

  
**Using Baldrige to Lead Your Organization to Excellence**
  
 2005 Baldrige Award Winner Case Study
   
 The Quality Colloquium
   
 August 23, 2006
   
 Frank Sardone
   
 President & CEO
   
 Bronson Healthcare Group
   


---

---

---

---

---


---

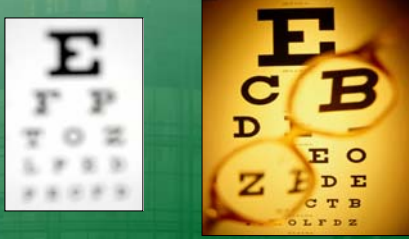
---


---

---

---


  
**Putting Vision into FOCUS**





---

---

---

---

---

---

---

---

---

---


  
**Rewards of Baldrige**

- Engaged Workforce – Cultural Transformation
- Excellent Clinical Outcomes
- High Satisfaction Levels
- Increasing Marketshare
- Strong Financial Performance

**VISION**  
Bronson will be a national leader in healthcare quality



---

---

---

---

---

---

---


---

---

---


**Overview**

- Who We Are
- Leadership at Bronson
- Excellent Results





---

---

---

---

---

---

---

---


**Southwest Michigan's Leading Hospital**

- 343-bed hospital in downtown Kalamazoo
- Founded in 1900 serving over 1 million
- Busiest Emergency Department
- Largest Downtown Employer
- 700,000 Lives Touched Annually





---

---

---

---

---

---

---

---


**The New Bronson**





---

---

---

---

---

---

---

---


**More Than Bricks and Mortar**

- Forum for Change
- Opportunity to Transform Culture
- Adopted Baldrige Criteria





---

---

---

---

---

---

---


---


---


---

---

---


**Plan for Excellence**





---

---

---

---

---

---

---

---

---

---

---

---


**Plan for Excellence**



**MISSION** Provide excellent healthcare services



---

---

---

---

---

---

---

---

---

---

---

---




---

---

---

---

---

---

---

---

---

---

---

---




---

---

---

---

---

---

---

---

---

---

---

---




---

---

---

---

---

---

---

---

---

---

---

---

### Old Vision

*Bronson and its partners  
will be the system of choice  
in our region*

---

---

---

---

---

---

---

---

### New Vision

*Bronson  
will be a national leader  
in healthcare quality*



---

---

---

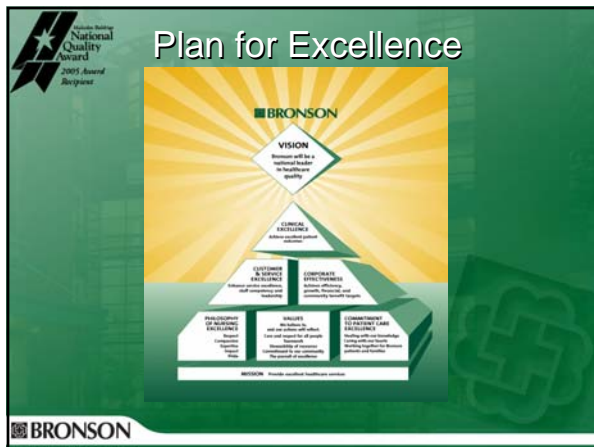
---

---

---

---

---



---

---

---

---

---

---

---

---




---

---

---

---

---

---

---

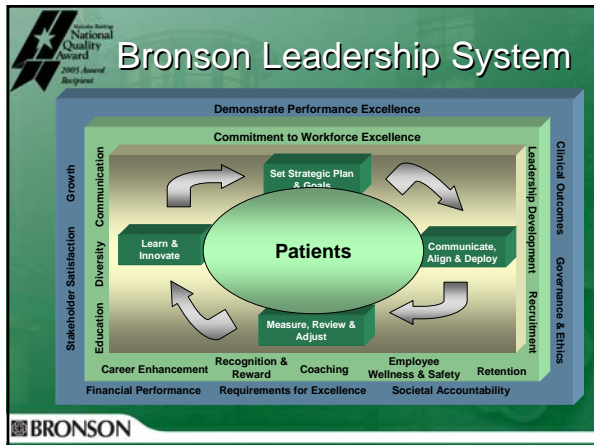
---

---

---

---

---




---

---

---

---

---

---

---

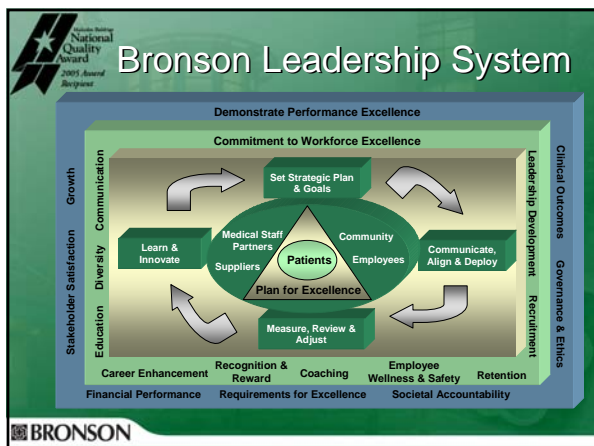
---

---

---

---

---




---

---

---

---

---

---

---


---

---

---

---

---



## Leadership at Bronson

- Board of Directors
- Leaders
- Physician Leadership




---

---

---

---

---

---

---

---



## Governance Excellence

- Board succession planning and selection
- Orientation
- Education and Development
- Annual Board Assessment




