



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





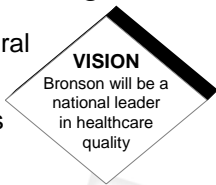
Putting Vision into FOCUS





Rewards of Baldrige

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





Overview

- Who We Are
- Leadership at Bronson
- Excellent Results

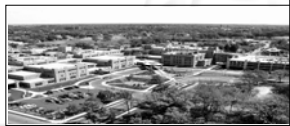


BRONSON



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



BRONSON



The New Bronson




BRONSON

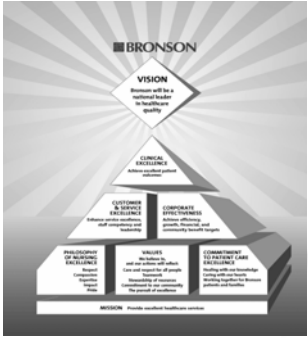

More Than Bricks and Mortar


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








Plan for Excellence









Plan for Excellence








Plan for Excellence




PHILOSOPHY OF NURSING EXCELLENCE Respect Compassion Expertise Impact Pride	VALUES We believe in, and our actions will reflect: Care and respect for all people Teamwork Stewardship of resources Commitment to our community The pursuit of excellence	COMMITMENT TO PATIENT CARE EXCELLENCE Healing with our knowledge Caring with our hearts Working together for Bronson patients and families
--	--	--





Plan for Excellence



CLINICAL EXCELLENCE Achieve excellent patient outcomes	
CUSTOMER & SERVICE EXCELLENCE Enhance service excellence, staff competency and leadership	CORPORATE EFFECTIVENESS Achieve efficiency, growth, financial, and community benefit targets




Plan for Excellence



VISION Vision Statement: To be the premier provider of patient care and services in the region, while maintaining the highest standards of quality and safety.	
PHILOSOPHY OF NURSING EXCELLENCE Respect Compassion Expertise Impact Pride	COMMITMENT TO PATIENT CARE EXCELLENCE Healing with our knowledge Caring with our hearts Working together for Bronson patients and families








Old Vision

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












New Vision

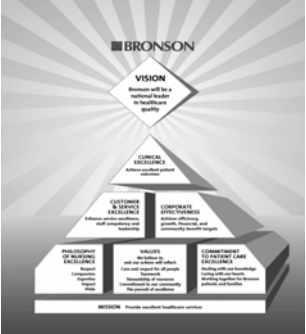
*Bronson
will be a national leader
in healthcare quality*







