

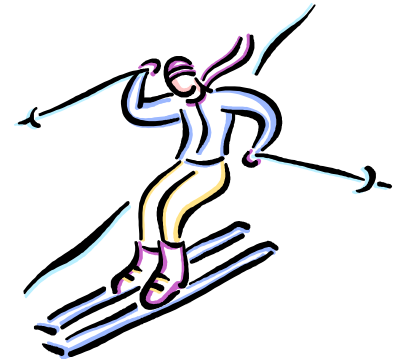
# **A Pursuit of Operational Excellence Leveraging Transformational, Ethical, and Accountable Leadership**

**Presented By:**

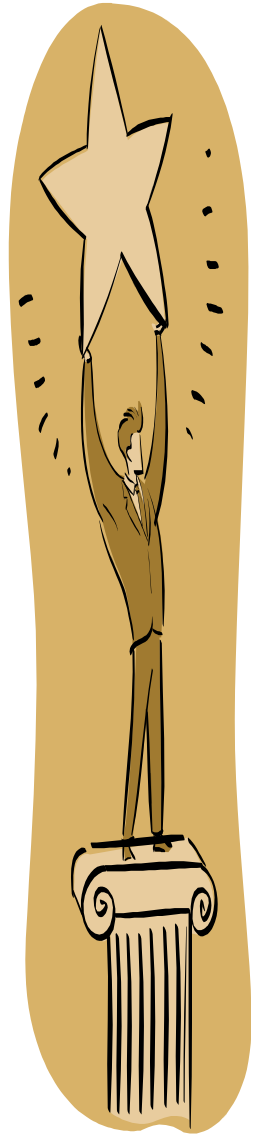
**Dr. Airica Steed, RN, MBA, Ed.D  
Vice President, Professional Services**

**James Timpe, M.S., CRA, RT, (N) (MR)  
Director, Radiology Services**

**Advocate Condell Medical Center**



# Session Objectives



- ▶ Provide an overview of the Operations Excellence change approach to driving organization-wide transformation
- ▶ Share key leadership success factors and best practices which contributed to the success and mitigated pitfalls
- ▶ Review a specific case study (WHY, HOW, & WHAT) with a snapshot of performance outcomes leveraging the Operations Excellence vehicle coupled with transformational, ethical, and accountable leadership

# Strategic Context

## Impetus for Breakthrough Transformational Change in Healthcare

**Escalating Costs**

**Funding &  
Reimbursement  
Cutbacks**

**Key Industry  
Drivers**

**Quality & Safety  
Concerns**

**Consumerism**

# Who Can Relate to Any of These Experiences?

- ▶ Expense reduction without adding additional resources
- ▶ Staffing shortages with higher productivity standards
- ▶ Challenges embracing technology
- ▶ Frozen salaries and benefits
- ▶ Escalating cost of medical errors and mistakes
- ▶ More regulatory standards while struggling to address previous standards
- ▶ Redundant and inefficient processes
- ▶ Customer satisfaction challenges (external & internal)



# You are Certainly Not Alone...

***“Today, hospitals and health systems are on the frontlines of this broken system. They persevere every day in the face of mounting challenges, chief among them:***

- *Uncompensated care for patients without insurance*
- *Perpetually rising costs*
- *The inability to hire enough nurses and other skilled providers*
- *Perverse payment models that encourage waste and inefficiency*
- *Growing demands of an aging population*
- *Overcrowded emergency rooms*
- *Lack of broad technology adoption and, therefore, system-wide interoperability*
- *Rising liability costs”*