---

---

---

---

---

---

---

---



## Leaders

- 220 leaders supervisor and above
- Key to staff engagement and satisfaction
- Strategic investment

**LEADERship Mission**  
To fully develop excellence within each leader to move Bronson from good to great.





---

---

---

---

---

---

---

---



## Investment in Leaders

- Annual needs assessment and curriculum
- Intensive, off-site, 2-day training sessions
- Lunch & Learn sessions
- Homework and accountability
- Leadership commitment statement
- Leadership minimum working requirements
- Measuring leadership effectiveness




---

---

---

---

---

---

---

---

---

---



## Leadership Effectiveness

- Competent
- Ethical
- Caring
- Fair
- Strategic
- Approachable
- Honest
- Open




---

---

---

---

---

---

---

---

---

---



## Physician Leadership

- Physician Leadership Academy
- Physician Satisfaction & Development Team
- Recognition




---

---

---

---

---

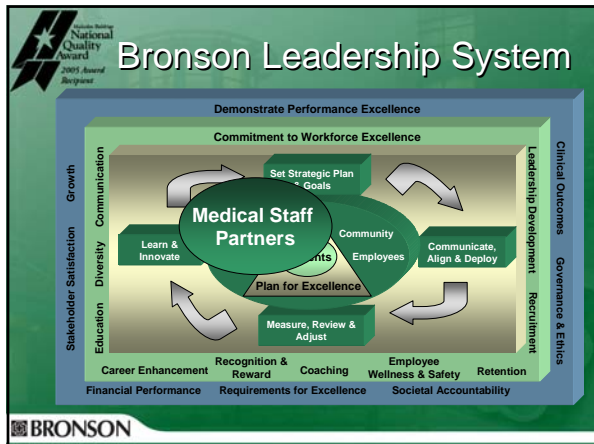
---

---

---

---

---




---

---

---

---

---

---

---

---

---

---

---

---

**Medical Staff Partners**

- **Common goal:** delivery of high quality medical services to patients

Medical Staff Requirements of Bronson	Bronson Requirements of Medical Staff
<ul style="list-style-type: none"> <li>• Access</li> <li>• Efficient processes</li> <li>• Communication</li> <li>• Responsiveness</li> <li>• Competency</li> <li>• Education</li> <li>• High patient satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Excellent outcomes</li> <li>• Collaboration</li> <li>• Use of evidence-based medicine</li> <li>• Patient admissions &amp; referrals</li> <li>• High patient satisfaction</li> <li>• Resource management</li> <li>• Competency</li> </ul>

