



POUDRE VALLEY HEALTH SYSTEM

We're here for you.

Saving Lives with Baldrige

Craig Luzinski, MSN, RN, NEA, FACHE
Poudre Valley Health System



pvhs.org



POUDRE VALLEY HEALTH SYSTEM

We're here for you.

Poudre Valley Health System

- Private, locally owned, not-for-profit
- Full spectrum of healthcare services
 - 2 tertiary hospitals, outpatient campus, numerous satellite clinics
 - Regional medical hub for cardiac & trauma services, orthopedics, oncology, neonatal intensive care & bariatric surgery



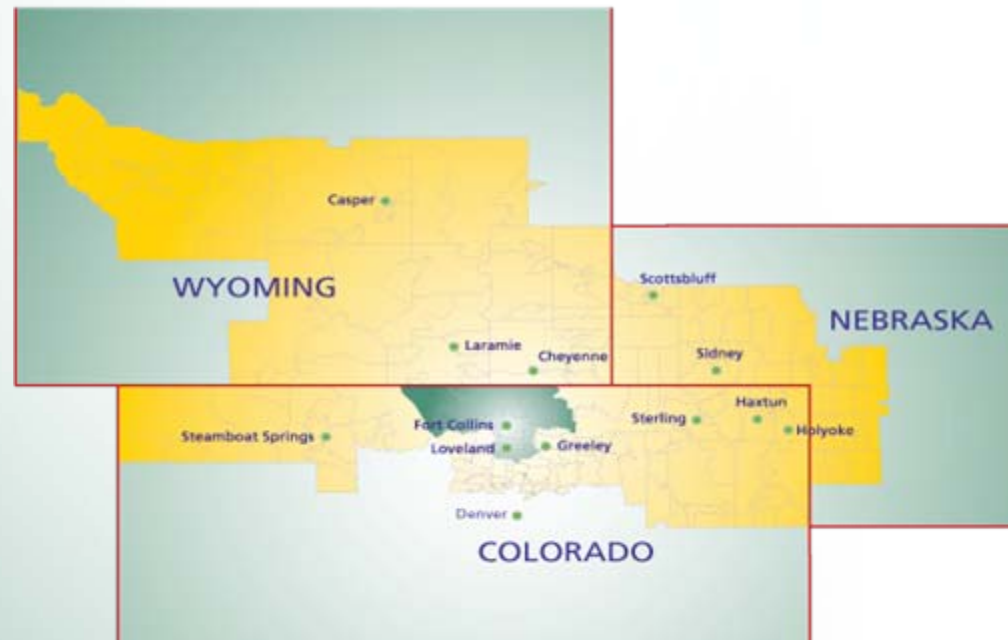


POUDRE VALLEY HEALTH SYSTEM

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Poudre Valley Health System

- Service area: Northern Colorado, Wyoming & Nebraska
- 4,500 employees, 600 primarily independent physicians & 800 volunteers
- \$1 billion in annual revenue





POUDRE VALLEY HEALTH SYSTEM

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Where Our Journey Started

- Community hospital serving Fort Collins, Colorado
- 1,500 employees, 300 independent physicians & 575 volunteers
- 24% annual employee turnover
- 5 CEOs in 4 years
- \$250 million in annual revenue
- Changing healthcare market
- Demand for physician integration



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The Baldrige Journey

- Leadership: Find an improvement model
- The Work Horse Philosophy

FIRSTLOOK

News, announcements and other important stuff for the PVH staff

August 22, 1997

FLOODBUSTER bustin' out today

An 8-page newsletter will be available in *FirstLook* distribution boxes later this afternoon.

Produced by Turning Point and Public Relations, *FloodBuster* offers advice to help employees and community members deal with anxiety, stress and emotional problems associated with the flood of 1997 (or other critical incidents, for that matter). The newsletter will be

Assessment underway for Malcolm Baldrige process

Employees selected at random throughout the PVH System are filling out a 4-page questionnaire designed to give a view of how well we ensure quality service for customers, employee satisfaction and financial success.

The questionnaire will provide basic information needed for the Level I assessment for the Baldrige process.

The results will put us on the pathway to a more rigorous assessment, called Level II, that will be done in the fall.

For the Level II assess-

✓ *Leadership—how our organization is managed.*

- Senior managers define and communicate our organization's mission, including what is important.
- Senior managers effectively communicate needs and expectations to the organization.