***- Center for Health Transformation, 2008***

# Our Response to These Growing Challenges....

## OPERATIONS EXCELLENCE

- Streamline, Standardize, & Waste Elimination

- Integrating People, Process, Knowledge, & Technology

### MALCOLM BALDRIGE

LEAN/DMAIC

Technology Enabled

*Patient-Centered/  
Employee Led*

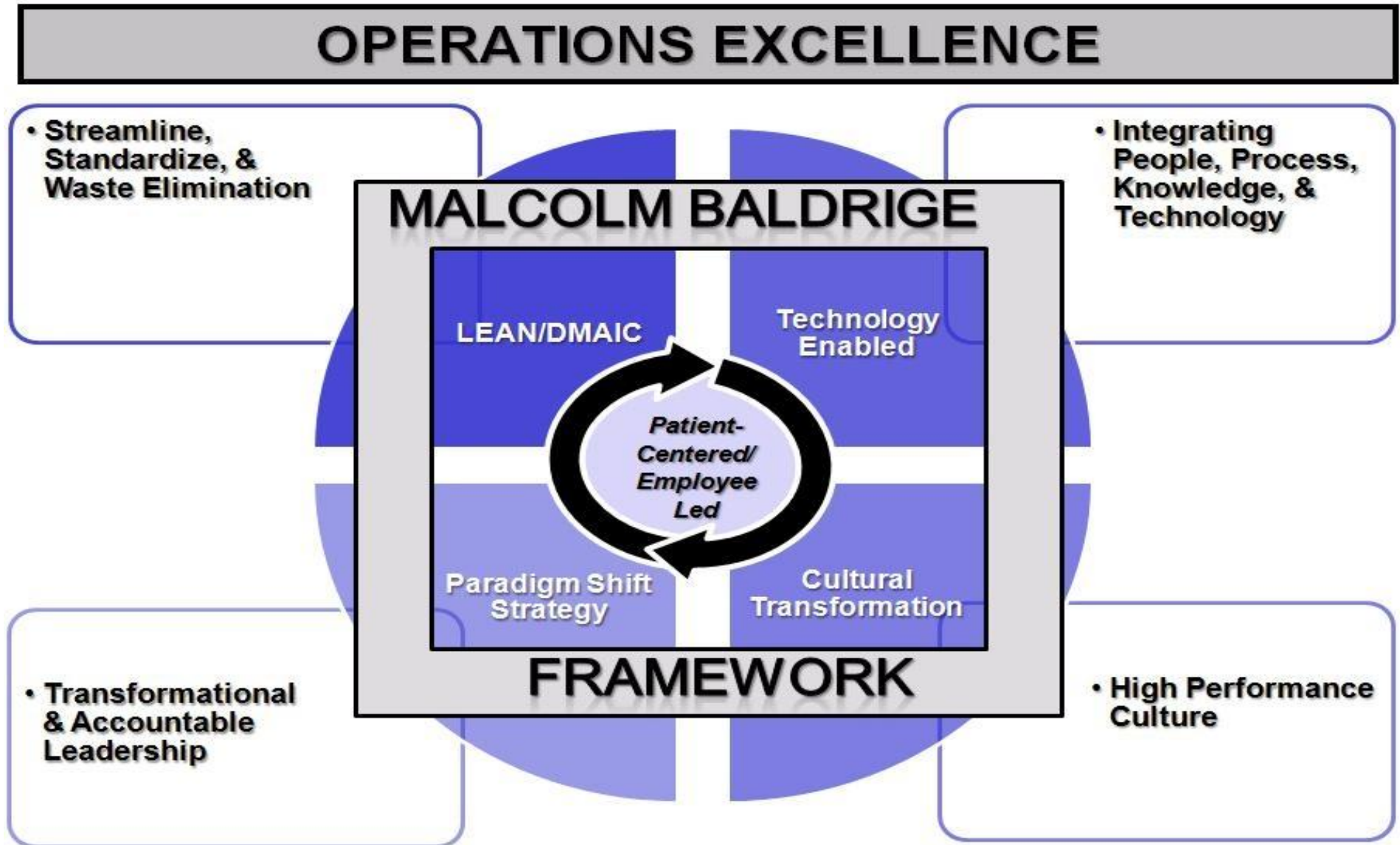
Paradigm Shift Strategy

Cultural Transformation

### FRAMEWORK

- Transformational & Accountable Leadership

- High Performance Culture



# Leveraging High Performance Framework...



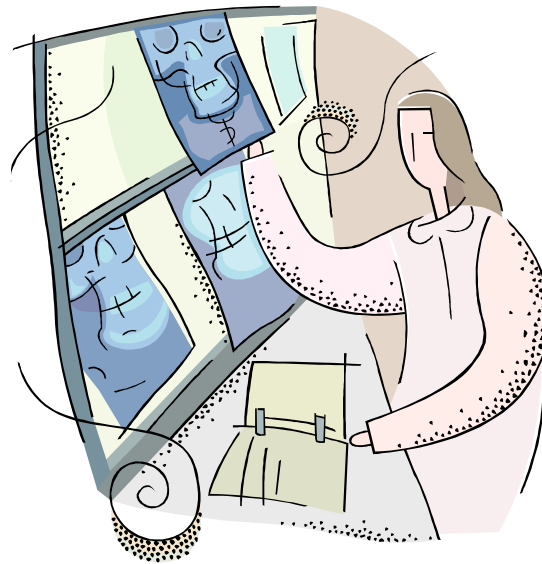
# How Leadership Drives Transformational Change...



# Transformational Change at its Best...

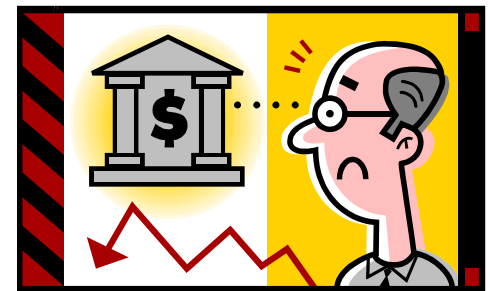
## Advocate Condell Medical Center Case Study

### Diagnostic Imaging



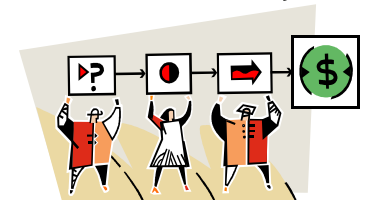
# The Initial Concern... (THE WHY)

- ▶ Bottom quartile patient satisfaction
- ▶ Greater than 16 hours for report turnaround time
- ▶ High percentage of denials and bad debt (only 53% scheduled appointments registered prior to service)
- ▶ Greater than 6% no-show rate
- ▶ Stagnant growth trends
- ▶ High percentage of abandoned/lost appointments
- ▶ Cumbersome registration/intake process
- ▶ Elongated patient wait times
- ▶ Low staff and physician morale



# The Solution and Best Practices... (THE HOW)

- ▶ Streamlined Registration/Intake Processes
  - Implemented “Regulating” – Scheduling & Pre-Registration combined prior to service
  - Implemented decentralized access points and registration at the point-of-service
- ▶ Instituted Patient Reminder Calls 24- 48 hrs prior to service
- ▶ Implemented voice recognition with 100% self-editing
- ▶ Developed a capacity/demand maximization system (i.e. stacked appointments)
- ▶ Created a “pull system” by scheduling to demand
- ▶ Hardwired service excellence strategy into customer experience (i.e. Boot-camp training on customer service)



