NewYork-Presbyterian Hospital:

Building a Systemwide Framework for Excellence

Emme Levin Deland

Agenda

- Who We Are

- Critical Success Factors

  - Management Systems

  - People Development

  - Communications

  - Performance Excellence

NewYork-Presbyterian
The University Hospital of Columbia and Cornell

NewYork-Presbyterian Hospital (NYP)

Weill Cornell Med Ctr

42,000 Dschrgs

Morgan Stanley Children's Hosp

16,000 Dschrgs

Columbia Univ. Med Ctr

30,000 Dschrgs

Payne Whitney Westchester

4,000 Dschrgs

Allen Pavilion

13,000 Dschrgs

Affiliated With Two Premier Medical Schools

- Columbia College of Physicians & Surgeons

- Weill Medical College of Cornell University

- Medical Schools Ranked Highly by US News

- Over $550 Million Combined NIH Research

- Scientific & Technological Innovation

- Public Health Leadership

4

A Major Academic Medical Center

- 2,300 Certified Beds

- 106,000 Discharges

- 12,400 Births

- 1,700,000 Ambulatory Visits

- 15,000 Employees*

- $2.4 Billion Operating Budget**

- 4,300 Faculty Physicians

- 1,200 Residents

- 240 ACGME Approved Fellows

- Over 120 Fully Accredited Training Programs

*Excludes 1939 House staff FTE
**2004 Operating Budget

At the Center of Our Healthcare System & Community Services

NYP System	
• **Facilities**	**60***
• **Dschrgs**	**600,000**
• **Employees**	**64,000**
• **Physicians**	**18,000**
• **Care for NY Metro Area****	**25% of Residents**
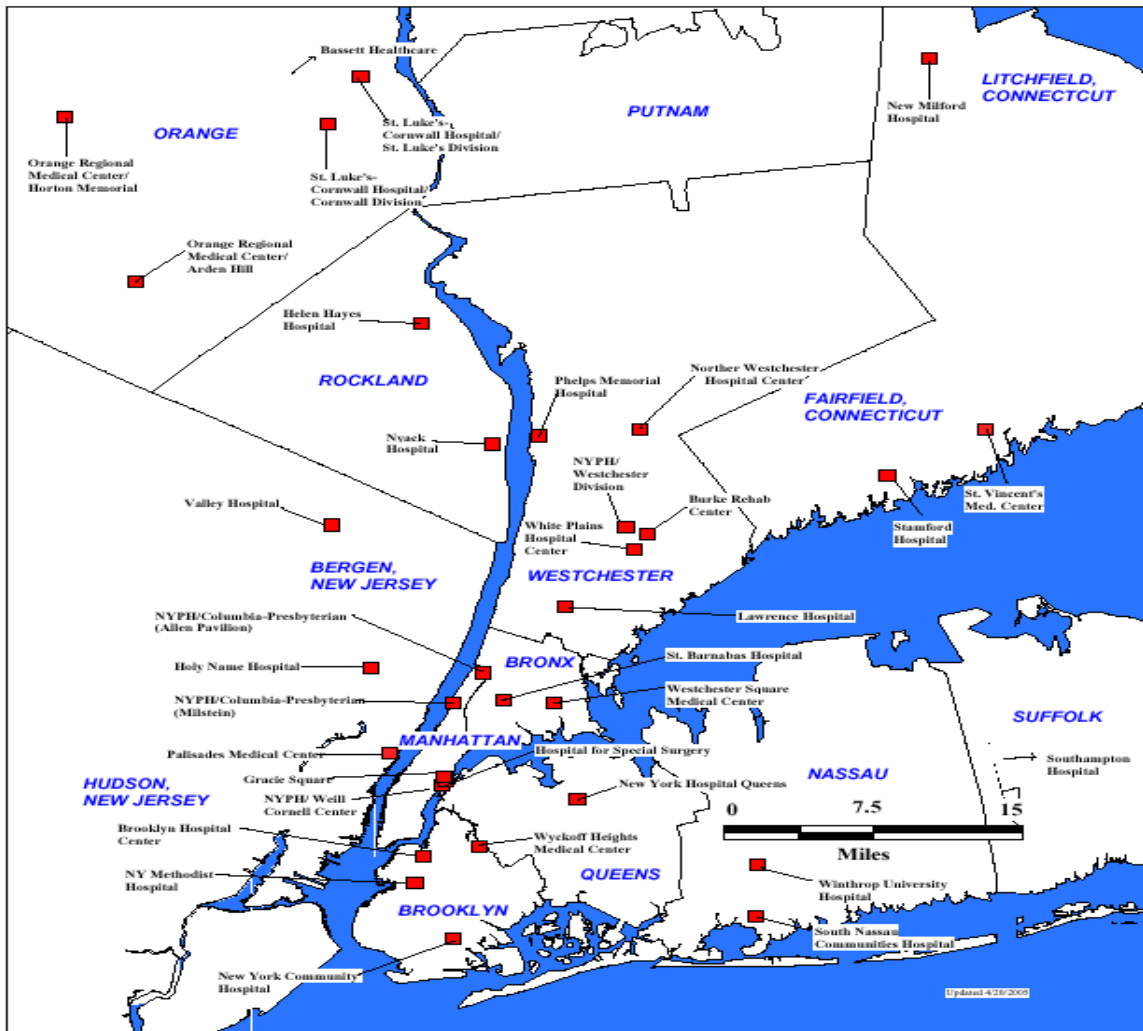
*Facilities include hospitals, nursing homes, and specialty institutions