✓ *Strategic planning—how we develop strategy for the future.*

- Our organization's plans are communicated in an appropriate amount of detail across the organization, to all employee levels.
- Our organization has

Malcolm Baldrige Committee

The following employees have been named to the Malcolm Baldrige Team.

The team will conduct system-wide assessments and do other work as part of our effort to move the Baldrige process into our corporate culture and develop an application for the national





POUDRE VALLEY HEALTH SYSTEM

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PVHS Global Business Strategy A GUIDE TO PERFORMANCE EXCELLENCE

Communicate Direction

Vision

To provide world-class health care

Mission

The mission of Poudre Valley Health System (PVHS) is to be an independent, non-profit organization, providing innovative, comprehensive care of the highest quality and exceeding customer expectations.

Values

Quality
Compassion
Confidentiality
Dignity/Respect
Equality
Integrity

1. STRATEGIC OBJECTIVE

Attract, engage, develop and retain a quality PVHS team, continuously improving the culture.

2. STRATEGIC OBJECTIVE

Strengthen and expand PVHS' market position and service portfolio, exceeding the healthcare needs of a diverse and growing marketplace.

3. STRATEGIC OBJECTIVE

Build collaborative and meaningful partnerships with physicians and other members of the medical community.

4. STRATEGIC OBJECTIVE

Achieve superior clinical outcomes utilizing customer-focused, evidence-based care.

5. STRATEGIC OBJECTIVE

Provide outstanding service to each PVHS customer.

6. STRATEGIC OBJECTIVE

Improve PVHS's financial performance and strength in order to fulfill the organization's vision and mission.

SYSTEM STRATEGIC PLAN

SYSTEM BALANCED SCORECARD

SMG BALANCED SCORECARD

Department
Balanced
Scorecard

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Scorecard

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Scorecard

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INDIVIDUAL PERFORMANCE REVIEW

EVALUATION AND IMPROVEMENT

Set Direction

Our Beliefs





POUDRE VALLEY HEALTH SYSTEM

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Plan & Align

PVHS Global Path to Success

A GUIDE TO PERFORMANCE EXCELLENCE

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INDIVIDUAL PERFORMANCE REVIEW

EVALUATION AND IMPROVEMENT





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EVALUATION AND IMPROVEMENT

Execute the Plan & Drive Performance





PVHS Global Path to Success

A GUIDE TO PERFORMANCE EXCELLENCE

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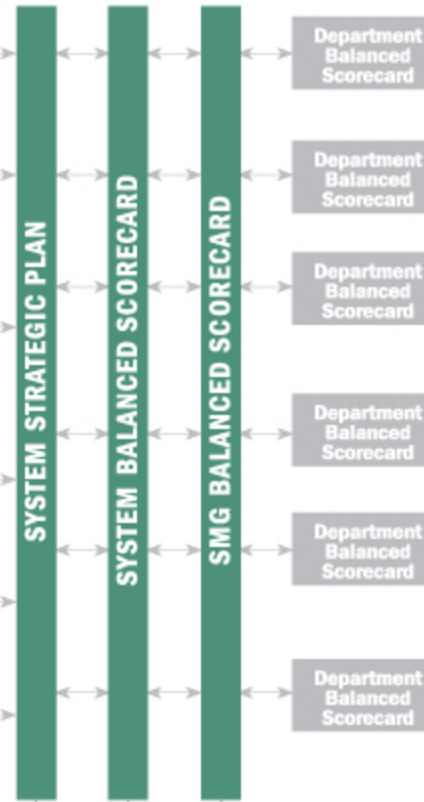
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Develop People