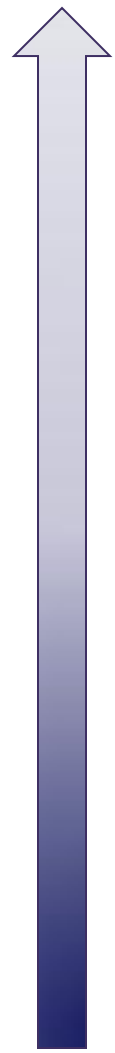
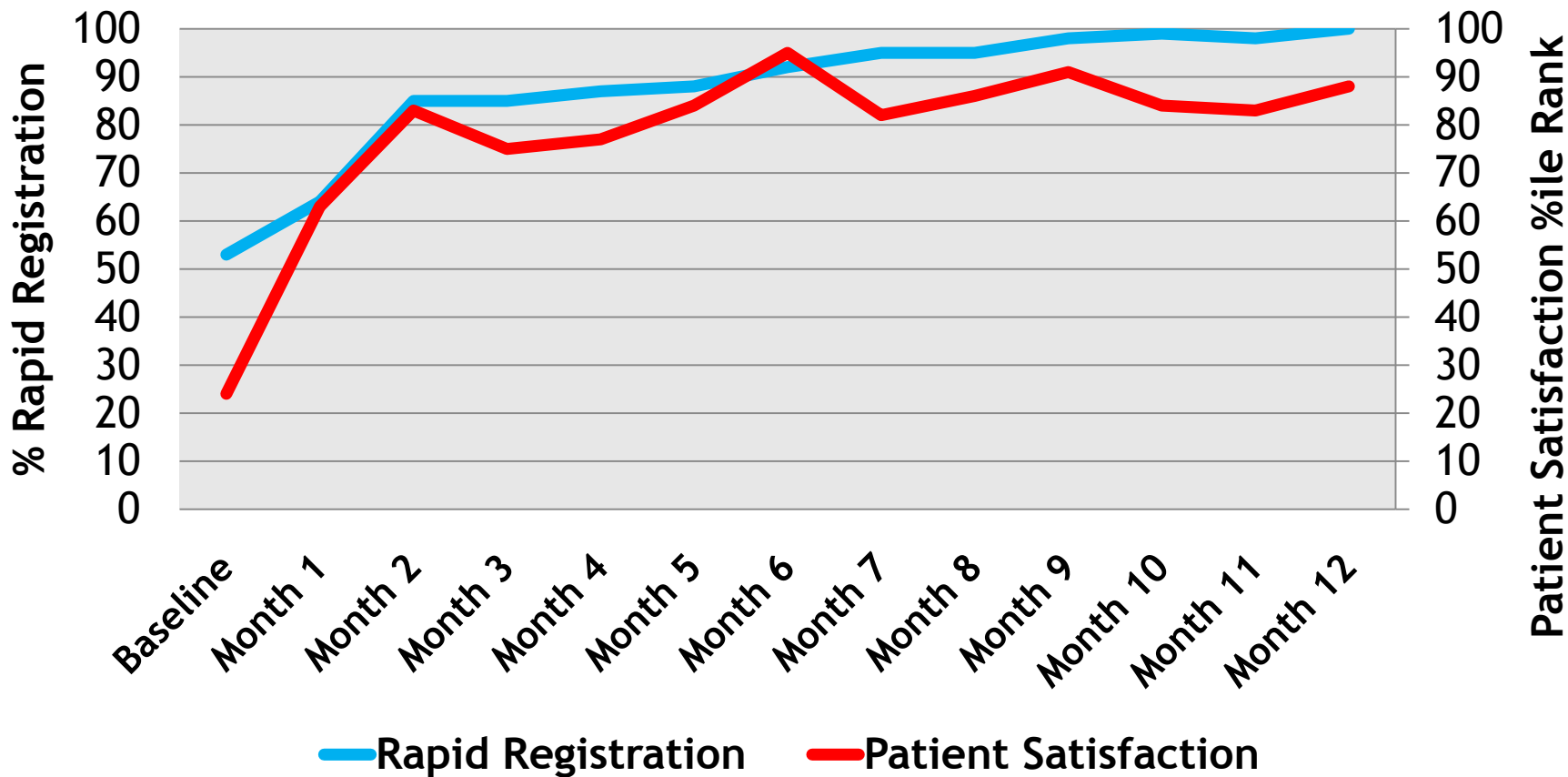
# The Outcomes... (THE WHAT)

- ▶ Greater than top quartile customer satisfaction (most recently 85<sup>th</sup>ile)
- ▶ Greater than 75% reduction in report turnaround time (from >16 hrs to <4 hrs)
- ▶ Reduced patient no-shows by greater than 65% (from 6% to less than 2%)
- ▶ Greater than 8% year-over-year profitable growth
- ▶ Reduced abandoned/lost calls by greater than 75% (from 30% to less than 8%)
- ▶ Reduced patient wait time by greater than 65% (from greater than 30 minutes to less than 10 min)
- ▶ Greater than 50% improvement in staff and physician satisfaction