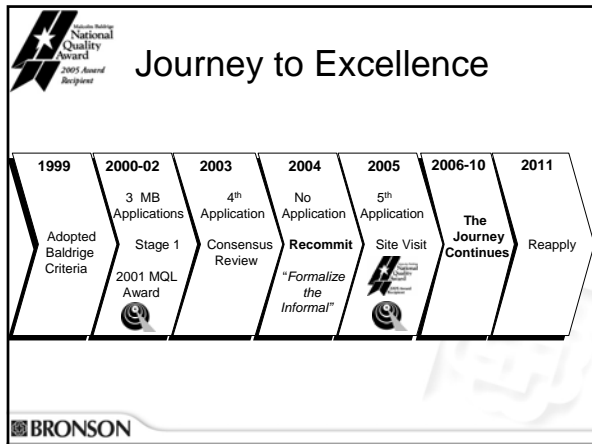


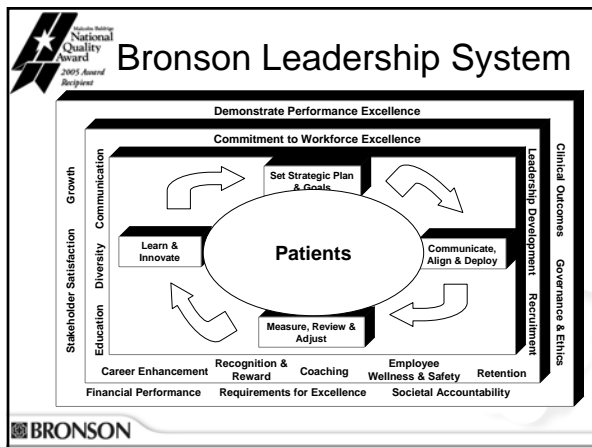
Plan for Excellence

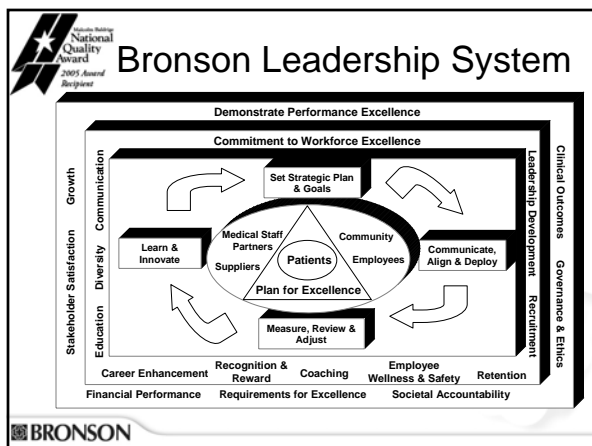














Leadership at Bronson

- 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

BRONSON



Leadership Effectiveness

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



BRONSON

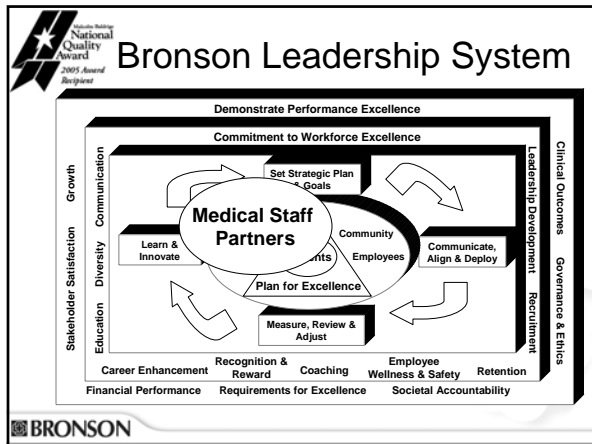


Physician Leadership

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



BRONSON



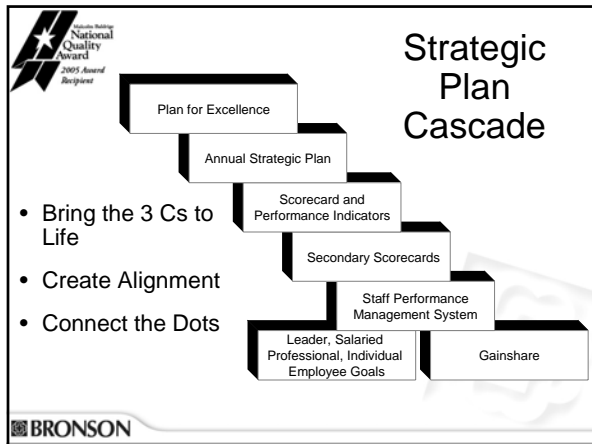
Medical Staff Partners

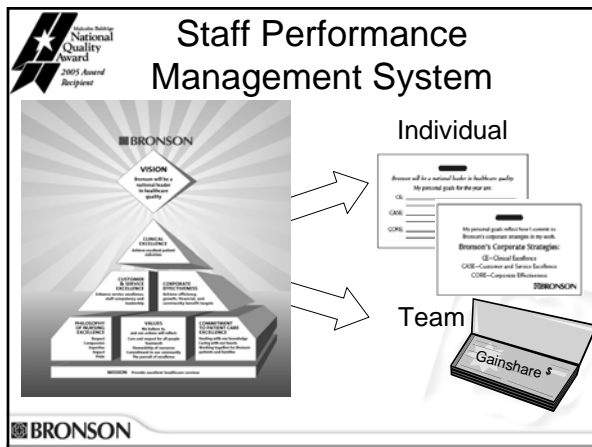
- **Common goal:** delivery of high quality medical services to patients

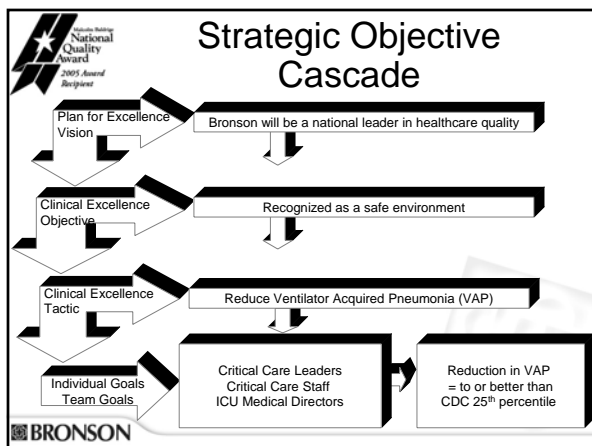
Medical Staff Requirements of Bronson	Bronson Requirements of Medical Staff
<ul style="list-style-type: none"> • Access • Efficient processes • Communication • Responsiveness • Competency • Education • High patient satisfaction 	<ul style="list-style-type: none"> • Excellent outcomes • Collaboration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

