

Quality Journey to Performance Excellence

Christy Stephenson
President and CEO
**Robert Wood Johnson University
Hospital Hamilton**

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Business Case for Baldrige



- ◆ Who are we?
- ◆ Our Quality Journey
- ◆ Lessons Learned

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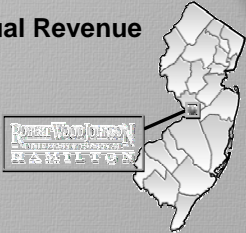
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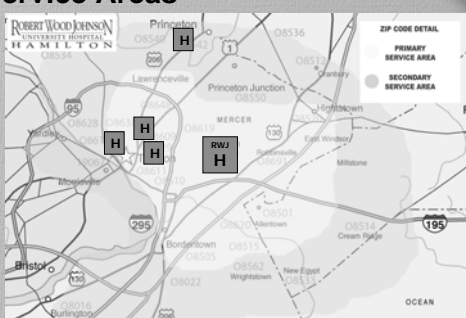
RWJ Hamilton Overview

- ◆ \$170 Million Annual Revenue
- ◆ 1,750 Employees
- ◆ 650 Physicians
- ◆ 500,000 Lives touched each year



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Primary and Secondary Service Areas



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Mission

**Robert Wood Johnson University
Hospital Hamilton is committed to
Excellence through Service.
We exist to *promote, preserve
and restore* the health of our
community.**



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Vision



Our vision is to *passionately* pursue the health and well-being of our patients, employees, and the community through our culture of exceptional service and commitment to quality.

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A Burning Platform for Change:

- 44%- Patient Satisfaction
- 67%- Employee Satisfaction
- Mediocre quality and finance results
- Union Drive in Nursing



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The Baldrige Criteria



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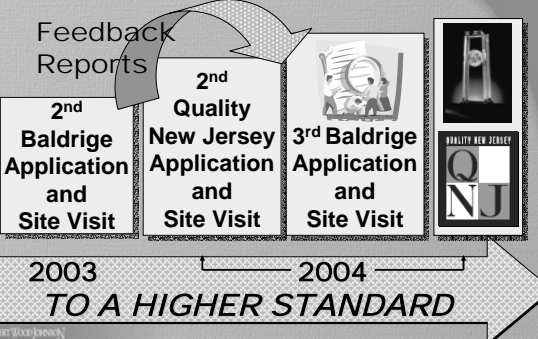
Applying for the Award