PVHS Global Path to Success

A GUIDE TO PERFORMANCE EXCELLENCE

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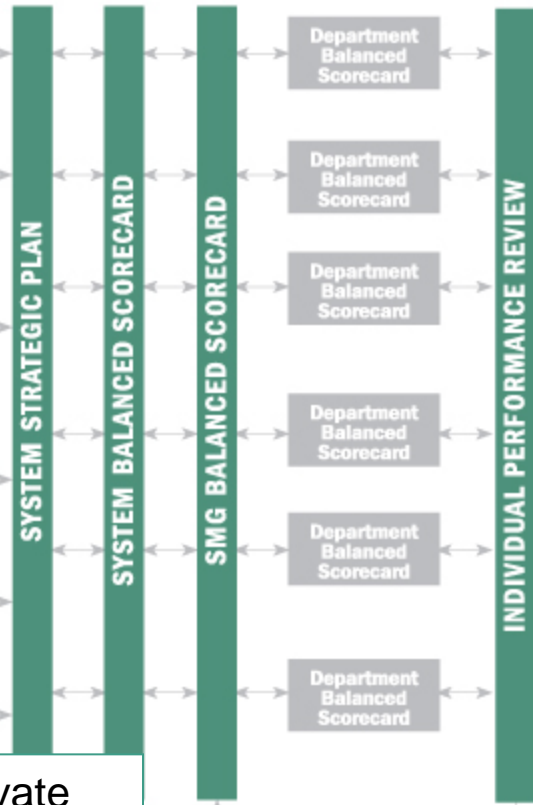
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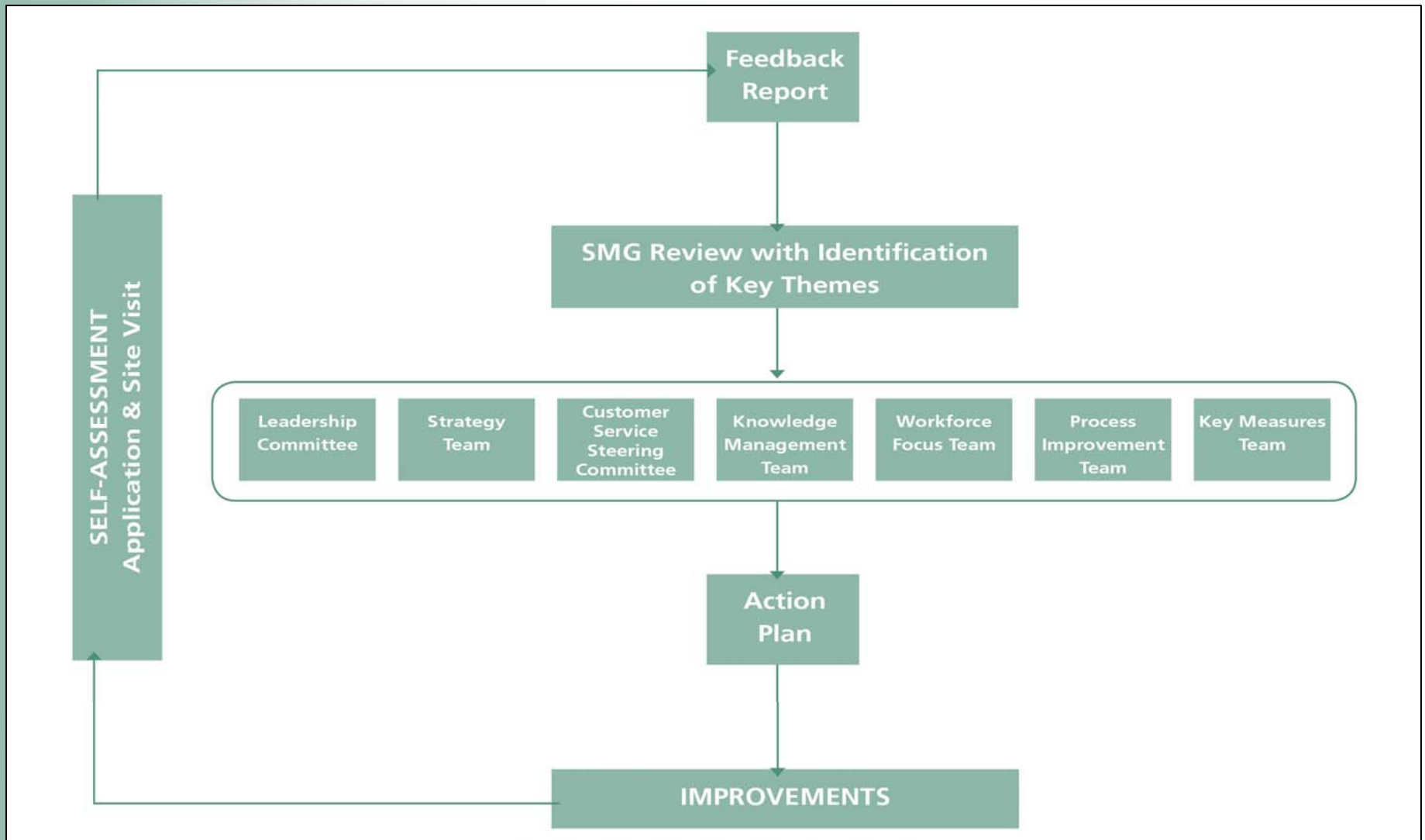
Learn, Share & Innovate

