

Baldrige Hospitals Speak: *The Journey Towards Excellence*

Join the conference call:

Dial: 218-844-0850

Access Code: 1096648#



Welcome to the Webinar!

HR/Education's Role in the Baldrige Journey

- **Integral in implementing/integrating “best practices” in people management that lets the organization perform at its best**
- **Linked to key areas evaluated by Baldrige judges: leadership strategic planning, customer focus, knowledge management, process management and results**
- **Leaders at Baldrige sites agree that an engaged workforce is part of the winning formula; another part of the formula is the use of data to drive decision making, particularly engagement measures**
- **The work done by Education (i.e. leadership training, basic skills, training programs) is another essential component; Baldrige applications must demonstrate means to foster career progression.**



Lynn Fischer, Founder and CEO, Catalyst Learning Company

Speakers

- **Roseann Kobialka**, Corporate Director of Organizational Development, AtlantiCare



- **Michael Pulido**, Chief Human Resources Officer, Heartland Health



- **Dawn Runge**, Corporate Vice President of Organizational Effectiveness, SSM Health Care



Agenda

- Roseann Kobialka
 - *Creating Accountability*
- Michael Pulido
 - *Heartland's Journey: Everyone is a Caregiver*
- Dawn Runge
 - *Inspiring Passion and Engagement*



Creating Accountability

Roseann Kobialka

Corporate Director
Organizational Development



Senior Leadership's Relationship With Employees

"I start with the premise that the function of leadership is to produce more leaders, not more followers."

- *Ralph Nader*

SERVANT LEADERSHIP MODEL

Leadership

Authority

Service

Love

Will

Direct Supervisor/Manager Leadership Abilities

- 3-Tiered Leadership Development
 - Pathways to Leadership
 - Foundations in Leadership
 - Excellence in Leadership
- Hi-Potentials Program
- Physician Leadership Development Program

Strategy Map

VISION: WHERE WE ARE HEADED - ATLANTICARE BUILDS HEALTHY COMMUNITIES



MISSION: WHY WE ARE HERE

WE DELIVER HEALTH AND HEALING TO ALL PEOPLE THROUGH TRUSTING RELATIONSHIPS.

Connecting The Dots

VISION: WHERE WE ARE HEADED – ATLANTICARE BUILDS HEALTHY COMMUNITIES



Atlanticare “Creating Accountability”



SAW Class of 2010

Shirley Slatton (third right)- promoted to Lead Security Officer;
recipient of Customer Service award

Baffour Nimakoh (third left)- Enrolled in Information
Technology program at Atlantic Cape Community College

Atlanticare “Creating Accountability”



Class of '09

Elba Nieves (second left), Financial Counselor for the Prenatal Program, earned a Customer Service Award and is currently enrolled in Pathways to Leadership Program

Our Journey to Improved Service Excellence and Outcomes

Michael Pulido

Chief Human Resources Officer



www.heartland-health.com/baldrige



Our Solution – Heartland’s Health Pyramid

Vision

To make Heartland Health and our service area the best and safest place in America to receive health care and live a healthy and productive life.



Heartland’s Health Pyramid

Best
and
Safest Care

Improving
Individual Health

Improving
Community Health

Engaging Others

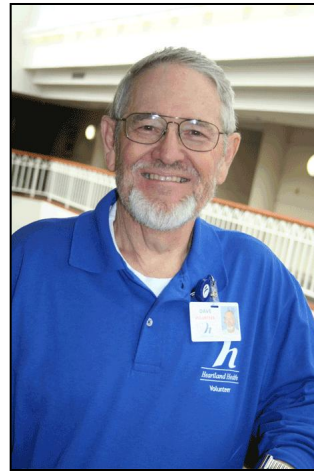
- Excellence in Missouri Foundation
- Missouri Quality Award (MQA)
- Consultation services
- First integrated system application in 1999
- Team application in 2000



Our Caregivers



Employees



Volunteers



Physicians

Everyone is a caregiver at Heartland



Heartland's People Plan: Workforce Alignment



ENGAGEMENT OF:

