

“THE CENTEGRA STORY”

LESSONS LEARNED FROM LINCOLN AWARDS FOR EXCELLENCE

October 10, 2007

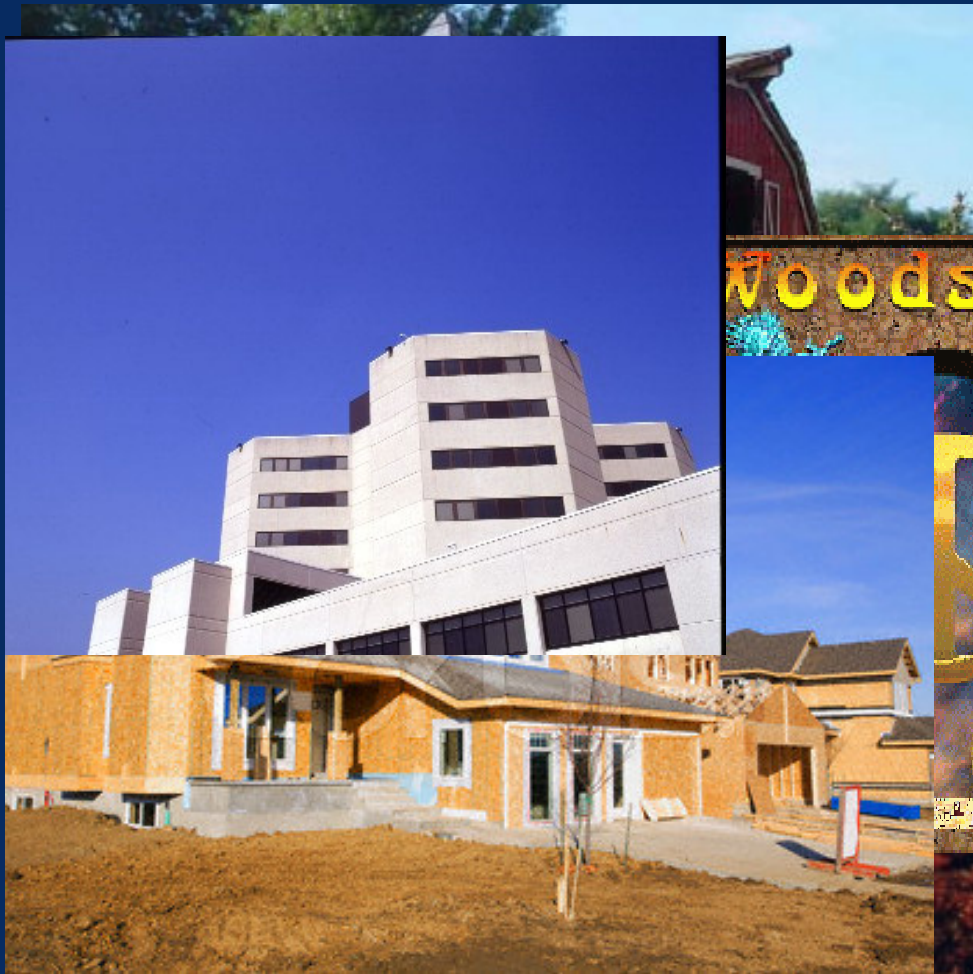
Michael S. Eesley

President/Chief Executive Officer

PURPOSE

- ✓ To provide a *brief overview* of the Centegra Health System's experience with the Lincoln Foundation for Performance Excellence award process.
- ✓ To frame today's presentation from a healthcare system perspective.
- ✓ To share "Lessons Learned" as a participant in the Lincoln Foundation Performance Excellence program.

THE HEALTH SYSTEM AND COMMUNITY



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Centegra Memorial Medical Center



Centegra Northern Illinois Medical Center



Michael Esley, Centegra Health System (R)
Silver Award
Illinois Representative Jack Franks (L)

MISSION STATEMENT

“To provide **quality** health care services with **innovative** and responsible use of resources and promote **wellness** for the greater McHenry County area.”