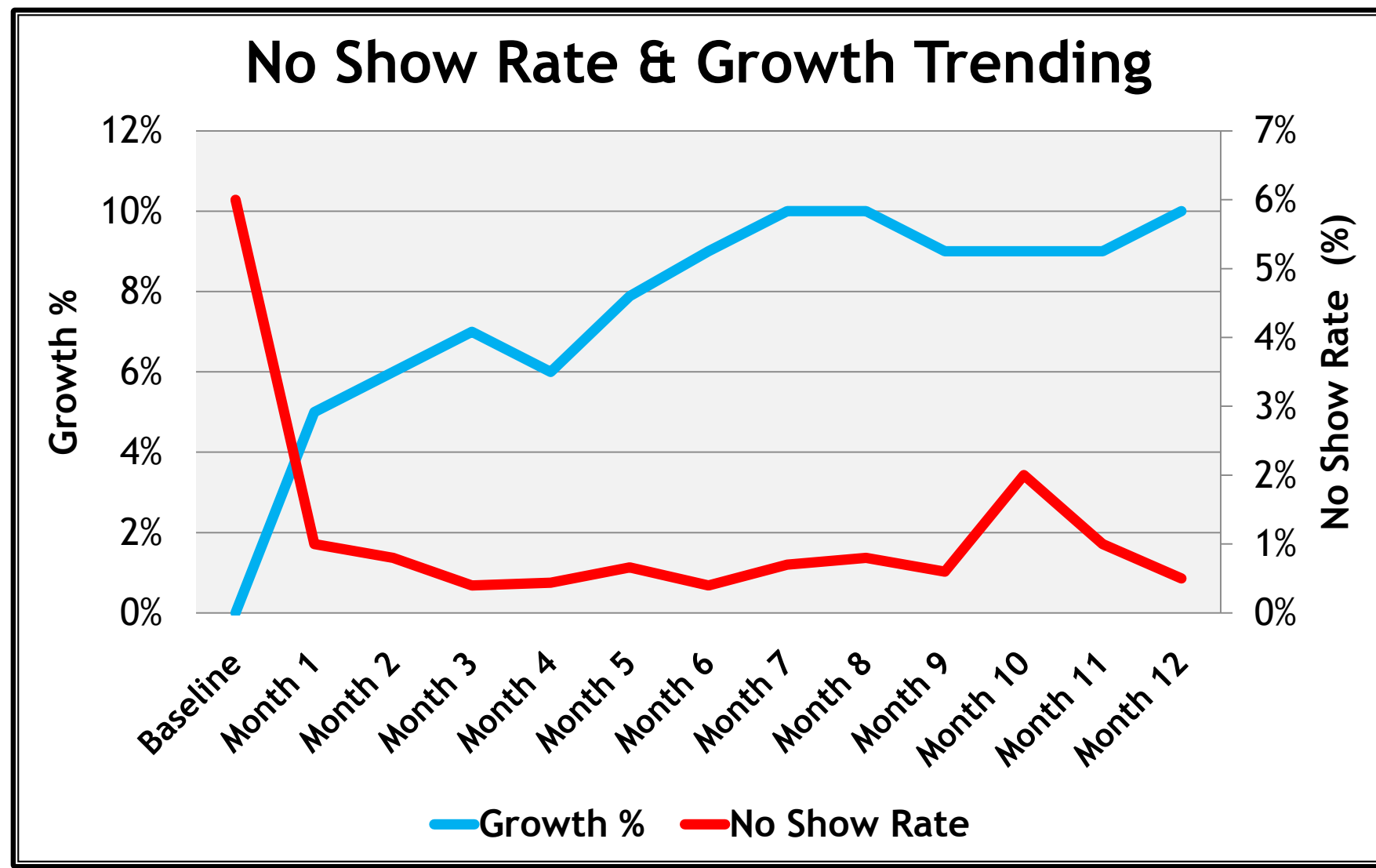


# Breakthrough Performance Dashboard

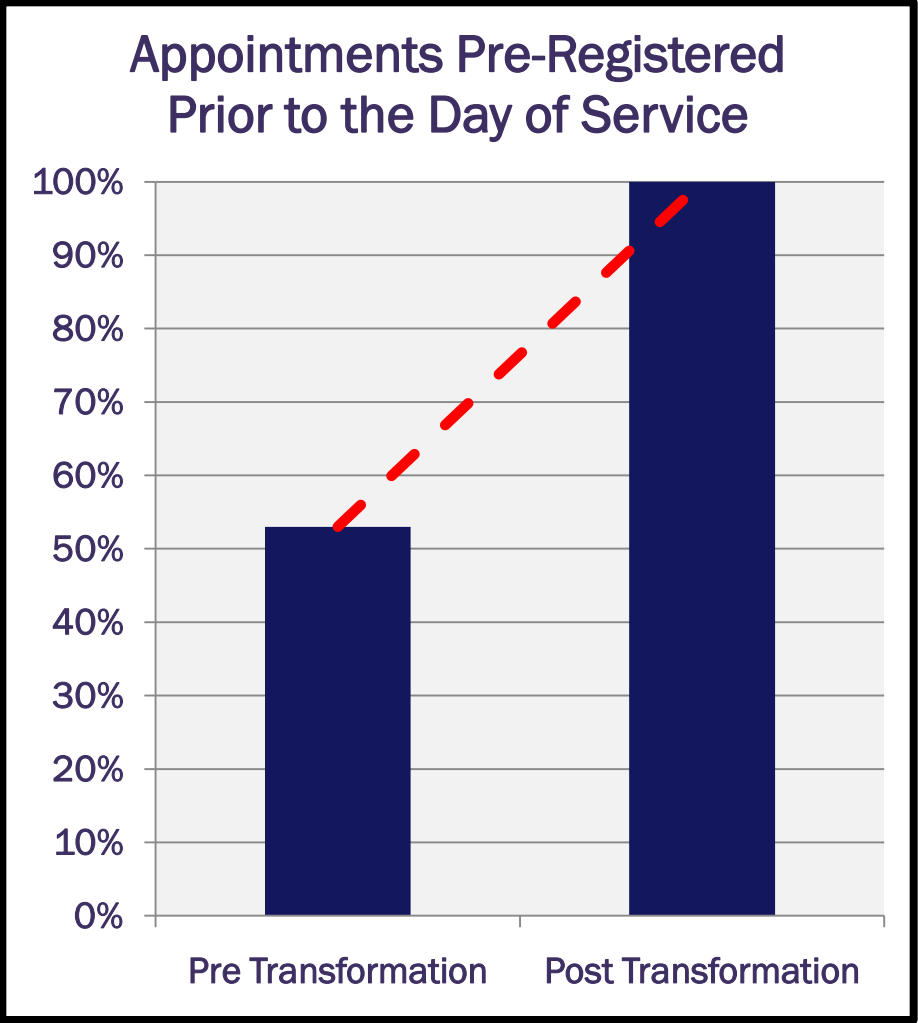