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Applying for the Award



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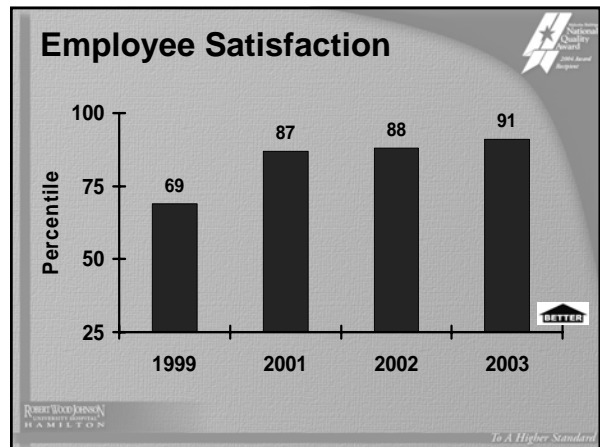
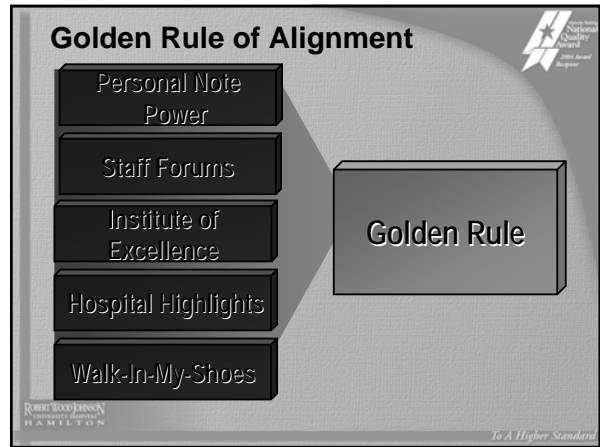
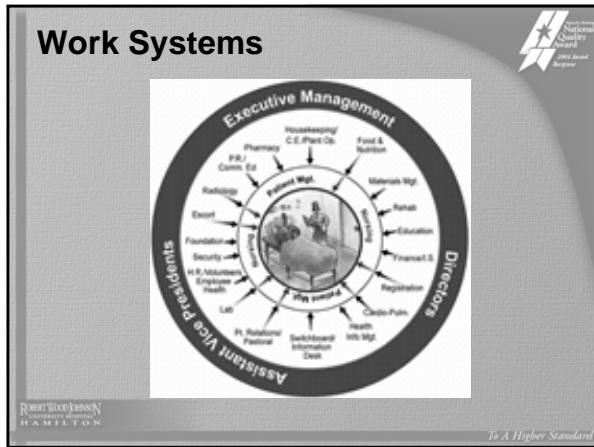
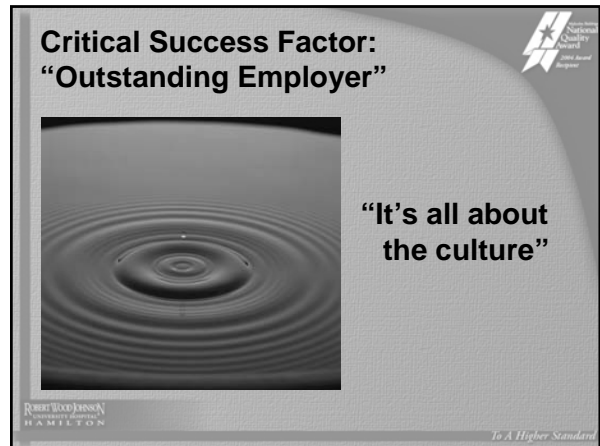
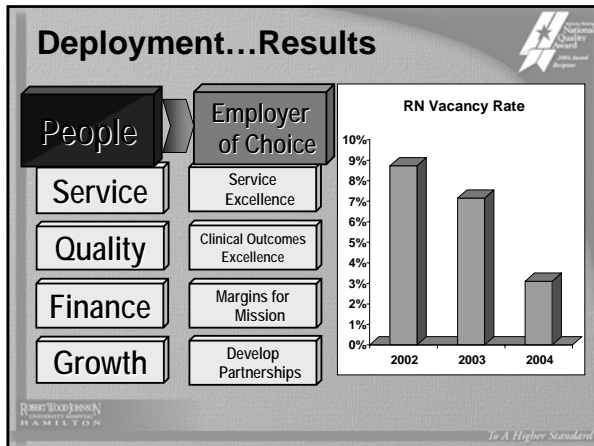
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Communication & Deployment

People	Employer of Choice
Service	Service Excellence
Quality	Excellence in Clinical Outcomes
Finance	Margins for Mission
Growth	Develop Partnerships

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Lessons Along the Way...

...The Golden Rule

...Treat your Employees the way you want your Customers treated

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Deployment...Results

People

Service

Quality

Finance

Growth

Employer of Choice

Service Excellence

Clinical Outcomes Excellence

Margins for Mission

Develop Partnerships

Attribute	1994	1996	2000	2002
Most Convenient to Home	✓	✓	✓	✓
Most Responsive to the Community		✓	✓	✓
Most Improved		✓	✓	✓
Cleanest		✓	✓	✓
Most Personal Care to Patients			✓	✓
Pleasant/Comfortable for Patients/Visitors				✓
Advanced, State of the Art Technology & Equip			✓	✓
Best Doctors			✓	✓
Best Nurses			✓	✓
Best Overall			✓	✓

