

Virtua Health: Sustainability

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Virtua Facilities



Virtua Health....Today

- ★ Four hospital system in Southern New Jersey
- ★ Two Long Term Care Facilities
- ★ Two Home Health Agencies
- ★ Two Free Standing Surgical Centers (JVs)
- ★ Two Medical Staffs (currently merging)
- ★ Ambulatory Care - Camden
- ★ Fitness Center
- ★ 8000 employees + 2000 physicians
- ★ 7,752 deliveries
- ★ 8% Operating Margin - #1 in the state of NJ
- ★ STAR Culture



The Virtua STAR: How Virtua Makes a Difference



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Value Proposition: Quantitative Value Six Sigma Benefit

- ☆ 14 Waves
- ☆ 60 Six Sigma Projects
- ☆ \$15,974,245 Gross new revenue
- ☆ Does not include financial benefit from WorkOut
- ☆ Oct 2000-July 2006
- ☆ Yellow Belts: 342
- ☆ Green Belts: 56
- ☆ Black Belts: 22
- ☆ Master Black Belts: 5
- ☆ Star Coaches 201

Virtua Experience

- ☆ 2000: We were mediocre/undistinguishable
- ☆ Quality Awards
 - VHA
 - Governor's Award (multi-industry)
- ☆ International Site Visits
- ☆ Statistically significant change in Operating Margin
- ☆ We've had a change in DNA
 - Change in Systems and Structures
- ☆ Systems and Structure make the difference
 - Internal to Six Sigma
 - At a system level

The Tools Help but.....

It's the Internal Systems and Structures

- ★ Scoping of Projects
 - Racking and Stacking
- ★ FMEAs
- ★ Project Binders
- ★ Project Close Out
- ★ Director of Finance per project
- ★ Monthly Six Sigma Report Outs
 - 6 months and 1 year after project closes
- ★ Standardization of Report Out Mechanism

Define

Measure

Analyze/Improve

R2/R3

Control

Project Title: Medicare “B” Billing for LTC

Division (s): Mt. Holly and Berlin

Project Description and Goal Statement:

To accurately capture and document medical surgical supplies and services in order to maximize reimbursement and ensure the best quality of service to our residents

Sponsor (s): Sheila Cohen

Process Owner (s): Suzanne Wright and Judy Gundersheim, Cindy Mackalonis

Team Members: Sue Boenning, Letricia Laboy, Sandy Barnstead,

Finance Approver: Jennifer Romond, Stu Schiffman

HR Approver: Lisa Batzar

Green Belt(s): Sheila Cohen and Suzanne Wright

Master Black Belt: Adrienne Elberfeld

Black Belt: Jeannie Ritzius



The Tools Help but....

It's also the Organizational Systems and Structures

- ☆ Race Track – Calendar of events
- ☆ Friday Briefing
- ☆ Goals and Objectives
 - MICP
- ☆ Best People Review
- ☆ S1-S2 Business Planning
- ☆ The Use of Tools in the Organization and constant pursuit to improve
- ☆ Six Sigma/Tool Box is not part of the Quality Department

Virtua Health STAR Management System

2006

1st Quarter

2nd Quarter

Annual STAR Launch

G&O review & signoff
POE report & Final S1

Best People Review

G&O Review #1
QMM

POE S2 review

Strategic Imperatives for 2007 for goals & budget planning

January

February

March

April

May

June



January

4Q G&O Report Out

December

QMM & celebration

November

POE S2 review

October

G&O Review #3
QMM
EOS

September

Best People Update
Budget Process

August

POE S2 review & S1 draft

July

G&O Review #2
QMM

4th Quarter

3rd Quarter

Best People Review



Best People Review 2005



Part A



TALENT ATRIX	Significant Strength	Some Development Needed	Significant Development Needed
Top Performer	Promote/Expand <input type="checkbox"/>	Coach/Values <input type="checkbox"/>	Values Change Required <input type="checkbox"/>
Middle Performer	Coach Performance <input checked="" type="checkbox"/>	Coach Performance & Values <input type="checkbox"/>	At Risk <input type="checkbox"/>
Bottom Performer	Performance Improvement Needed <input type="checkbox"/>	At Risk <input type="checkbox"/>	Removal <input type="checkbox"/>

Employee Information		Previous BP Rating	Current BP Rating
1) Name:	Linda Matthews		
2) Title:	VP Operations		
3) Job Code:	1375	1 <input checked="" type="checkbox"/>	1 <input type="checkbox"/>
4) Department:	Administration	2 <input type="checkbox"/>	2 <input type="checkbox"/>
5) Reports to:	Steve Kolesk	3 <input type="checkbox"/>	3 <input checked="" type="checkbox"/>
6) Location:	Memorial	4 <input type="checkbox"/>	4 <input type="checkbox"/>
7) Employee ID:	12848		
8) Date of Hire:	4/90		
9) Start Date of Current Position:	11/04		

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Strategy #1: Grow Total Joint Replacement Program

Objective

Defend against loss of market share and volume shift to physician owned surgery centers and out-migration to Philadelphia.