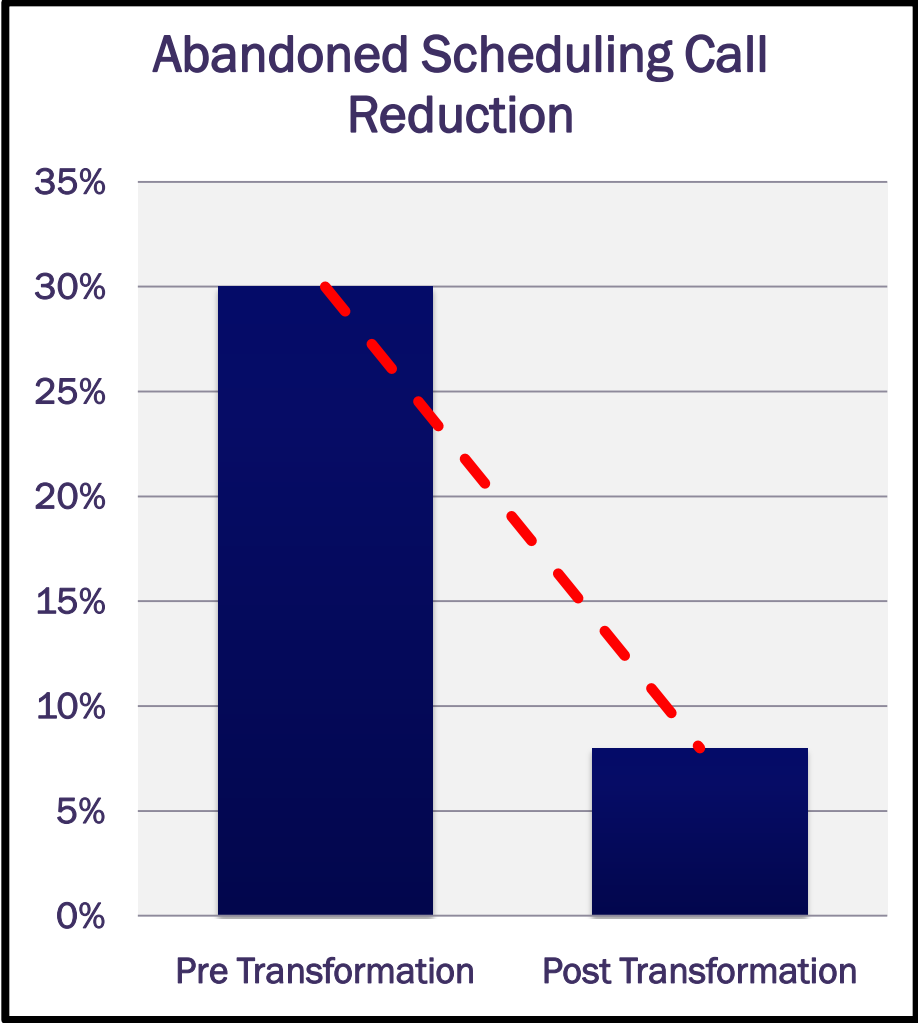
## Rapid Registration & Patient Satisfaction Trends