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Beyond Satisfaction..... Customer Loyalty

Employees:

- ☛ Circles
- ☛ On-line benefits
- ☛ CHW discounts
- ☛ Bonus programs
- ☛ Employee Sat Committee

Patients:

- ☛ Greeters
- ☛ Free TV and phone
- ☛ Food on demand
- ☛ Integrative therapy
- ☛ Hearts Apart
- ☛ Comfort in clothing

Community:

- ☛ CHW
- ☛ Family Giving
- ☛ Soup kitchen
- ☛ CAB
- ☛ Education
- ☛ Health Fairs

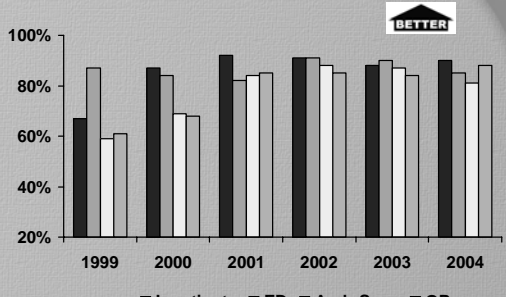
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Patient Loyalty: Food on Demand




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Patient Satisfaction



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Recognize and Celebrate



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Lessons Along the Way...




**Reward
Recognition**




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Deployment...Results

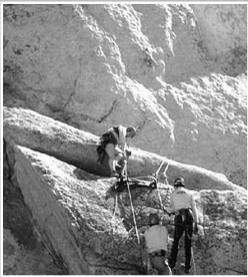


- People: Employer of Choice
- Service: Service Excellence
- Quality: Clinical Outcomes Excellence
- Finance: Margins for Mission
- Growth: Develop Partnerships



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Process enables the extraordinary to become routine!



Gary Collins

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NJ State Hospital Report Card: Heart Attack

Hospital Name	Overall Score
RWJ – Hamilton	99%
St. Francis	96%
Capital Health – Mercer	94%
Capital Health – Fuld	93%
University Medical Center – Princeton	91%
Top 10% of hospitals scored \geq	97%
Top 50% of hospitals scored \geq	90%

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NJ State Hospital Report Card: Pneumonia

Hospital Name	Overall Score
RWJ – Hamilton	85%
St. Francis	84%
Capital Health – Mercer	75%
University Medical Center – Princeton	71%
Capital Health – Fuld	71%
Top 10% of hospitals scored \geq	84%
Top 50% of hospitals scored \geq	75%

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Lessons Along the Way...

“Steal Shamelessly”



“Share Shamelessly”

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Deployment...Results

People Employer of Choice

Service Service Excellence

Quality Clinical Outcomes Excellence

Finance Margins for Mission

Growth Develop Partnerships

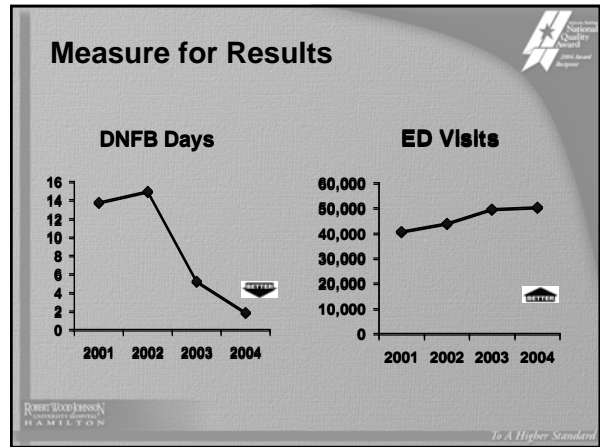
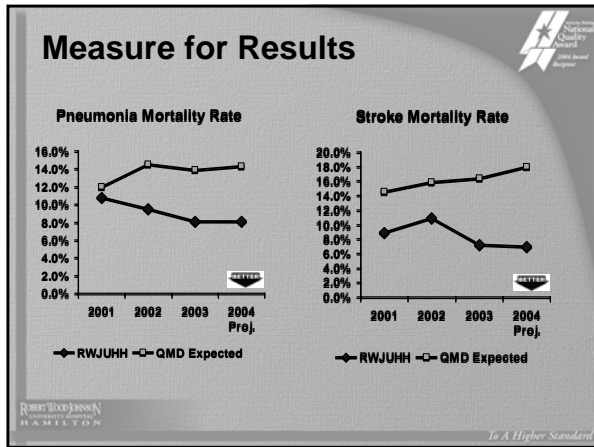
PILLAR	Actual	Target
Denials		
DNFB		
POS Cash		

