

Why Care About Baldrige: Translating Quality Buzzwords into Meaningful Messages for Staff

Session Objectives

- Introduce the Baldrige Health Care Criteria for Performance Excellence
- Learn to create buy-in for Baldrige concepts
- Learn to energize staff by creating meaningful compliance and quality messaging
- Explore how effective deployment of quality and compliance methods leads to outstanding outcomes



Our Case Study: ChildServe Johnston, Iowa



- Pediatric health care provider serving over 2,400 children annually throughout state of Iowa
- Over 1,060 staff
- 19 physical locations; service delivery in 100+locations

ChildServe Mission



We partner with families to help children with special health care needs live a *great* life.



ChildServe Quality & Compliance Challenges



- Heavily regulated services
- Large number of children receiving services off campus
- Large number of staff working remotely
- Partnership issues related to working with kids/families

What is Baldrige?

- Baldrige National Quality Program is managed by NIST, an agency of U.S. Dept. of Commerce
- Baldrige provides standards for performing organizational self-assessments
- Used by external review teams
- 2011 – 3 of 4 winners were health care
- No health care winners prior to 2002



Using the Baldrige Criteria



- Copies of 2011-12 criteria available on website at www.baldrige.nist.gov
- Baldrige is model adopted by American Health Care Association's "Foundations for Quality" and "Quality First" initiatives
- Baldrige is endorsed by ANCOR's Performance Excellence Initiative

Health Care Criteria Goals



- Delivery of ever-improving value to patients, families and other stakeholders
- Contributing to improved health care quality and organizational sustainability
- Improvement of overall effectiveness and capabilities as a health care provider
- Organizational and personal learning

Seven Criteria Categories

- Leadership
- Strategic Planning
- Customer Focus
- Measurement, Analysis and Knowledge Management
- Workforce Focus
- Operations Focus
- Results



Leadership & Strategic Planning



- Focus on vision and values (senior leaders personally modeling)
- Governance
- Support of key communities
- Legal & ethical behavior
- Strategic development
- Strategic deployment

Criteria & Compliance

- Focus on key processes, measures and goals for:
 - Meeting and exceeding legal, regulatory and accreditation standards
 - Risk management
 - Enabling and monitoring ethical behavior



Customer Focus

Focus on:

- Obtaining and using patient, other customer and market knowledge
- Voice-of-customer
- Relationship building
- Customer satisfaction



Measuring Performance, Managing Information & Operations Focus



- Tracking overall performance
- Keeping current with community needs
- Constant analysis, review and improvement
- Managing information, IT and organizational knowledge
- Designing and improving key work processes

Workforce Focus

- Engaging and enriching the workforce
- Workforce and leader development
- Building capability and capacity
- Ensuring workplace health, safety & security



Outcomes



- Health care and process
- Customer-focused
- Workforce-focused
- Leadership and Governance
- Financial and Market

Deployment & Integration

- Even with the best approach, deployment can be a major challenge
- Getting right information to right person on time
- Not all audiences are created equal



Barriers to Effective Deployment & Integration

- Poor communication between senior leaders and staff
- Lack of senior leader modeling
- Inadequate communication infrastructure
- Remote locations
- Remote workforce
- Lack of coordination with training
- Measuring, studying does not lead to improvement



Creating Buy-In for Baldrige

90 percent of staff say the mission of ChildServe makes their job feel important

90 percent of staff will not attend a single training led by me this year



Meaningful Messaging- *Great Life*



Seven Dimensions of Great Care

- Great Leaders
- Great Future
- Great Kids
- Great Data
- Great Staff
- Great Systems
- Great Outcomes

Visual	Verbal	Vocal
eye contact	premise	volume
gestures	key supports	intonation
purposeful movement	storytelling	cadence
animation	common ground	pauses
energy	bridging	variety
55%	7%	38%

Messaging Exercise



HIPAA Messaging



- We posture HIPAA as something we would want to do anyway
- Audits get technical
- Trainings do not

Social Media Messaging

- New policy rollout
- Balance between personal life and work life
- Targeted to younger staff
- Targeted new “norms”
- Focused on benefits as well as harms of social media messaging



Deploying the Message

Lazarus Institute – Keys to Effective Communication

- Get attention
- Consistent message – verbal and nonverbal
- Be direct and honest
- Ask for feedback – make sure message was received



Maturity Matrix

Baldrige talks about
“systematic processes”

- Basic
- Mature
- Leader

Aligns with vision
statement



Does it work? Compliance

- Deficiency-free surveys are now the norm
- Annual organizational compliance score – 99 percent (21 different external reviews)



Does it work? Partnership



- 91 percent of families satisfied with ChildServe partnership
- 93 percent of families feel health care needs of child are met
- 94 percent of families have confidence and trust in ChildServe
- 94 percent of families believe child is treated with dignity and respect.

Does it work? Access to Care

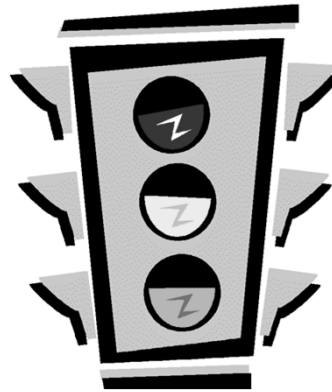
- All time high census
- 89 percent – I receive timely and accurate information
- 91 percent – child getting services he/she needs
- 91 percent – would refer friends for service



Stop and Review

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Questions/comments?

David Basler

davidba@childserve.org

515-727-1579

