

## Financial assistance to...

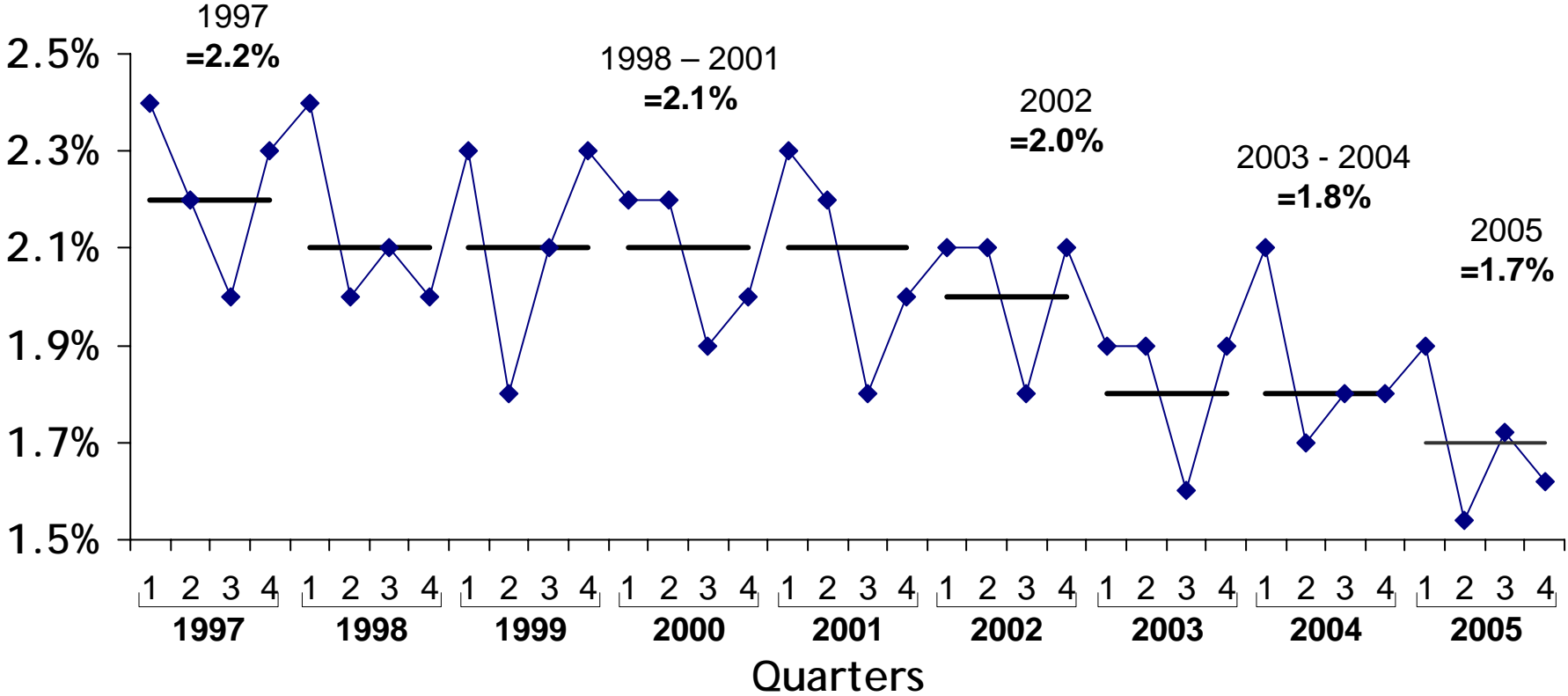
- Individuals who cannot afford to pay for care
- Community programs

## Direct services...

- Education to community residents
- Care for under served populations
- Services/programs supporting health needs in areas where SMC has special expertise
- Staff and leader community involvement