- Leadership
- Caregivers
- Physicians
- Volunteers

INTEGRATION OF:

- HRMC
- HC
- CHS
- HF

ROLE CAPABILITIES

- Skills
- Competencies
- Education
- Certifications
- Licensures
- Essential Requirements
- Physical capacity

BEHAVIOR STANDARDS

Respect Counts HEART

- Hear
- Excellence
- Appearance
- Responsibility
- Teamwork

PEOPLE PLAN

Aligned to 5 Strategic Priorities

SELECTION

- Attract workforce members with the "right" combination of capabilities and behaviors

ONBOARDING

- Orientation and preceptor practices reinforce capability and behavior expectations
- New workforce members feel engaged and proud

MEASUREMENT

- Align individual-unit/dept.-organization goals
- Review results regularly and mitigate issues
- Track engagement/satisfaction and mitigate issues

DEVELOPMENT AND LEARNING

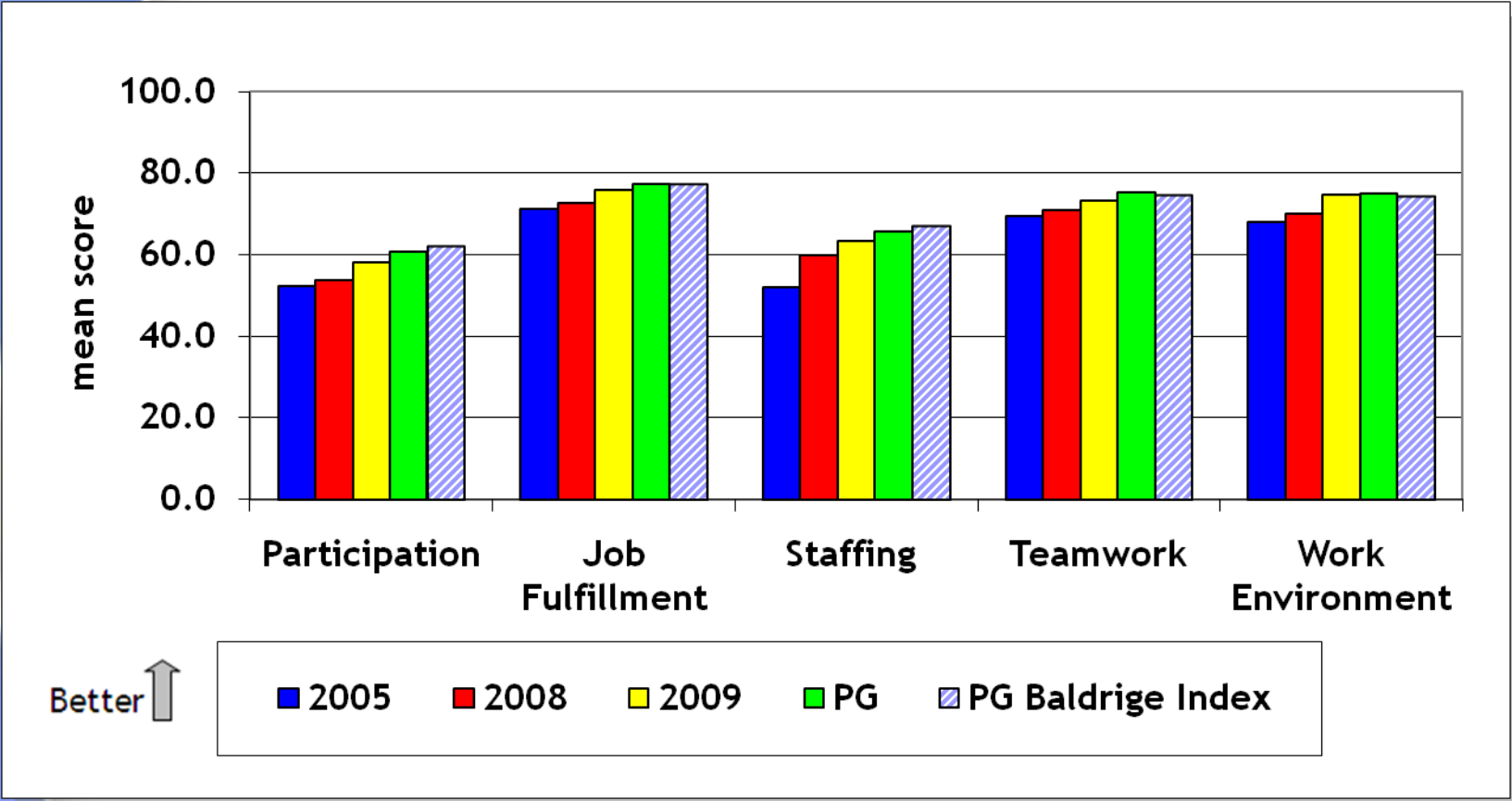
- Reduce capability and behavior gaps
- Ready workforce for innovation and change
- Build skills for future needs
- Recognize, retain and grow best performers
- Provide stretch assignments