**NY Metro Area includes 5 boroughs of NY, Westchester, Rockland, Orange, Nassau; Fairfield and Litchfield,CT; Bergen and Hudson Cty, NJ

NYP Rising in U.S. News & World Report Rankings

Year	Ranking
2005	7
2004	9
2003	11
2002	12
2001	13
2000	16

Source: US News & World Report Hospital Rankings

Management Systems

Our Vision

To Be Among

the Very Top Academic Medical Centers in Clinical and Service Excellence, Patient Safety,

Research and Education

NewYork-Presbyterian Hospital
2005 Strategic Initiatives
Built On Unyielding Integrity And Dedicated To Our Patients

People Development
Energized, Challenged & Committed

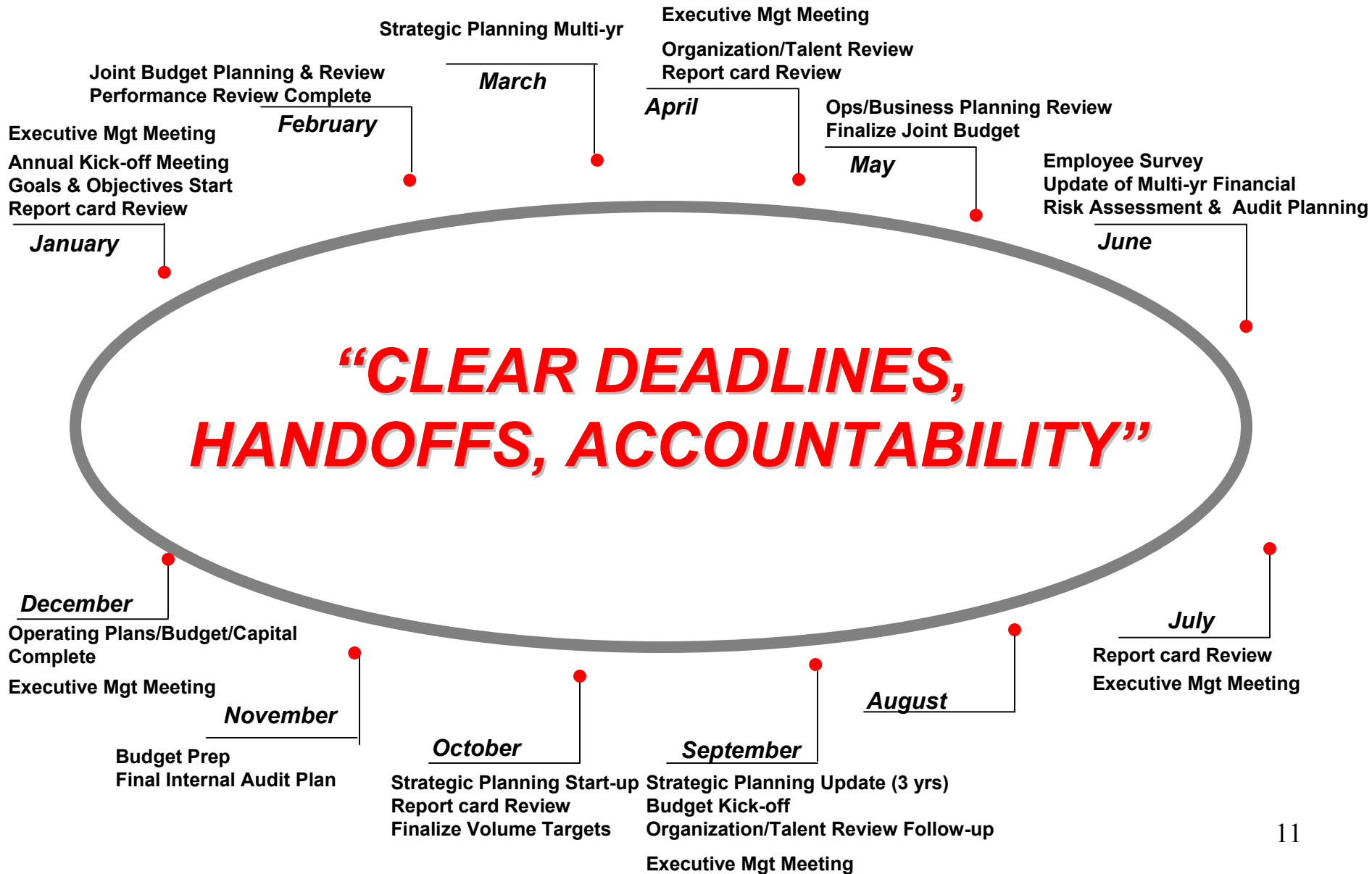**Performance Excellence**
Quality, Efficiency & Service

Information Technology
Dynamic & Data-Driven

Innovation
New Ideas

Strategic Growth
Volume & Access

The Power of the Partnership

2005 NYP Operating Calendar

Strategic Planning Multi-yr

March

Executive Mgt Meeting

Organization/Talent Review
Report card Review

April

Joint Budget Planning & Review
Performance Review Complete

February

Ops/Business Planning Review
Finalize Joint Budget

May

Executive Mgt Meeting

Annual Kick-off Meeting
Goals & Objectives Start
Report card Review

January

Employee Survey
Update of Multi-yr Financial
Risk Assessment & Audit Planning

June

"CLEAR DEADLINES, HANDOFFS, ACCOUNTABILITY"

December

Operating Plans/Budget/Capital Complete

Executive Mgt Meeting

November

Budget Prep
Final Internal Audit Plan

October

Strategic Planning Start-up
Report card Review
Finalize Volume Targets

September

Strategic Planning Update (3 yrs)
Budget Kick-off
Organization/Talent Review Follow-up