EVALUATION AND IMPROVEMENT





The Framework: Performance Excellence Cycle





SDD Timeline

		November	December	January	February	March	April	May	June	July	August	September	October	November	December		
Strategy Development	STRATEGIC PLAN & BSC						BOARD ANNUAL RETREAT <ul style="list-style-type: none"> Review draft of future year strategic plan (SOs and Goals). Review major new directions. Approve 5 year financial plan including capital needs. Every 3rd year, review 10-15 year strategy with consultant. Strategic Planning Committee revision draft strategic plan. 	<ul style="list-style-type: none"> Strategic Planning Committee reviews draft strategic plan. 		<ul style="list-style-type: none"> Strategic Planning Committee reviews draft strategic plan. 			BOARD FALL RETREAT <ul style="list-style-type: none"> Review and approve strategic plan. 			<ul style="list-style-type: none"> Finance Committee reviews budget. 	<ul style="list-style-type: none"> Approve budget and system BSC measures.
	Directors and Physicians with SMG	LEADERSHIP RETREAT <ul style="list-style-type: none"> Begin strategic development process with director SWOT, strategic discussion. 		SMG RETREAT <ul style="list-style-type: none"> Gather data; physicians, suppliers, patients, community, staff, conduct SWOT, other data analysis. Establish strategic priorities. Update 5 year financial plan. Every 3rd year, conduct 10-15 year strategy with consultant. 	<ul style="list-style-type: none"> Communicate strategic priorities to Leadership 	<ul style="list-style-type: none"> Physician Leadership Input/SWOT 		<ul style="list-style-type: none"> Incorporate Board recommendations into Strategic Plan. Draft Strategic Plan. 						<ul style="list-style-type: none"> Determine system BSC measures, including those that cascade to the facility, SMG & department BSCs 		<ul style="list-style-type: none"> Finalize system BSC measures. Complete definitions document for each measure on the system BSC. Finalize facility, SMG & department BSC. 	
	Directors with SMG						<ul style="list-style-type: none"> Update 5 year capital plan. 			<ul style="list-style-type: none"> Refine Strategic Plan by determining priority action items that will best accomplish the goals, what measures and what resources are needed to carry out the action items. Determine what resources and action items are needed for specific department projects (operations, IT and capital). 				<ul style="list-style-type: none"> Roll out final Strategic Plan to Directors & Physicians. Finalize facility, SMG and department BSC templates. Add department specific measures and goal ranges, if applicable. 			
	SMG								<ul style="list-style-type: none"> Capital budget first roll up. Develop and finalize operating budget parameters, include volume projections. 				<ul style="list-style-type: none"> Operating budget first roll up. 				
BUDGET	Directors with SMG							<ul style="list-style-type: none"> Roll out information on capital budget parameters. Complete capital budget requests. Receive operating budget parameters. 			<ul style="list-style-type: none"> Draft department operational budgets 	<ul style="list-style-type: none"> Balance budget requests with budget parameters. Reconcile budget and the BSCs with the approved strategic plan. 					
	SMG																
		PERFORMANCE EXCELLENCE TEAMS MEET ON MONTHLY BASIS															
Deployment	PLAN DEPLOYMENT																
	WORKFORCE Current Year Execution			<ul style="list-style-type: none"> Activate current year strategic plan, BSC and budget 					<ul style="list-style-type: none"> Deployment via recommendations of Strategy Performance Excellence Team On-going evaluations, actions as needed SMG meetings Capital/operations/contingency budgets Financial review meetings Director/SMG routine meetings Leadership Team Meetings GPS Forums for Employees and Volunteers Learn & Lead 								



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Core Competencies





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POUDRE VALLEY HEALTH SYSTEM

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Vision: To Provide World-Class Healthcare