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Data vs. Information

- Timely
- Reliable
- Actionable

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Lessons Along the Way...

Measure It
Communicate It
Change It

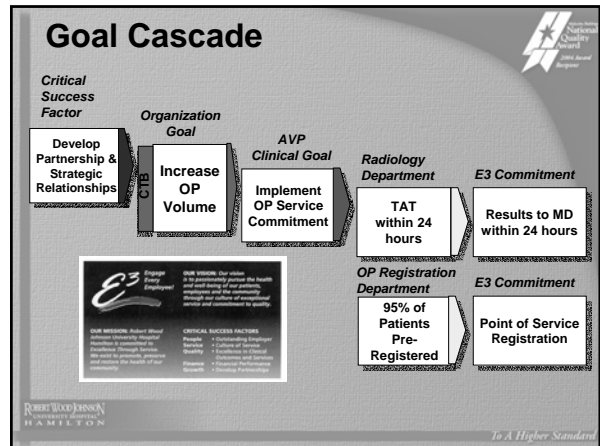
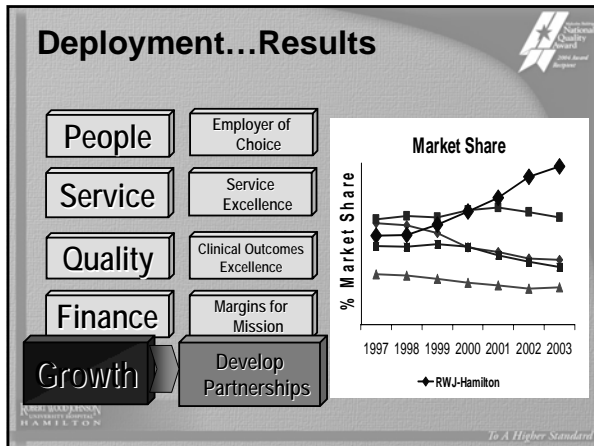
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Lessons Along the Way...

How can we do it better the next time?

...Continually Evaluate

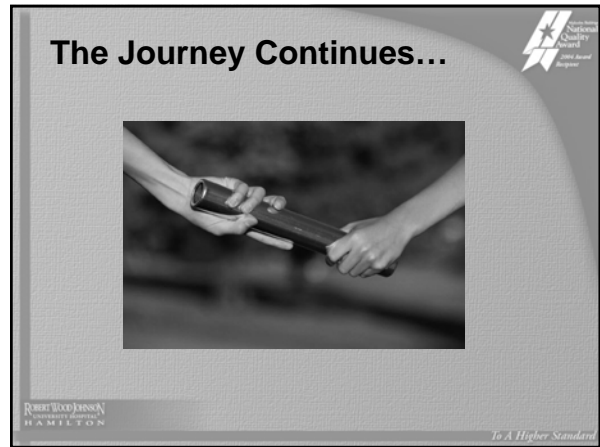
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Lessons Along the Way...

MISSION ~~IM~~POSSIBLE

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People Process Passion

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“What is success?”

...To leave the world a bit better,
Whether by a healthy child, a garden patch or a redeemed social condition;
To know even one life has breathed easier because you have lived;
This is to have succeeded.”

-Ralph Waldo Emerson

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