Quality Journey to Performance Excellence

Christy Stephenson
President and CEO
Robert Wood Johnson University Hospital Hamilton
Business Case for Baldrige

- Who are we?
- Our Quality Journey
- Lessons Learned
RWJ Hamilton Overview

- $170 Million Annual Revenue
- 1,750 Employees
- 650 Physicians
- 500,000 Lives touched each year
Primary and Secondary Service Areas
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.
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.
A Burning Platform for Change:

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

Leadership

Strategic Planning

Customer and Market Focus

Measurement, Analysis & Knowledge Management

HR Focus

Process Management

Business Results
Applying for the Award

1999-2000
2001
2002

TO A HIGHER STANDARD

Adopted Baldrige Model

Quality New Jersey Application Site Visit And “Gold” Level Award

First Baldrige Application

To A Higher Standard
Applying for the Award

Feedback Reports

2nd Baldrige Application and Site Visit

2nd Quality New Jersey Application and Site Visit

3rd Baldrige Application and Site Visit

2003 TO A HIGHER STANDARD 2004

To A Higher Standard
Communication & Deployment

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

People
- Service
- Quality
- Finance
- Growth

Employer of Choice
- Service Excellence
- Clinical Outcomes Excellence
- Margins for Mission
- Develop Partnerships

RN Vacancy Rate
- 2002: 10%
- 2003: 9%
- 2004: 8%
Critical Success Factor: “Outstanding Employer”

“It’s all about the culture”
Work Systems

Executive Management
- Food & Nutrition

Nursing
- Radiology
- Escort

Patient Mgt.
- Lab
- H.R./Volunteers

Pt. Relations/Pastoral
- Switchboard/Information Desk
- Health Info Mgt.

Cardio-Pulm.
- Registration

Rehab
- Education

Finance/I.S.
- Lab

Switchboard/Information Desk

Registration

Security
- P.R./Comm. Ed

Foundation

Employee Health
- Lab

Pt. Relations/Pastoral

Patient Mgt.

Directors

Assistants/Vice Presidents

Work Systems

To A Higher Standard
Golden Rule of Alignment

- Personal Note
- Power
- Staff Forums
- Institute of Excellence
- Hospital Highlights
- Walk-In-My-Shoes

Golden Rule
Puttin’ on the *Ritz*....

Individuals are hired......

...Teams are formed
Employee Satisfaction

Percentile

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentile</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999</td>
<td>69</td>
</tr>
<tr>
<td>2001</td>
<td>87</td>
</tr>
<tr>
<td>2002</td>
<td>88</td>
</tr>
<tr>
<td>2003</td>
<td>91</td>
</tr>
</tbody>
</table>

To A Higher Standard
Lessons Along the Way…

...The Golden Rule

...Treat your Employees the way you want your Customers treated
Deployment…Results

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Most Convenient to Home</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Most Responsive to the Community</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Most Improved</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Cleanest</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Most Personal Care to Patients</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Pleasant/Comfortable for Patients/Visitors</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Advanced, State of the Art Technology &amp; Equip</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Best Doctors</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Best Nurses</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Best Overall</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
Beyond Satisfaction……
Customer Loyalty

Community:
- CHW
- Family Giving
- Soup kitchen
- CAB
- Education
- Health Fairs

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

Employees:
- Circles
- On-line benefits
- CHW discounts
- Bonus programs
- Employee Sat Committee
Patient Loyalty: Food on Demand

Patient Satisfaction with Food Services

Percentile Rank

Patient Satisfaction with Food Services

Qt 1  Qt 2  Qt 3  Qt 4  Qt 1
04    04    04    04    05
Patient Satisfaction

Inpatients  ED  Amb-Surg  OP

1999  2000  2001  2002  2003  2004

To A Higher Standard
Recognize and Celebrate
Lessons Along the Way...

Reward
Recognition

Celebrate
Deployment...Results

People

Service

Quality

Finance

Growth

Employer of Choice

Service Excellence

Clinical Outcomes Excellence

Margins for Mission

Develop Partnerships

To A Higher Standard
Process enables the extraordinary to become routine!