Definition of World-Class:

Striving for results in the 90th percentile or top 10% of available national comparative databases



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Craig
Trauma patient





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Engaging Employees

- Listen & Respond
- Promote Team Culture
- Encourage Culture of Appreciation
- Link Individual Goals to Vision



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Link Individual Goals to Vision

MY PVHS GOALS



As a new employee, my goals to help PVHS achieve its vision are:

1. *Live the Behavior Standards*
2. *Learn how to excel at my job*

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MY PVHS GOALS



My performance review goals to help PVHS achieve its vision are:

1. *Live the Behavior Standards*
2. Goal: _____
3. Goal: _____

ALTH SYSTEM

MY PVHS GOALS



As a volunteer, my goals to help PVHS achieve its vision are:

1. *To understand that the vision of PVHS is to provide world class health care and that this information is attached to my badge.*
2. *To live the Behavior Standards.*

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POUDRE VALLEY HEALTH SYSTEM

We're here for you.

Engaging Physicians

- Listen & Respond
- Partner
- Integrate into Team Culture



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Results



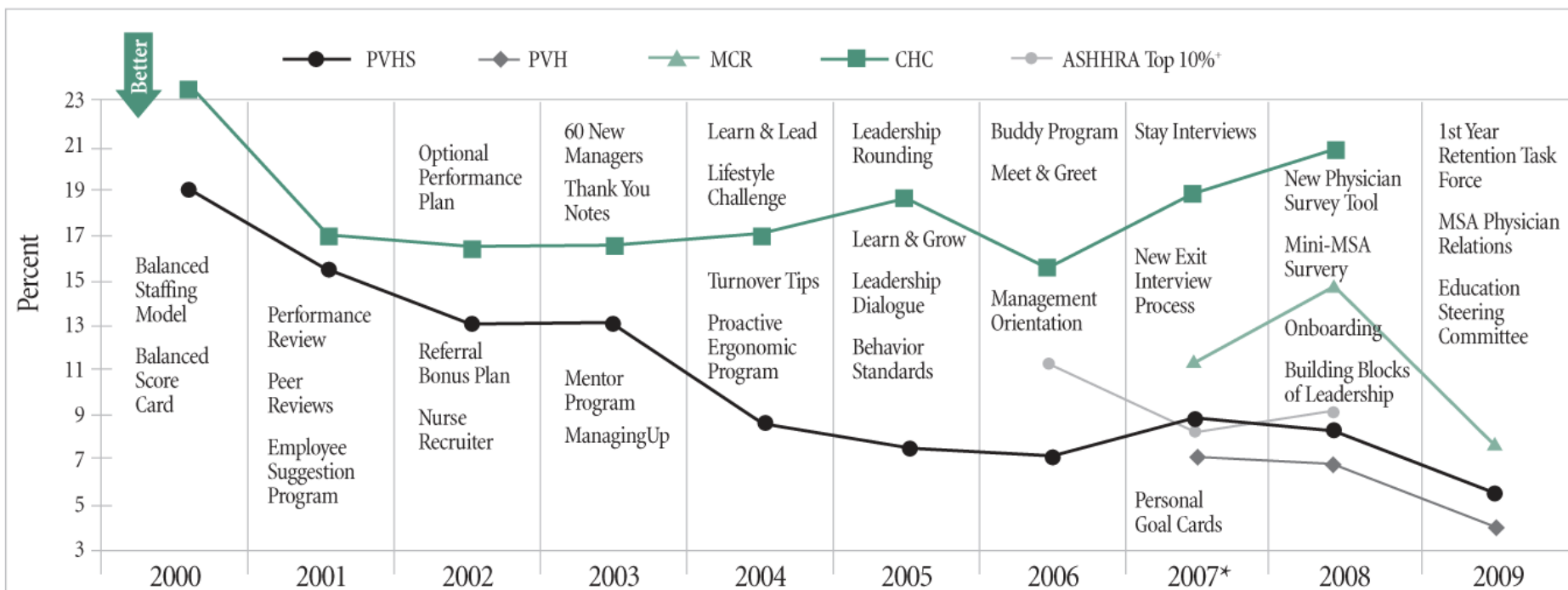
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Gabriel, NICU "Graduate"



Workforce-Focused Outcomes

Staff Voluntary Turnover



*Increased turnover expected due to opening of MCR. Other new Colorado hospitals reported first-year turnover rates approaching 50%.