# Breakthrough Performance Dashboard



# Breakthrough Performance Dashboard



# Essential Elements of Sustainability & Success

**Conduct Readiness Check First**

**Understand and Articulate the “WHY”**

**Hardwire Accountability**

**Establish a High Performance Driven Culture**

**Establish a Learning System**

**Lead by Example**

**Empower and Engage Frontline Constituents**

**Embrace Continuous Change**

**Be Flexible With Your Improvement Vehicle**

**Provide Support, Praise, and Recognition**

# Conduct a Readiness Check First....

- ▶ Identify strategic and organizational priorities
- ▶ Assess the leadership structure and development needs
- ▶ Identify knowledge deficits and learning competencies
- ▶ Set deployment pace based on organization needs
- ▶ Accommodate for the time and resources that is required to allow change to happen
- ▶ Don't assume that everyone is at the same level of readiness



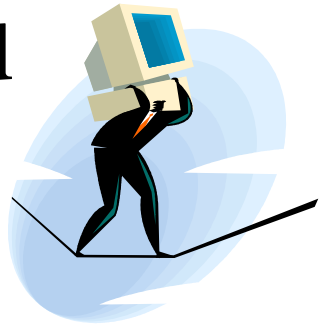
# Understand and Articulate the “WHY”

- ▶ Understand your business and your opportunities
- ▶ Ensure that the “WHY” is aligned with the organizational strategy and agenda
- ▶ Vocalize the importance of the change efforts throughout the organization
- ▶ Communicate the case for change in every agenda



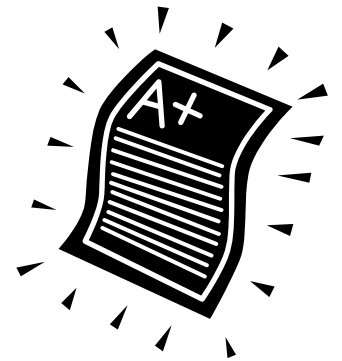
# Hardwire Accountability...