BRONSON

---

---

---

---

---

---

---

---

---

---

---

---




---

---

---

---

---

---

---

---

---

---

---

---






---

---

---

---

---

---

---

---




---

---

---

---

---

---

---

---




---

---

---

---

---

---

---

---




---

---

---

---

---

---

---

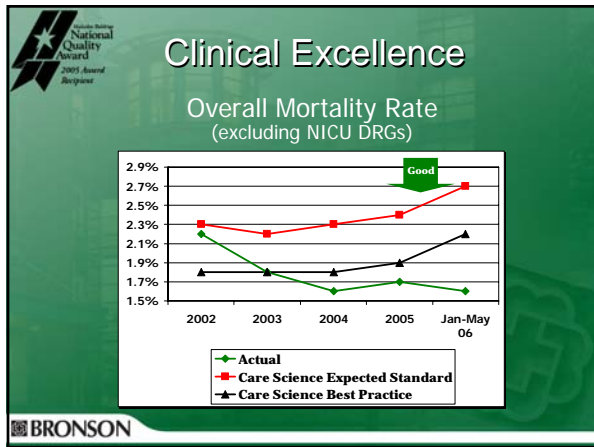
---

---

---

---

---




---

---

---

---

---

---

---

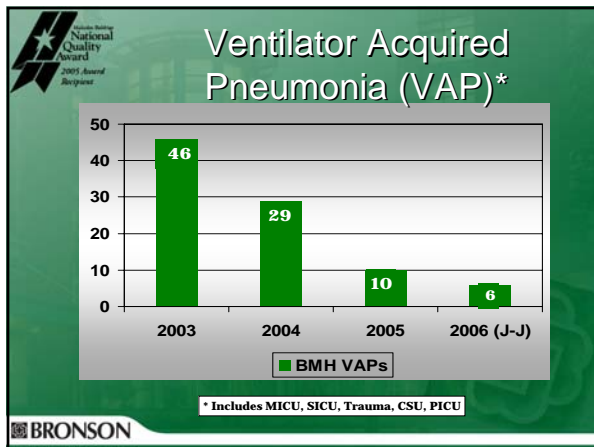
---

---

---

---

---




---

---

---

---

---

---

---

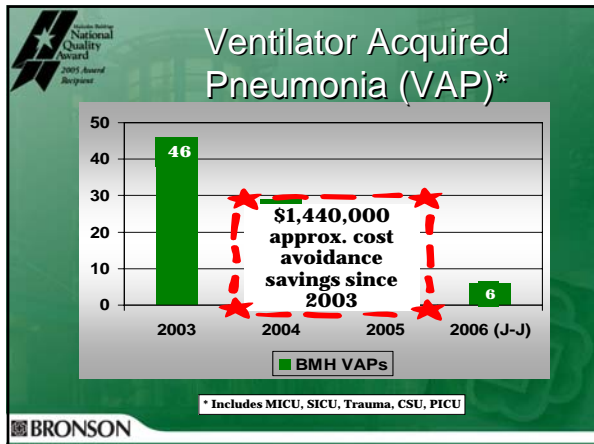
---

---

---

---

---




---

---

---

---

---

---

---

---

---

---

---

---

### Clinical Excellence

- One of the nation's 100 Top Hospitals 
- 2006 AHA-McKesson Quest for Quality Prize
- HealthGrades 5 stars 
- "Full Circle" from Leapfrog Group

---

---

---

---

---

---

---

---

---

---

---

---

### Customer & Service Excellence

- Excellent patient satisfaction
  - 95% satisfaction, 96% loyalty
- Best practice employee survey
  - 93% participation rate
  - Best practice organization in MSA database

---

---

---

---

---

---

---

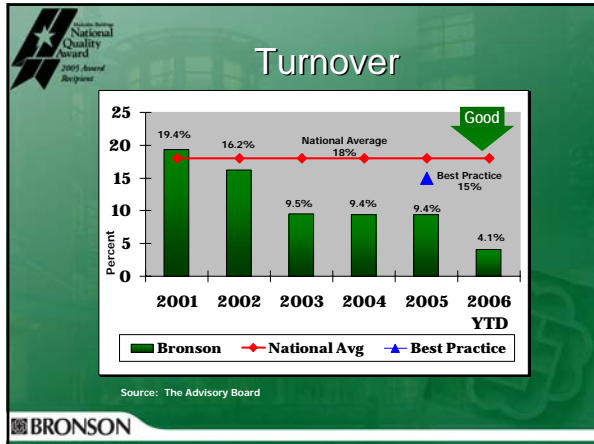
---

---

---

---

---




---

---

---

---

---

---

---

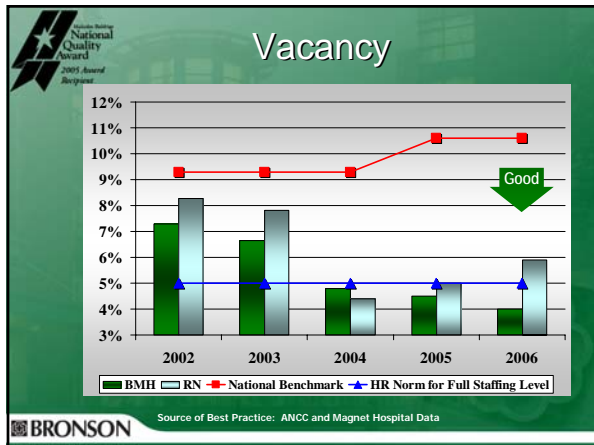
---

---

---

---

---




---

---

---

---

---

---

---

---

---

---

---

---




---

---

---

---

---

---

---

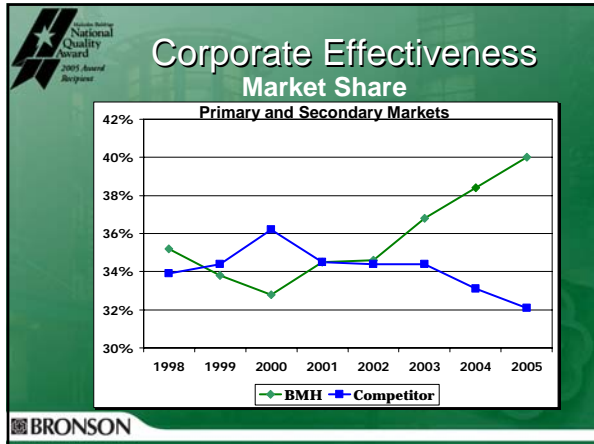
---

---

---

---

---




---

---

---

---

---

---

---

---

---

---

---

---

Corporate Effectiveness

- One of the nation's 100 Top Hospitals 
- Consumer's choice 
- Strong financial performance
- \$40 million community benefit
- Social responsibility 

BRONSON

---

---

---

---

---

---

---

---

---


---

---

---

Ideas for Action

- Use the Criteria to bring FOCUS to your Vision
- Invest in leadership
- Develop a leadership system
- Get started using the Criteria



BRONSON

---

---

---

---

---

---

---

---

---

---

---

---