RECOGNITION AND REWARDS

- Reward individual and organization successes
- Incentivize and reward high performance
- Leadership and other role succession planning



Caregiver Engagement



Everyone is a Caregiver: SAW Success Story



Kelly Boner is a veteran Heartland caregiver who started her career in 1981 working in Central Files as a filing clerk . She finally took a position providing secretarial support for nurses in the Education and Resource Center in 1998, which is where she works today

“I always wanted to be a nurse, but I was afraid I wasn’t smart enough to do it. I’ve always just kind of let that dream go,” Kelly says admittedly.

When Kelly was growing up, her mother, a surgical nurse, was always the one everyone else’s parents called in the neighborhood when there was a health issue. She says her mother is a huge inspiration for completing the School At Work (SAW.) program and one of the reasons she is now enrolled at Hillyard Technical Center taking Anatomy and Physiology. Her plans are to bridge from a licensed practical nurse to a registered nurse.

“I want to leave this world knowing that I’ve done everything I want to do in life. Nursing was the one thing I haven’t done,” Kelly says. *“I’m very grateful to SAW. for giving me the confidence to help me fulfill my goals in life.”*

Kelly is especially grateful to pals and coworkers Joan Summers and Mary Bryson for encouraging her in her efforts.

Heartland Health Sharing Days



October 7 – 8, 2010

November 11 – 12, 2010

January 13 – 14, 2011

March 3 - 4, 2011

Register at

www.heartland-health.com/baldrige



Inspiring Passion and Creating a Culture of Engagement

SSM's Improvement Journey

The Way We Were

- Not striving to improve every day in every way
- Satisfied with the status quo
- Indifferent to the next “wonderful new thing”

What We Realized

- In our early CQI efforts, we:
 - Trained more people than needed
 - Didn't tie team work to strategic and financial plan
 - Didn't leverage the value of the system
 - No urgency about achieving results.



What is MBNQA?



Inspiring Passion and Creating a Culture of Engagement

- Key Elements of the SSM Action Plan
 - Engaged Leadership
 - Define expectations and accountabilities for leaders
 - Leadership Competencies
 - Engaged Employees
 - Instill passion
 - Everyone Knows the Goals
 - Define what is important to you as an organization
 - Need a single, clear concise mission statement and values with a defined outcome metrics
 - Communicate it meaningful ways to your key stakeholders