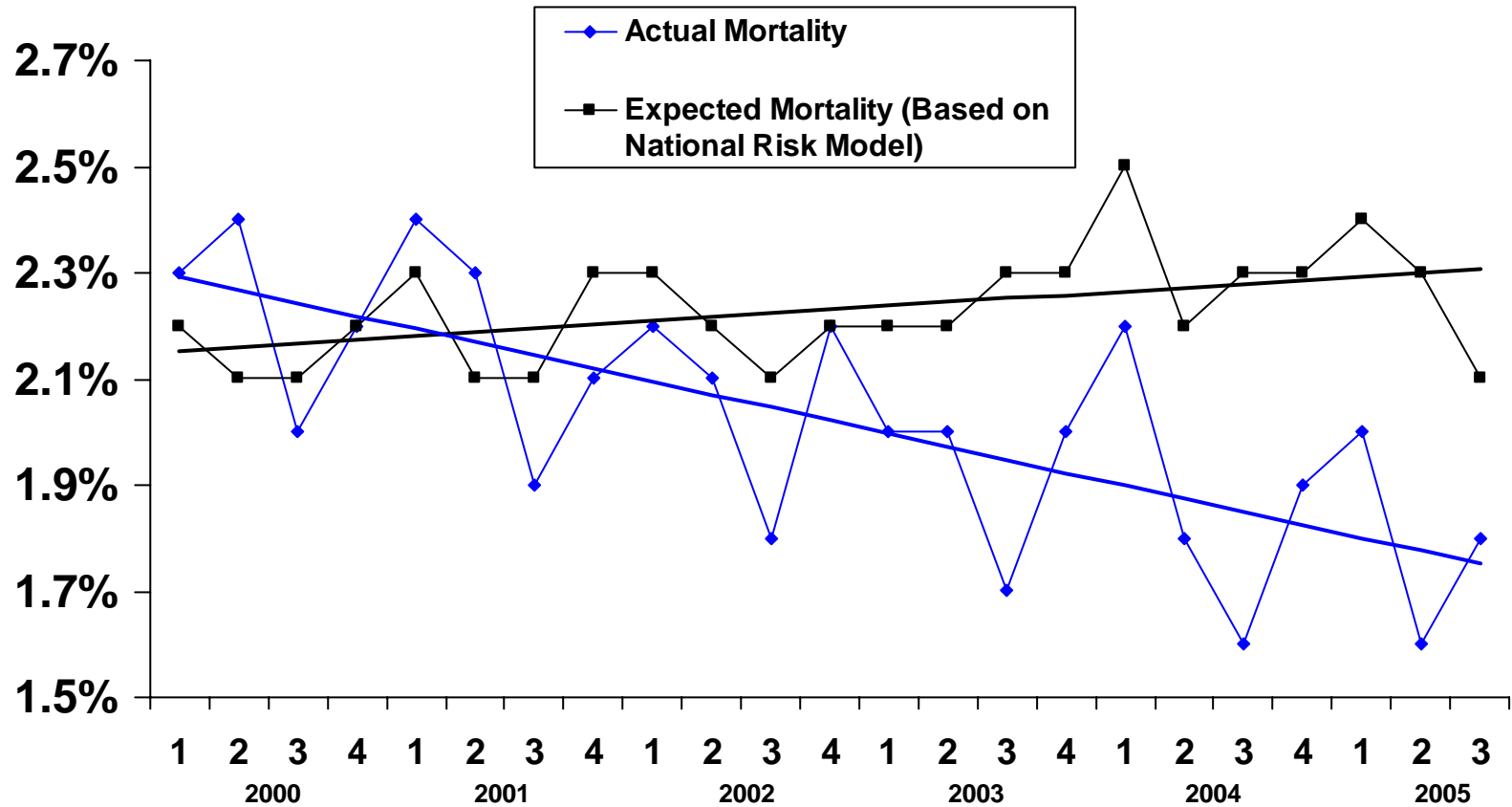
# Sample Results

# Swedish Medical Center Overall Inpatient Mortality 1997-2005



Source: Trendstar

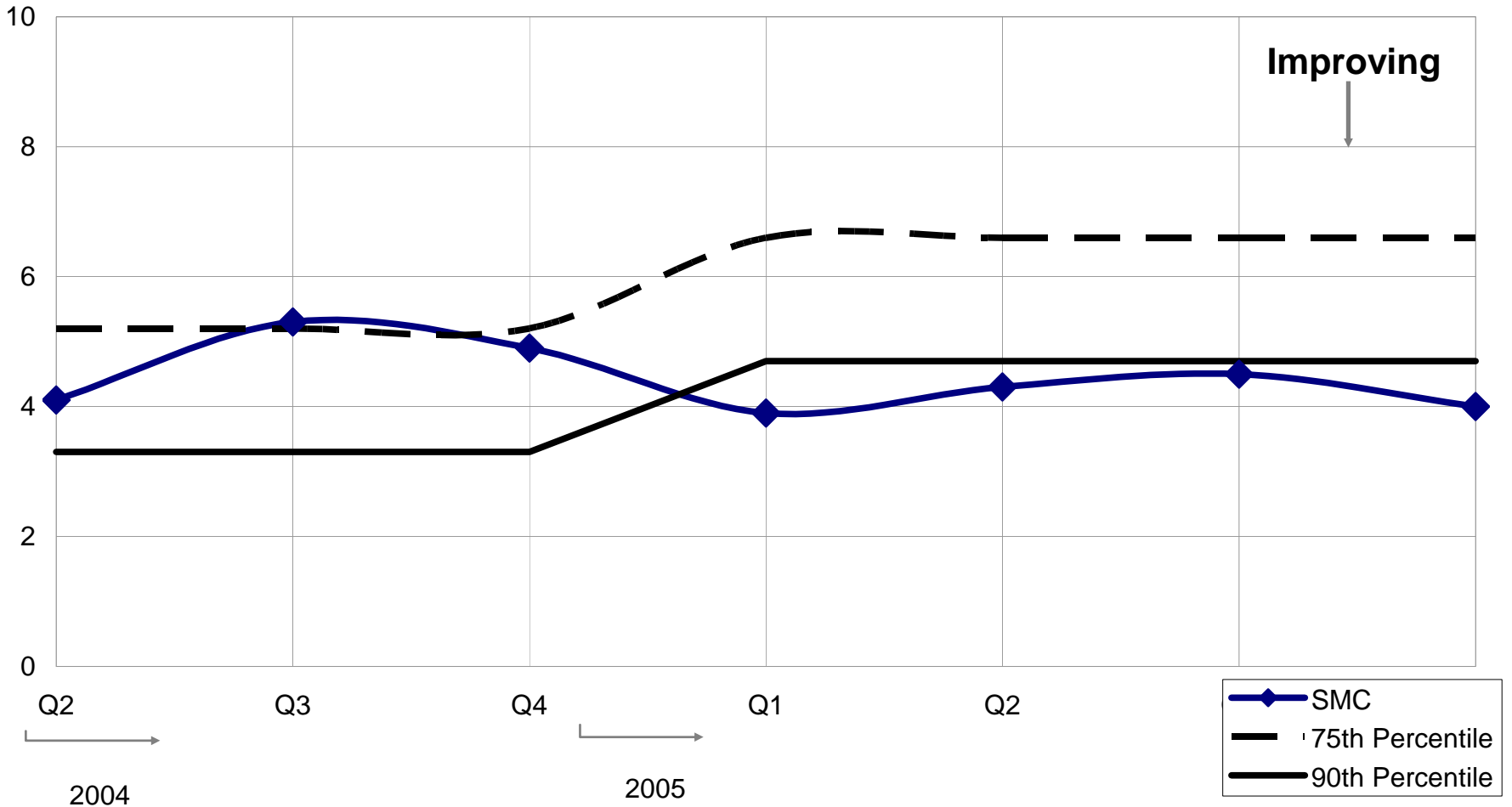
# Overall Mortality 2000-2005



Source: CaduCIS/Trendstar

# Inpatient Satisfaction Problem Score

## Q2-2004 through 2005



# Community Perception

*Consumer Choice Award  
Last Eight Years*

- Best doctors
- Best nurses
- Best overall quality
- Most personalized care

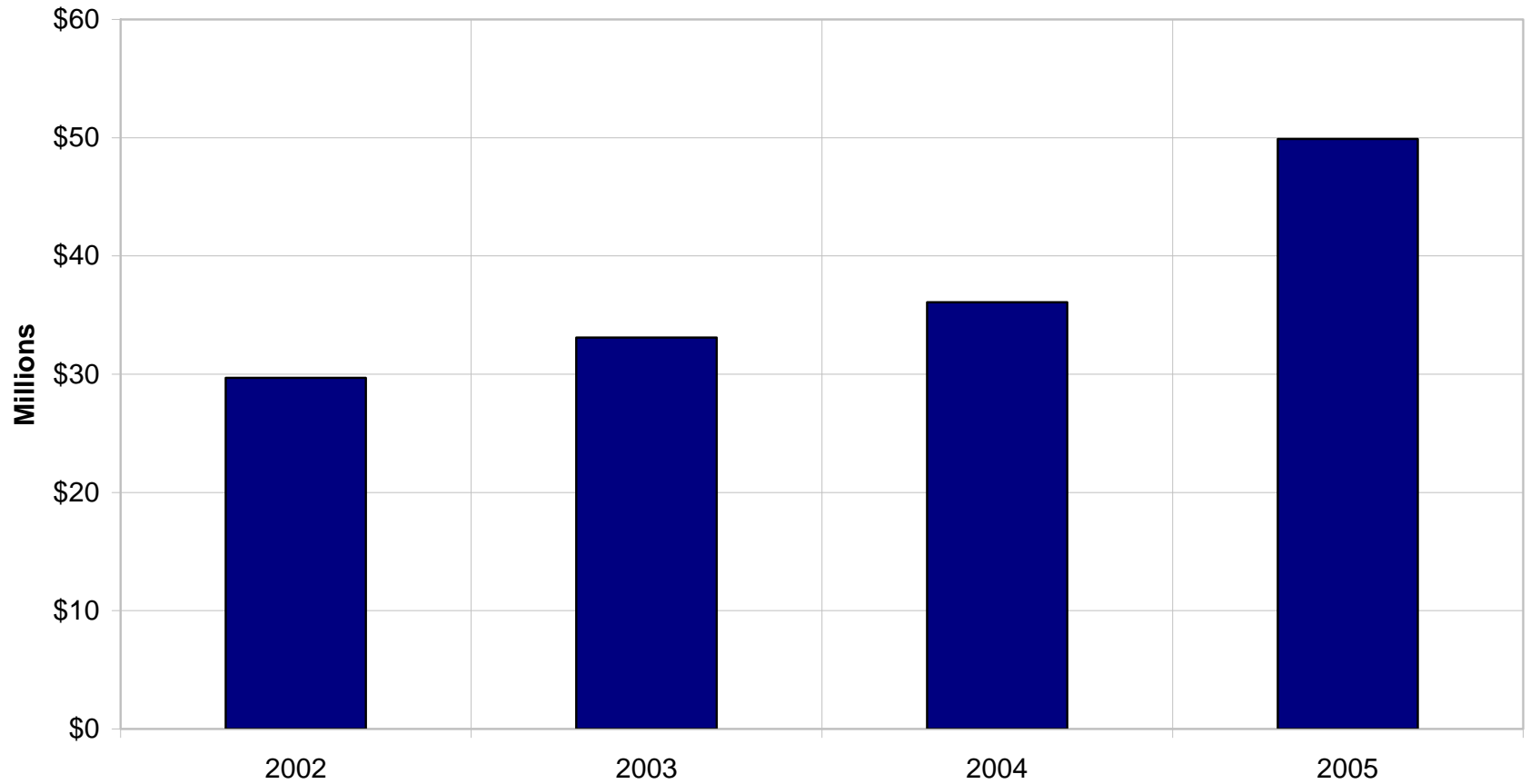
*National Research Corp.  