- ▶ Set clear expectations for yourself and others
- ▶ Take personal responsibility for performance and results
- ▶ Follow through and “do what you say you’ll do”
- ▶ Use standardized continuous improvement action plans (what is the action, who is accountable, when is the targeted completion date, how will you measure)
- ▶ Be transparent in all goals and measures
- ▶ Enforce consistent performance tracking and responsiveness



# Establish a High Performance Driven Culture...

- ▶ Have a relentless commitment to excellence – do not except mediocrity as an option..
- ▶ Develop leaders into “owners” versus “renters”
- ▶ Invest in coaching, developing, and mentoring people
- ▶ Foster open communication - up, down, and sideways
- ▶ Encourage an environment of creativity and “next practice” thinking
- ▶ Encourage teamwork and collaboration



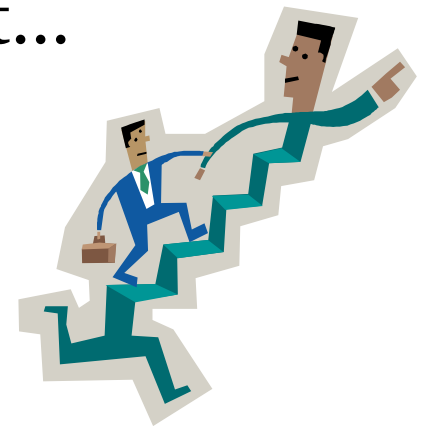
# Establish a Learning System...

- ▶ Deploy widespread learning on the change process prior to initiating any improvements
- ▶ Translate process improvement into a language that frontline workers can understand
- ▶ Provide structured and practical learning with applicable examples
- ▶ Incorporate “just in time” learning into improvement efforts
- ▶ Ensure that training/education is widespread and adapted to the senior leader level



# Lead By Example...

- ▶ Consistently role model values and behaviors
- ▶ Be actively visible...leadership should always be readily available, especially when problems occur
- ▶ Make change a standing agenda item in all meetings and venues... it needs to be seen as important
- ▶ Be willing to ask for support...even as leaders
- ▶ Provide real-time coaching in the moment...



# Empower and Engage Frontline Constituents...

- ▶ Enable and empower people who do the work to make the decisions (get to the grassroots level)
- ▶ Encourage employees to “learn by doing”
- ▶ Equip people with the tools and techniques to identify and solve problems
- ▶ Ensure a mechanism for ideas to be heard and for associates to have a “voice”
- ▶ Employees should be empowered to think and act like the CEO of the transformation experience

# Embrace Continuous Change...

- ▶ Understand the changes that need to be made
- ▶ Take an active part in the change process
- ▶ Don't underestimate time needed for change to become widespread
- ▶ Plan for shortfalls and missteps – and learn from them
- ▶ Enable associates to be change agents for what needs to get done
- ▶ Establish a foundation and shared need for change before improving processes

# Be Flexible With Your Improvement Vehicle...

- ▶ Focus on using the “right tool, for the right purpose, at the right time”
- ▶ Attack the broken system and not the people
- ▶ Focus on effective problem solving and root cause analysis
- ▶ Integrate leadership and behavioral accountabilities with process improvement tactics

# Provide Support, Praise, and Recognition...

- ▶ Show associates that efforts and dedication are appreciated
- ▶ Empower staff to take pride in their work
- ▶ Allow a platform for people to grow personally and professionally
- ▶ Lead with a “carrot” and not with a “stick”
- ▶ Promote staff who are able to deliver strategy
- ▶ Set people up for success
- ▶ Celebrate and market the WINS!!



# Closing Remarks...

- ▶ Embracing transformational change is a journey
- ▶ Achieving breakthrough performance requires vision, initiative, engagement, and inspirational leadership
- ▶ Transformation can only occur through the combination of integrating accountable leadership, excellent behaviors, and superior processes



# Questions & Answers...



# Speaker Contact Information...



**Dr. Airica Steed, RN, MBA, Ed.D**  
***Vice President, Professional Services***  
***Advocate Condell Medical Center***  
[Airica.Steed@advocatehealth.com](mailto:Airica.Steed@advocatehealth.com)  
**Phone: 847-990-5221**

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**James Timpe, M.S., CRA, RT, (N) (MR)**  
***Director, Radiology Services***  
***Advocate Condell Medical Center***  
[James.Timpe@advocatehealth.com](mailto:James.Timpe@advocatehealth.com)  
**Phone: 847-990-5384**