*American Society for Healthcare Human Resources Administration



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Workforce-Focused Outcomes

Physician Engagement Scorecard

	Percentile Rank In National Physician Database
Engagement Score	90 th
Loyalty Score	96 th
Attachment Score	89 th
<i>Source: Gallup, 2009</i>	



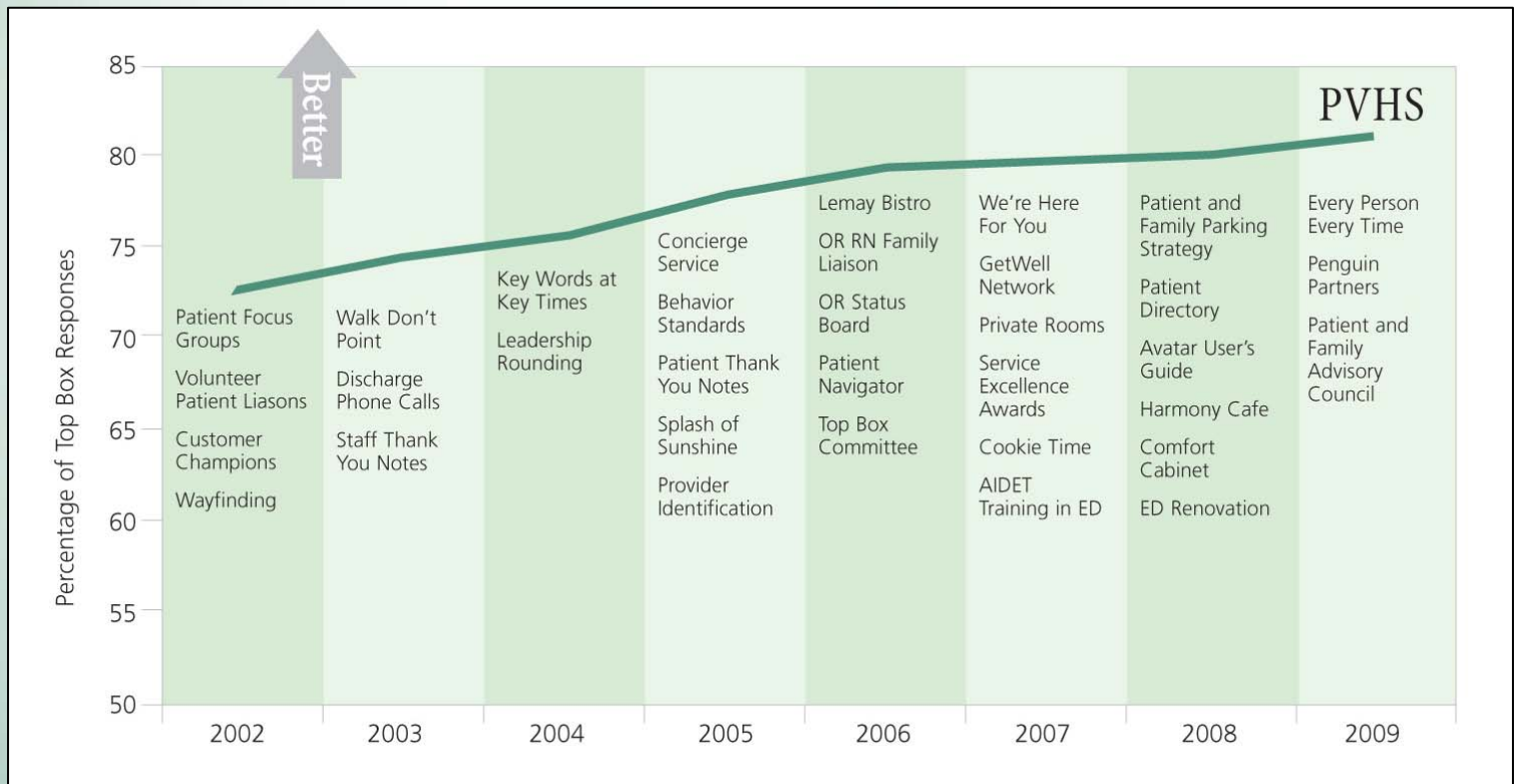


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Customer-Focused Outcomes

Top Box Scores for Patient Satisfaction



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8 years of consistent improvement