MISSION STATEMENT

quality
innovative

wellness

VISION STATEMENT

To be the **destination** system in the Midwest providing the clinical quality of a **Mayo** Clinic and the service quality of a **Ritz-Carlton** by 2010.

VISION STATEMENT

destination

Mayo Clinic
Ritz-Carlton

SITE VISIT @ CENTEGRA

- ✓ Examiners looked at our processes-work flow
- ✓ Our schedule started out structured and moved to customization as requested by examiners based on their findings
- ✓ Varies for each organization based on structure, culture and application. - demonstrates agility
- ✓ Interviews were: individual/small/large groups
- ✓ All Shifts

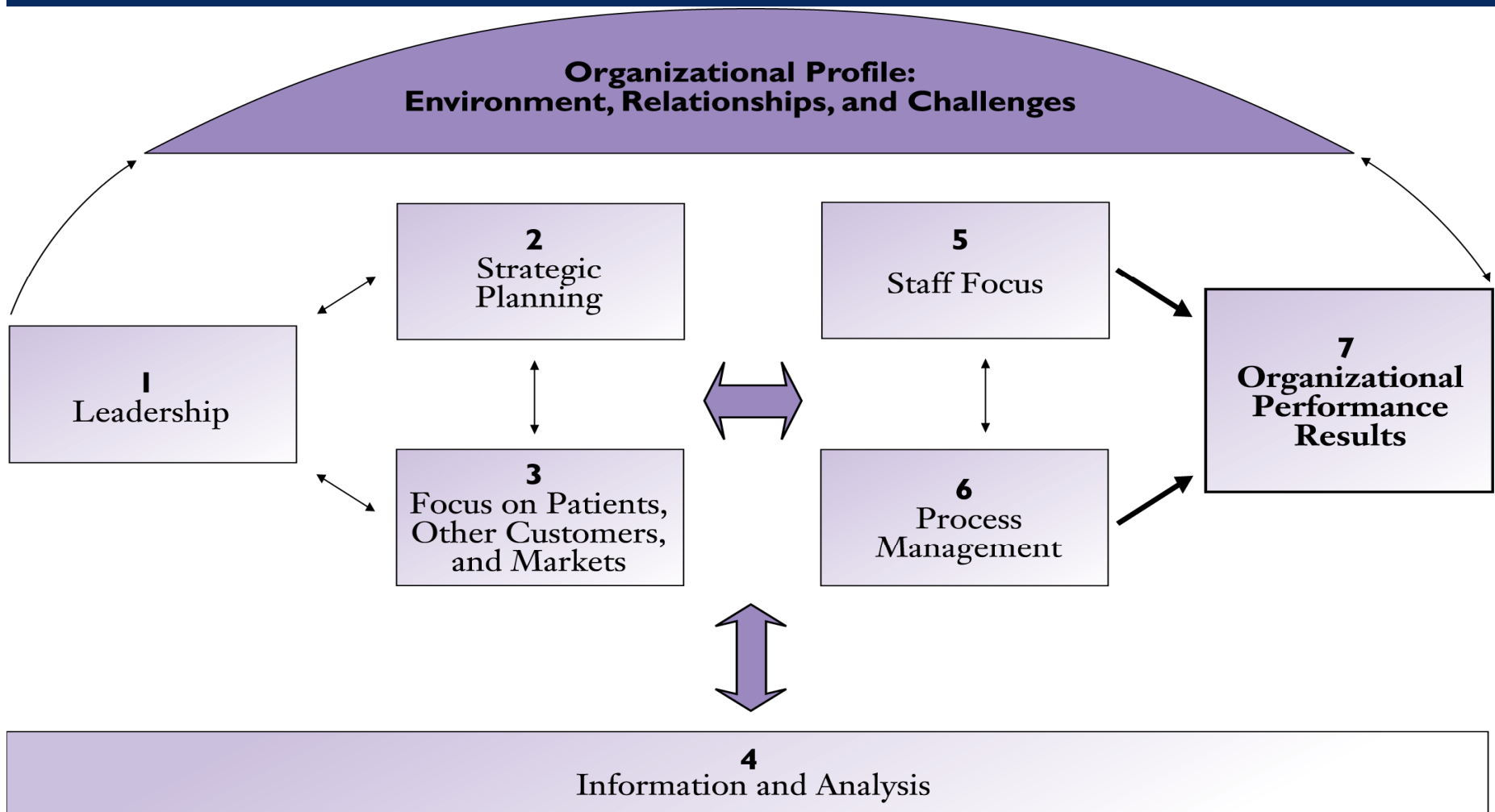
SITE VISIT PURPOSE

- ✓ To *verify* and clarify our application
- ✓ Not an audit
- ✓ To gather data to support application gaps.

BENEFITS

- Provided insight on our strengths and opportunities for improvement.
- Served as a catalyst to accelerate process improvement.

THE BALDRIGE CRITERIA FRAMEWORK: A SYSTEMS PERSPECTIVE



SITE VISIT ACTIVITIES

- ✓ They interviewed people at all levels
- ✓ They reviewed selected documents

SITE VISIT ACTIVITIES

- **Approximately 200 Examiner hours, 4.5 days.**
- **6 Centegra sites/facilities visited**
- **171 people interviewed**
 - ✓ **Scheduled individual interviews**
 - ✓ **Team interviews**
 - ✓ **Informal/impromptu interviews.**
 - ✓ **85 specific site visit issues verified/clarified**

PRACTICAL TIPS

How we managed this project:

- Created a Steering Committee
- Identified an internal writing team
- Presented an overview at our quarterly leadership development sessions.

JOURNEY FORCES THE ANSWERS TO:

- Who are we? (Our values and our vision)
- What do we do? (Our mission)
- Who do we do it for? (Our patients & physicians)
- How do we do it? (Our Processes)
- How well do we do it? (Our Performance Metrics)
- How do we know? (Our Feedback Mechanisms)

IS IT DIFFERENT THAN OTHER SURVEYS?

- Significant number of Associates involved vs. few
- Focused on story sharing versus checklists/audits