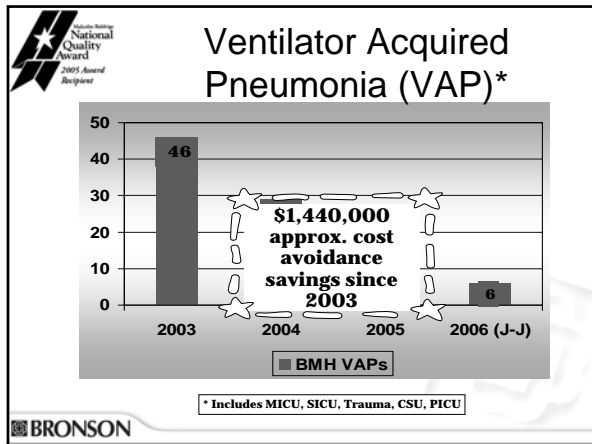
BRONSON











Clinical Excellence

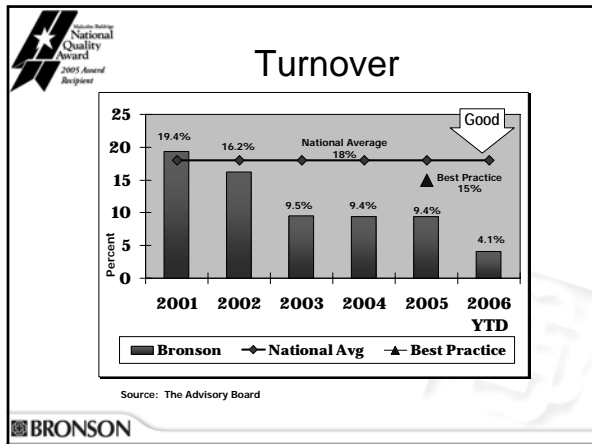
- One of the nation's 100 Top Hospitals
- 2006 AHA-McKesson Quest for Quality Prize
- HealthGrades 5 stars
- "Full Circle" from Leapfrog Group

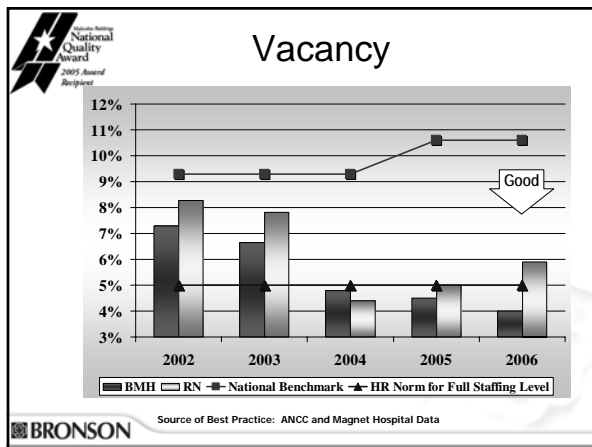
BRONSON

Customer & Service Excellence

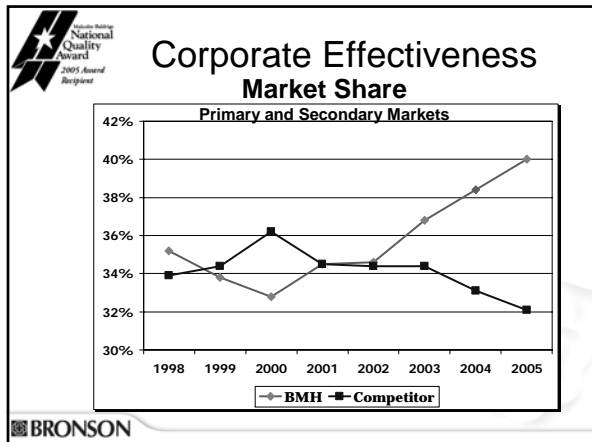
- Excellent patient satisfaction
 - 95% satisfaction, 96% loyalty
- Best practice employee survey
 - 93% participation rate
- Best practice organization in MSA database


BRONSON















Corporate Effectiveness

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




Ideas for Action

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