1999-2005*

# Leadership Results

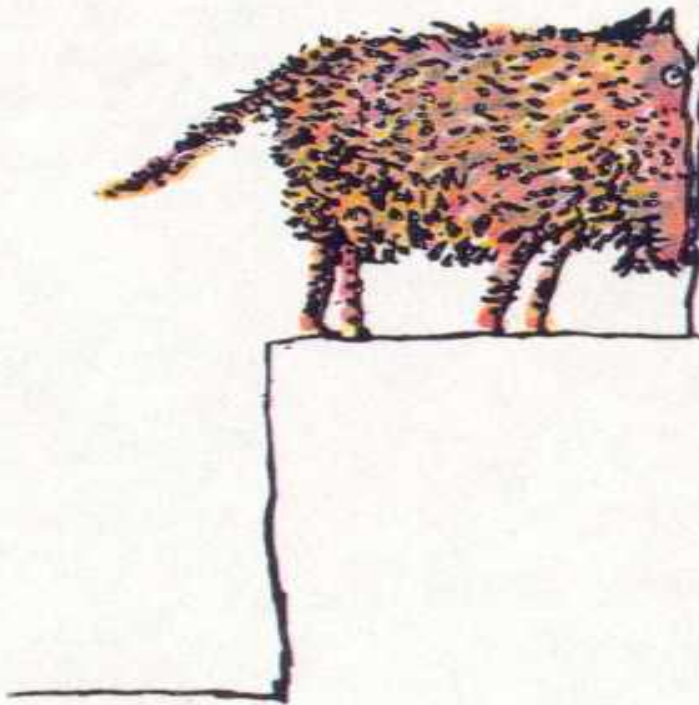
## AWB Community Service Award for Mother Joseph Clinic



# Community Benefit (in millions) 2002 through 2005



# Biggest Challenges

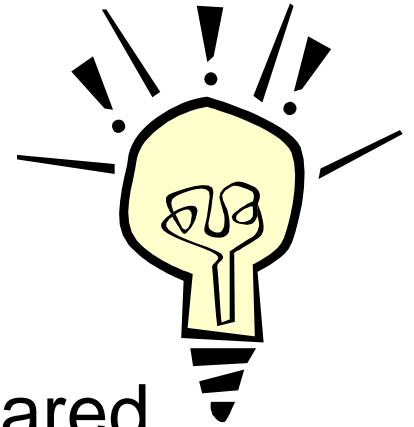


- Prioritizing
- Full deployment
- Measurement at all levels
- Improvement cycle time

S T I N E

# Major Lessons

## ...from the process



- Raises the bar...performance compared to self and others
- Involves key stakeholders
- Highlights strengths, as well as gaps and challenges
- Forces alignment issues/questions
- Standardizes evidence-based leadership practices
- Illustrates progress over time

# Next Steps

- Gain feedback from national examiners
- Use feedback to identify most important next steps
- Learn how others effectively apply evidence-based leadership approaches
- Rapidly test improvements, and aggressively deploy those that work



- ❑ Encourages/recognizes performance excellence in all sectors
- ❑ Champions of performance excellence tools/concepts (Baldrige)
- ❑ Makes Washington a better place to live, learn and work...by helping organizations achieve superior results through the Baldrige Criteria

# Information and Tools

## Baldrige National Quality Award Self Assessment Tools

- Are We Making Progress?*
- Are We Making Progress as Leaders?*
- e-Baldrige
- Getting Started* brochure
- Customer service:  
(301)975-2036  
nqp@nist.gov
- Web site: [www.baldrige.nist.gov](http://www.baldrige.nist.gov)

## Washington State Quality Award

- Web site: [www.wsqa.net](http://www.wsqa.net)
- Courses - speakers