Executive Mgt Meeting

August

July

Report card Review
Executive Mgt Meeting

11

The Operating Calendar: Objectives

- **Establish Timeframe for Major Initiatives**

- **Provides Universal Roadmap**

- **Instills Management Discipline**

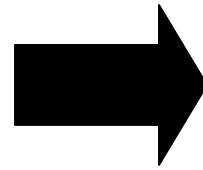# 2005 Major Events: Planning Timeline

13
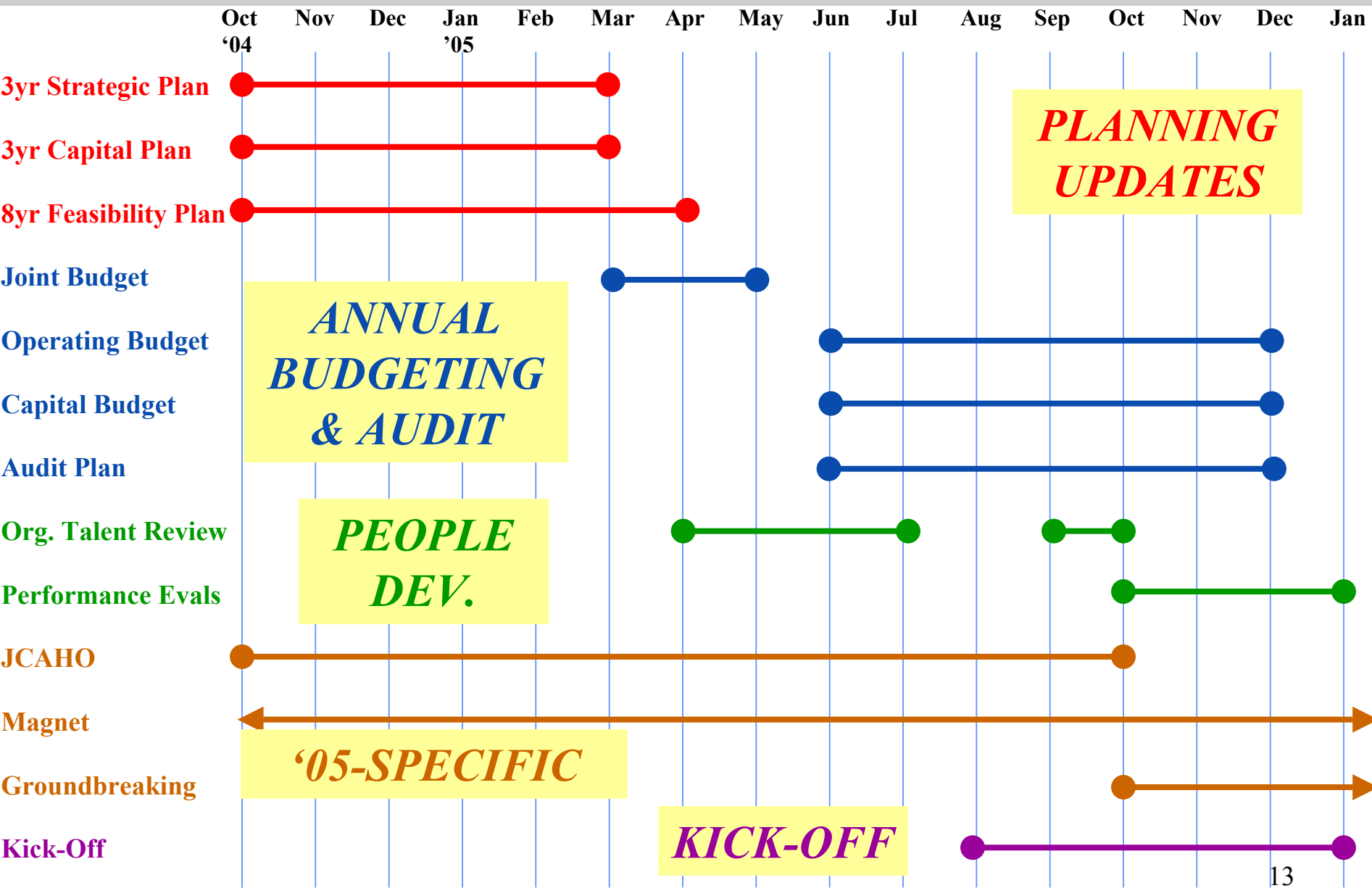
People Development

People Development
Energized, Challenged & Committed

Energized Workforce → **Great Patient Care**

Our People Strategy Drives Quality

- ***The Right People***

- ***The Right Skills & Training***

- ***The Right Opportunities***

Our Values

Respect	*Every Person Counts*
Teamwork	*Working Together*
Excellence	*Exceptional Quality and Service*
Empathy	*Listen, Understand and Respond*
Innovation	*Creative Ideas, Cutting Edge Solutions*
Responsibility	*Honoring our Past, Ensuring our Future*