Gary Collins
# NJ State Hospital Report Card: Heart Attack

<table>
<thead>
<tr>
<th>Hospital Name</th>
<th>Overall Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>RWJ – Hamilton</td>
<td>99%</td>
</tr>
<tr>
<td>St. Francis</td>
<td>96%</td>
</tr>
<tr>
<td>Capital Health – Mercer</td>
<td>94%</td>
</tr>
<tr>
<td>Capital Health – Fuld</td>
<td>93%</td>
</tr>
<tr>
<td>University Medical Center – Princeton</td>
<td>91%</td>
</tr>
</tbody>
</table>

- Top 10% of hospitals scored > 97%
- Top 50% of hospitals scored > 90%
### NJ State Hospital Report Card: Pneumonia

<table>
<thead>
<tr>
<th>Hospital Name</th>
<th>Overall Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>RWJ – Hamilton</td>
<td>85%</td>
</tr>
<tr>
<td>St. Francis</td>
<td>84%</td>
</tr>
<tr>
<td>Capital Health – Mercer</td>
<td>75%</td>
</tr>
<tr>
<td>University Medical Center – Princeton</td>
<td>71%</td>
</tr>
<tr>
<td>Capital Health – Fuld</td>
<td>71%</td>
</tr>
</tbody>
</table>

- Top 10% of hospitals scored ≥ 84%
- Top 50% of hospitals scored ≥ 75%
Lessons Along the Way...

“Steal Shamelessly”

“Share Shamelessly”
### Deployment...Results

#### People
- Employer of Choice

#### Service
- Service Excellence

#### Quality
- Clinical Outcomes Excellence

#### Finance
- Margins for Mission
- Develop Partnerships

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### Table

**ROBERT WOOD JOHNSON UNIVERSITY HOSPITAL AT HAMILTON**

**Dashboard Data Weekly Report**

<table>
<thead>
<tr>
<th>PILLAR</th>
<th>Actual</th>
<th>Target</th>
<th>BSC Index</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PEOPLE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Voice of the Customer - Employees Loyalty (MTD)</td>
<td>8.2</td>
<td>8.0</td>
<td></td>
</tr>
<tr>
<td>2. Productivity</td>
<td>4.9 weeks</td>
<td>5.1 weeks</td>
<td></td>
</tr>
<tr>
<td><strong>SERVICE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Overall Patient Satisfaction: Inpatient weekly</td>
<td>85%</td>
<td>85%</td>
<td></td>
</tr>
<tr>
<td>2. Overall Patient Satisfaction: ED weekly</td>
<td>85%</td>
<td>85%</td>
<td></td>
</tr>
<tr>
<td>3. Overall Patient Satisfaction: Outpatient weekly</td>
<td>85%</td>
<td>85%</td>
<td></td>
</tr>
<tr>
<td>4. Overall Patient Satisfaction: SDS weekly</td>
<td>85%</td>
<td>85%</td>
<td></td>
</tr>
<tr>
<td><strong>FINANCE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Denials</td>
<td>Better</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DNFB</td>
<td>Better</td>
<td></td>
<td></td>
</tr>
<tr>
<td>POS Cash</td>
<td>Better</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**T = Target/Budget Indicators**  
**% = National Benchmarks**  
**Green = Goal/Budget**  
**Yellow = Between 95% of Goal/Budget**  
**Red = Below 95% of Goal/Budget**

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### Notes

- **Week Ending:**

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- **To A Higher Standard**
Data vs. Information

- Timely
- Reliable
- Actionable
Lessons Along the Way...

Measure It
Communicate It
Change It
Lessons Along the Way...

How can we do it better the next time?

...Continually Evaluate
Deployment...Results

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

Market Share

% Market Share


RWJ-Hamilton

To A Higher Standard
Goal Cascade

Critical Success Factor

Organization Goal

Develop Partnership & Strategic Relationships

Increase OP Volume

AVP Clinical Goal

Implement OP Service Commitment

Radiology Department

E3 Commitment

CTB

TAT within 24 hours

Results to MD within 24 hours

OP Registration Department

E3 Commitment

95% of Patients Pre-Registered

Point of Service Registration

Our 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.

E3 Commitment

Engage Every Employee!

Our 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.

Critical Success Factors

People

Outstanding Employer

Culture of Service

Quality

Excellence in Clinical Outcomes and Services

Finance

Financial Performance

Growth

Develop Partnerships

Robert Wood Johnson University Hospital Hamilton

To A Higher Standard
Lessons Along the Way...

MISSION

IMPOSSIBLE
The Journey Continues...
“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