Current Status		On-track
☆ Discussions on going for JV/Partnership with physician owned centers.		
☆ Marketing and communications plan finalized. Ads being developed.		
☆ Application to obtain JCAHO certification: submitted		
☆ Contract signed for New Medical Director for Arthritis Center to align arthritis program with TJR program.		
☆ Additional equipment approved for purchase to increase OR efficiencies and improve physician support.		
☆ Anatomical lab: Memorial location in development		
Follow Up	Who	When
☆ JV/Partnership	B. Powel/A.Kirby	2005
☆ Recruit more total joint specialists	J.Dower/ K. O'Leary/A.Kirby	12/05
☆ Accreditation site visit by JCAHO: TBA.	J. Dower	4 th quarter
☆ Monitor volume increase: (over plan +6 1 st ½ 2005)	J. Dower	3 rd /4 th qrt.
☆ Monitor referrals associated with arthritis	J.Dower	3 rd /4 th qrt

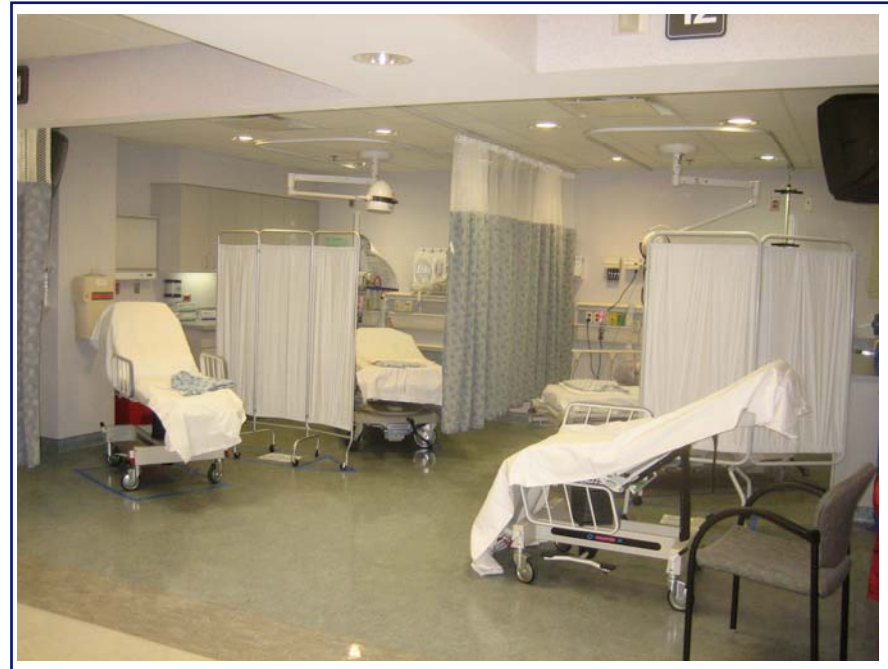
Kaizen Impact – Building Capacity

Operation	Problem	Actions Taken	Results
Fast Track Patient Flow	Fast Track delayed due to acute patient overflow	<ul style="list-style-type: none">• Created dedicated Fast Track space• Added 2 acute beds!• Pokeyoked beds for Fast Track patients• 5S rooms to create standard inventory of supplies• PA dedicated to Fast Track	<ul style="list-style-type: none">• Clearer focus on the Fast Track patient and business• Faster cycle time for Fast Track patients• Fewer delays• More space for Acute patients

Before Kaizen



After Kaizen



Summary

- ★ Quality is only as good as its sustainability
- ★ Sustainability allows for issues to be identified, addressed, and fixed
 - Plans for measurement
 - Plans for 'slippage'
 - Less people dependent more process dependent
- ★ Allows the organization to 'move on' and continue to 'fix more stuff'!

Thank You!

Questions?

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