- Maintained a “Spirit of Learning” with all involved

ADLI PATHWAY

APPROACH

DEPLOYMENT

LEARNING

INTEGRATION

**R
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RESULTS

- Levels
- Trends
- Comparisons
- Linkages

QUESTIONS / FOCUS

- ***Succession Planning***
 - How will a successor be chosen?
 - How will the decision be made?
- **As CEO what keeps you awake at night?**
- ***Evidence of Servant Leadership***

QUESTIONS

- How do you ***Measure Success*** in of the 5 stars?
 - ✓ Which of the 5 are strongest/weakest?
 - ✓ What key activities address the weaknesses?
- What are you most proud of here at Centegra?
- Tell us what the Associates might say about ***Servant Leadership***?

QUESTIONS

- What does ***Servant Leadership*** look like?
- How do you make decisions as a ***Senior Team***?
- How do you make sure resources are addressed in the ***Strategic Plan***?
- How about when changes occur?
- What is a good example of how you, as a leadership team, make strategic decisions?

QUESTIONS

- ✓ How do you think you can use data better in your decision making?
- ✓ What is your greatest opportunity to improve processes?
- ✓ Tell us about your Open Forums?
- ✓ How does your “Shining Star” program work?

QUESTIONS

- What is Centegra's greatest opportunity for improvement?
- We want to assure common answers from all our leaders.
- If you were to be selected for the Lincoln Award is there anything that would embarrass and jeopardize the integrity of the Lincoln Award for Performance Excellence.

WHAT DOES LINCOLN QUEST ACCOMPLISH?

1. Valuable insights
2. Narrow performance gaps
3. *Formalize the informal*
4. Focus and align the culture

Q&A

ADDITIONAL RESOURCES

- Lincoln Website

 - ✓ <http://www.lincolnaward.org>

- Baldrige National Quality Program Website

 - ✓ <http://baldrige.nist.gov/History.htm>

- **Insights to Performance Excellence 2007: An Inside Look at the 2007 Baldrige Award Criteria,**
Author: Mark L. Blazey

CONTACT INFORMATION

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