*Built On Unyielding Integrity And
Dedicated To Our Patients*

People Strategy: The Right People

- **Recruitment**
  - **Clinical/Technical Competencies**
  - **Values**

- **Retention**

People Strategy: The Right Skills & Training

Center *for*
Organizational *&*
Leadership
Effectiveness

- **Staff & Leadership Development**

- **Six Sigma and CAP/Workout**

- **Performance Reviews**

- **e-Learning**

People Strategy: The Right Opportunities

- **Professional Growth**

- **Career Advancement**

- **Rewards and Recognition**

People Strategy: Organization & Talent Review   Purpose

- Provides in-depth look at the organization

- Contributes to implementing the organization's strategic plan

- Increases opportunities for high potential talent

- Creates broader awareness, visibility and ownership for leadership talent & opportunities

- Defines key people actions and creates accountability for follow-up

Organization- Talent Review

Training & Development

Selection and Orientation

Performance Management

People Strategy: OTR Outcomes

- Developed performance/potential definitions for NYP

- Cross-organizational dialogue to identify top performers and future talent

- Formalized development discussions with direct reports

- Potential successors identified

Communications Planning & Execution

Suggested 2005 NYP Communication Campaigns – Highest Priority Topics

	Communication Campaign	**Owner**
Strategic Growth	• New building plans	• Emme L. Deland
Performance Excellence	• LOS reduction	• Rick D'Aquila
	• JCAHO standards	• Trudy Johnson, RN
	• Infection control	• Laura Forese, MD
	• Patient safety	• Mary Cooper, MD, JD
	• Quality indicators	• Mary Cooper, MD, JD
	• Service excellence	• Michael Zaccagnino
	• Bed-side strategy	• Willie Manzano, RN
People Development	• Values & Behaviors	• Carol Silk

Suggested 2005 NYP Communication Campaigns – Other Topics

	Communication Campaign	**Owner**
Strategic Growth	• IDT Committee updates	• Emme L. Deland
Performance Excellence	• Employee training programs	• Carol Silk
IT	• CPOE development	• Aurelia Boyer

Proposed Process to Develop Communications Plans

For each communication campaign:

1. Identify and select the message and owner

2. Identify the audience (e.g., who, size, location)

3. Define message and delivery mechanism

   - What is the message?

   - Who delivers it?

   - When should it be delivered (e.g., timing, frequency)?

   - How should it be delivered?

4. Determine action steps, key milestones, and follow-up, if required

5. Measure success of communication

Major Delivery Vehicles

- Infonet

- Email/desktop

- Red Tops/memos

- Newsletters

- Meetings

- Campus posters/decorations

- Define sub-group(s) and identify facilitator
- Agree on process to rationalize area
- Establish relevant policies
- Agree on timeline for recommendations

Communication Technology/Tools

Area	Recommendation
Infonet	Reconstruct homepage to create relevant information; improve navigation; add work-related tools (e.g., census updates) to improve productivity and increase site traffic.
Online Directory	Link directory to ERP database; create auto-update capability; consider adding reporting relationship feature
E-Mail	Standardize e-mail systems across all campuses; create automatic distribution list based on org structure; expand e-mail access
Print	Rationalize print media to align messaging, support brand, and provide appropriate sources for news/information

29

Critical Decision Points

- **Goals for Institutional Communications**

- **Centralized vs. De-Centralized Communications Function**

- **Level of Investment**

Critical Success Factor

Communicate…….

Communicate…….

Communicate…….