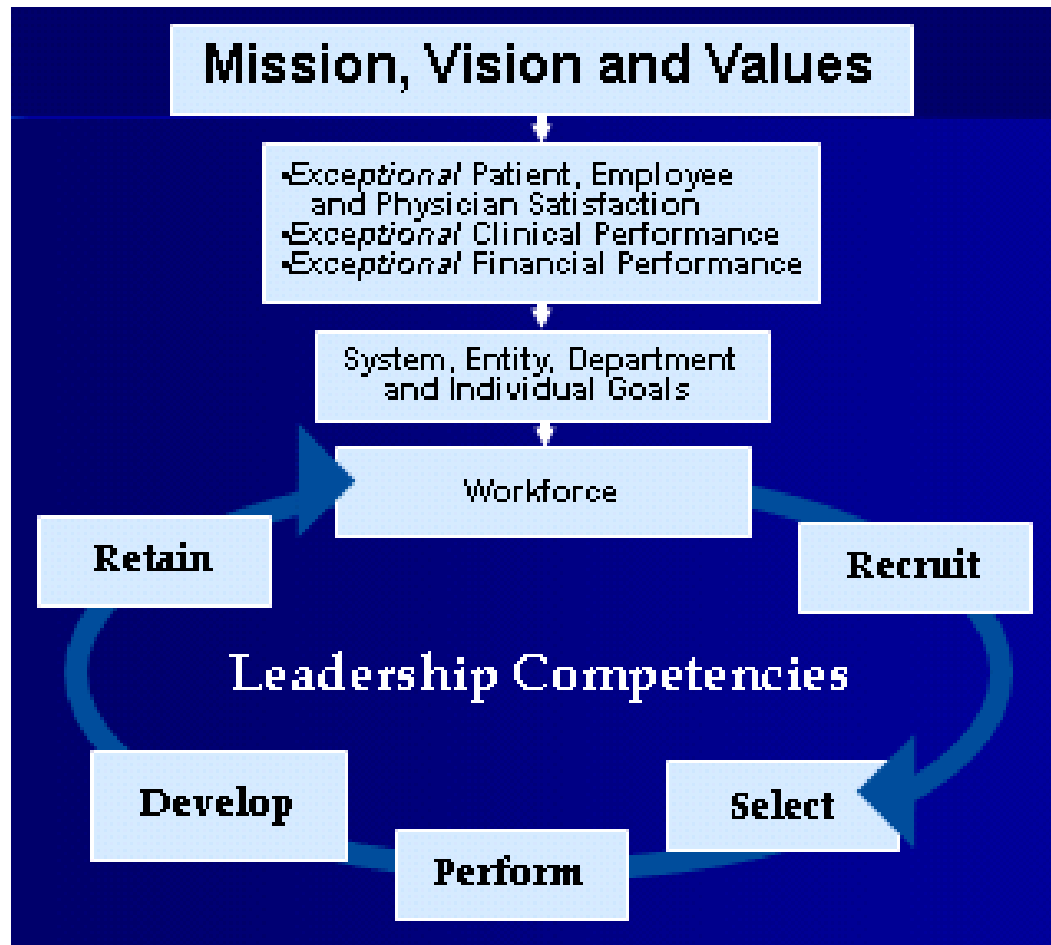


Strategy Deployment & Alignment



SSMHC Workforce Management Model

Strategic Objective: To help SSMHC achieve its mission of delivering exceptional healthcare services by providing an exceptional workforce



SSM “Creating a Culture of Engagement”