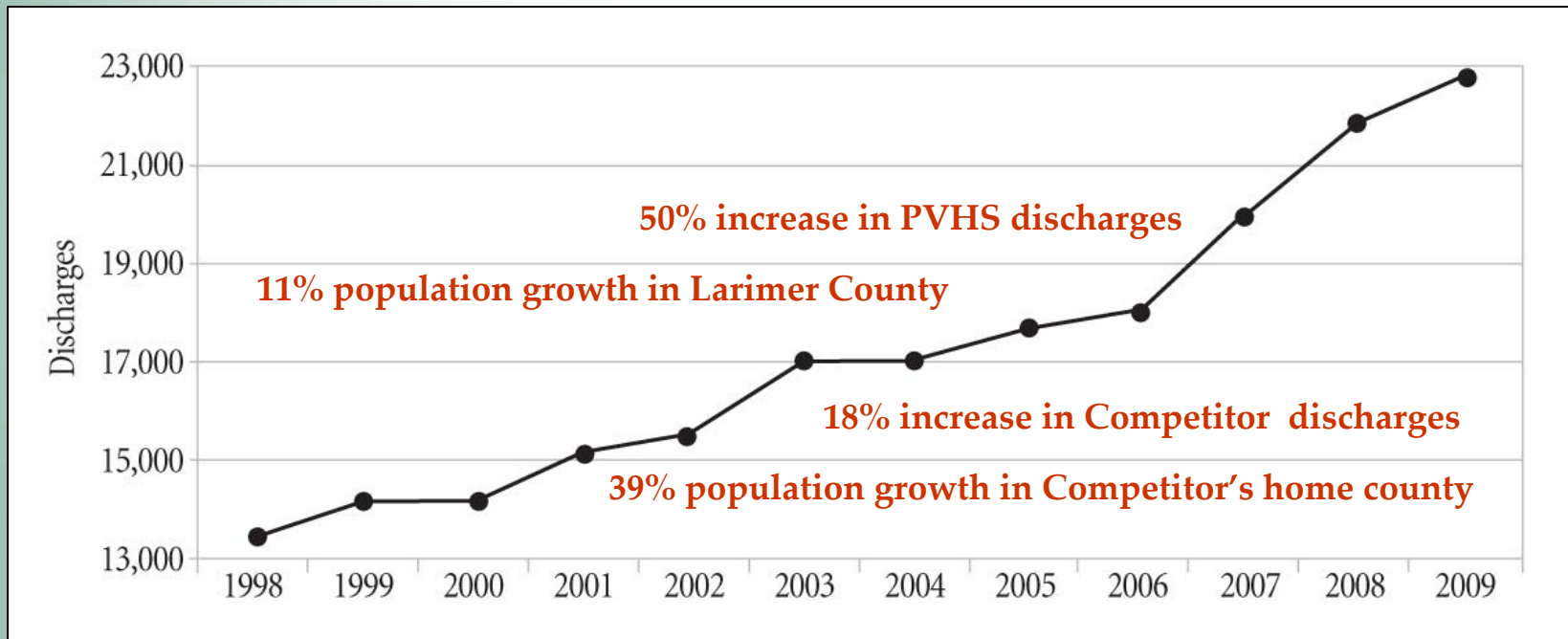


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Financial & Market Outcomes

Patient Discharges: 50% increase since 1st Baldrige application



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Challenging Times...

- Increased hospital discharges almost 50% with only 11% population growth
- Doubled the workforce
- Added 2nd hospital, outpatient campus & numerous offsite clinics
- Expanded service area from Fort Collins community to 50,000 square miles in Colorado, Wyoming, Nebraska



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World-Class Results

- Top 10% for inpatient mortality, patient satisfaction, employee satisfaction & physician engagement
- Thomson Reuters Top 100 Hospital for 5 consecutive years
- Top 100 Best Places to Work for last 2 years, *Modern Healthcare*
- Magnet designation since 2000
- NDNQI Outstanding Nursing Quality Award for last 3 years



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POUDRE VALLEY HEALTH SYSTEM

We're here for you.

Our Vision

To provide
world-class
health care



Molly
4th generation treated at PVH



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