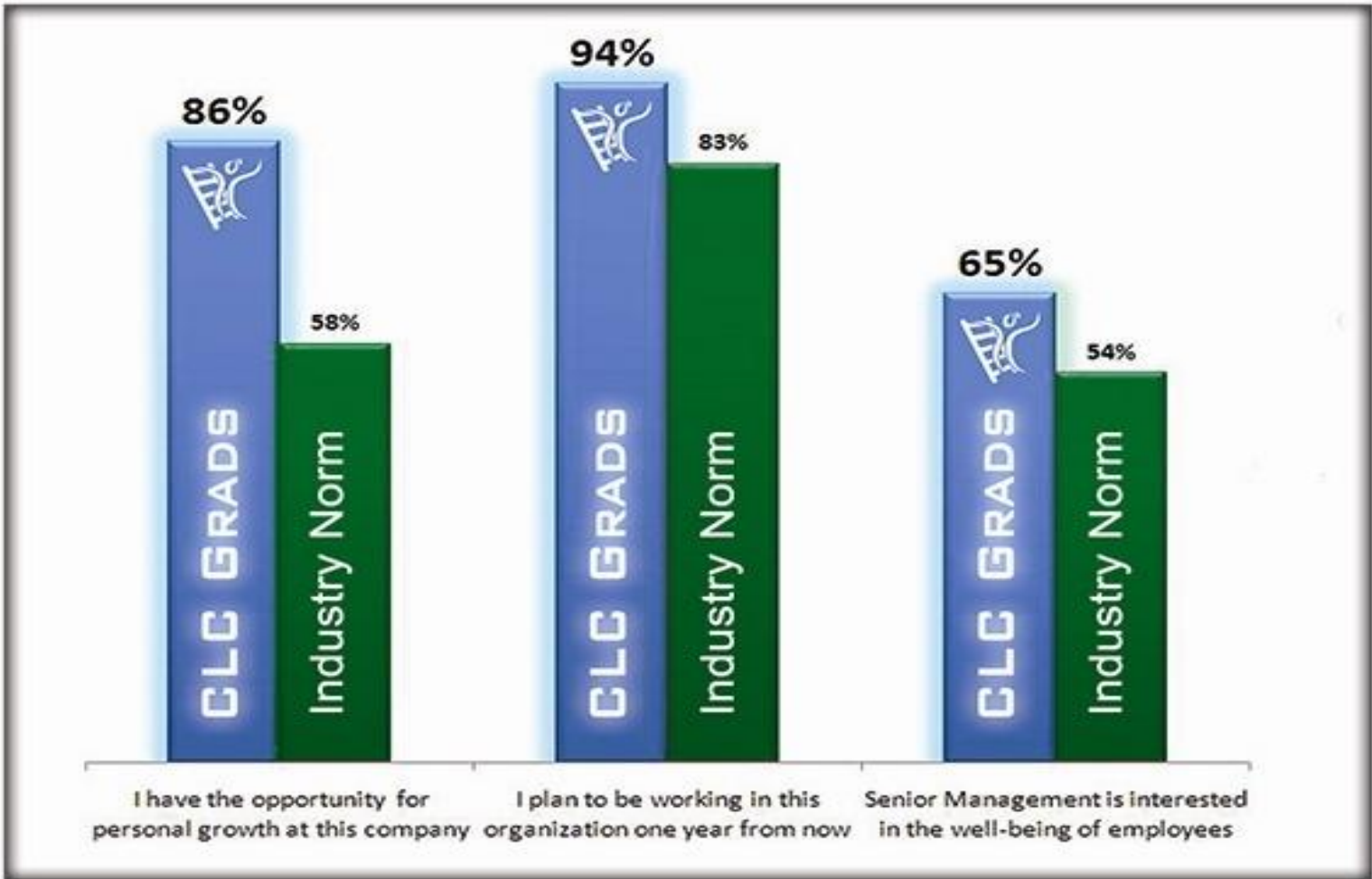
Chris Riebold receives SAW graduation certificate HR Consultant and Coach Beth Diveley

“When I started SAW, I also began taking GED classes. With all the support I was receiving, I was bound to succeed. In April, I passed my GED test and in August began working towards a Business Management degree at Meramec College!”

School at Work: Engagement. Accountability. Caregivers.

School at Work/ECHO's Impact on Front-Line Engagement

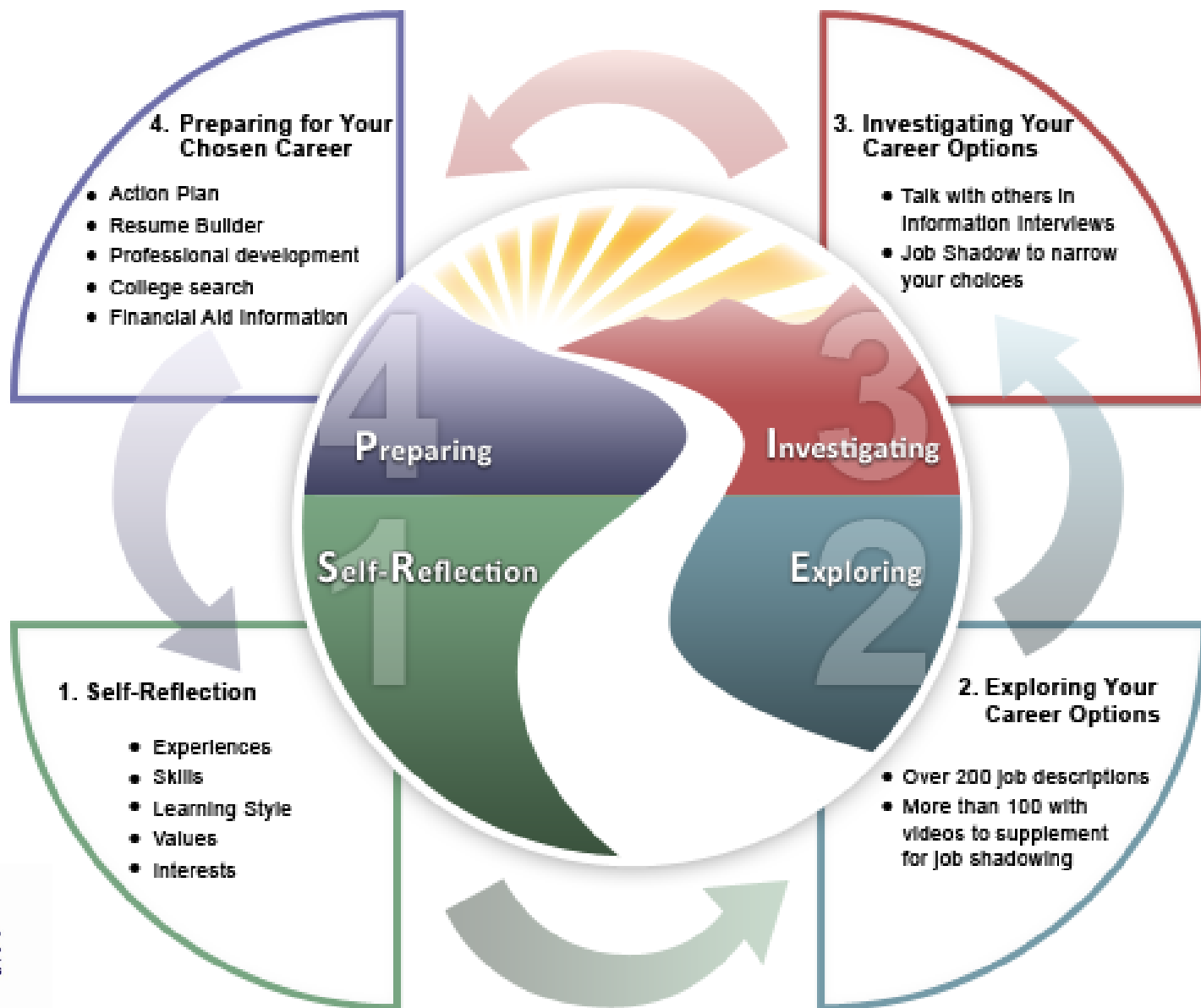
This graph represents feedback from CLC program users at over 50 hospitals.



Align Employee Goals to Organizational Needs

- A web-based tool designed to help employees plan and manage their careers in Healthcare; only one of its kind customized for the industry.
- Self-help online career development tool to stimulate thinking, educate about healthcare jobs and create career development and action plans.
- **Includes:** Career & Learning Plan, Assessments, Job Research Database, Tools for moving ahead

How CareerCare Works



Baldrige Hospitals Speak: The Journey Towards Excellence

Learn more about Baldrige criteria for healthcare performance at:

http://www.baldrige.nist.gov/HealthCare_Criteria.htm

- Q&A
- Thank You For Joining Us!
- Contact Info:

www.catalystlearning.com

502-584-7337

 **AtlantiCare**ⁿ
Taking You Well Into The Future

www.schoolatwork.com


Heartland Health

