

INSTITUTE FOR PERFORMANCE EXCELLENCE



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**The Baldridge Foundation  
Institute for Performance Excellence**

*Presents:*

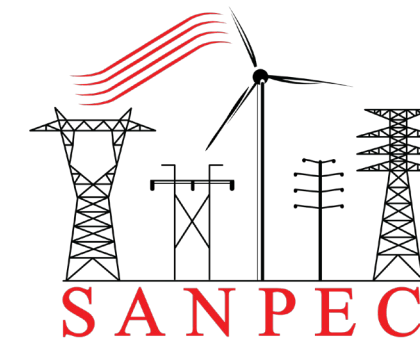
**From Planning to Doing:  
A Framework to Drive Excellence**

*January 16, 2025*





## Mac Baldrige Society Members



# Opening Remarks/Agenda

**Introduction**      **Al Faber**, President & CEO  
Baldrige Foundation

**Panelist**            **Dennis Delisle, Sc.D., FACHE**, Executive Director  
University Hospital, Brain & Spine Hospital, and Richard M. Ross Heart Hospital  
The Ohio State University Wexner Medical Center

**Michael Martin, PT, MPT**, Associate Executive Director  
Richard M. Ross Heart Hospital and Heart & Vascular Center  
The Ohio State University Wexner Medical Center

**Audience**            **Al Faber**, Moderator  
**Questions**

**Closing**              **Al Faber Remarks**





# From Planning to Doing: *A framework to drive excellence*

Dennis R. Delisle, Sc.D, FACHE  
Michael Martin, PT, MPT  
January 2025



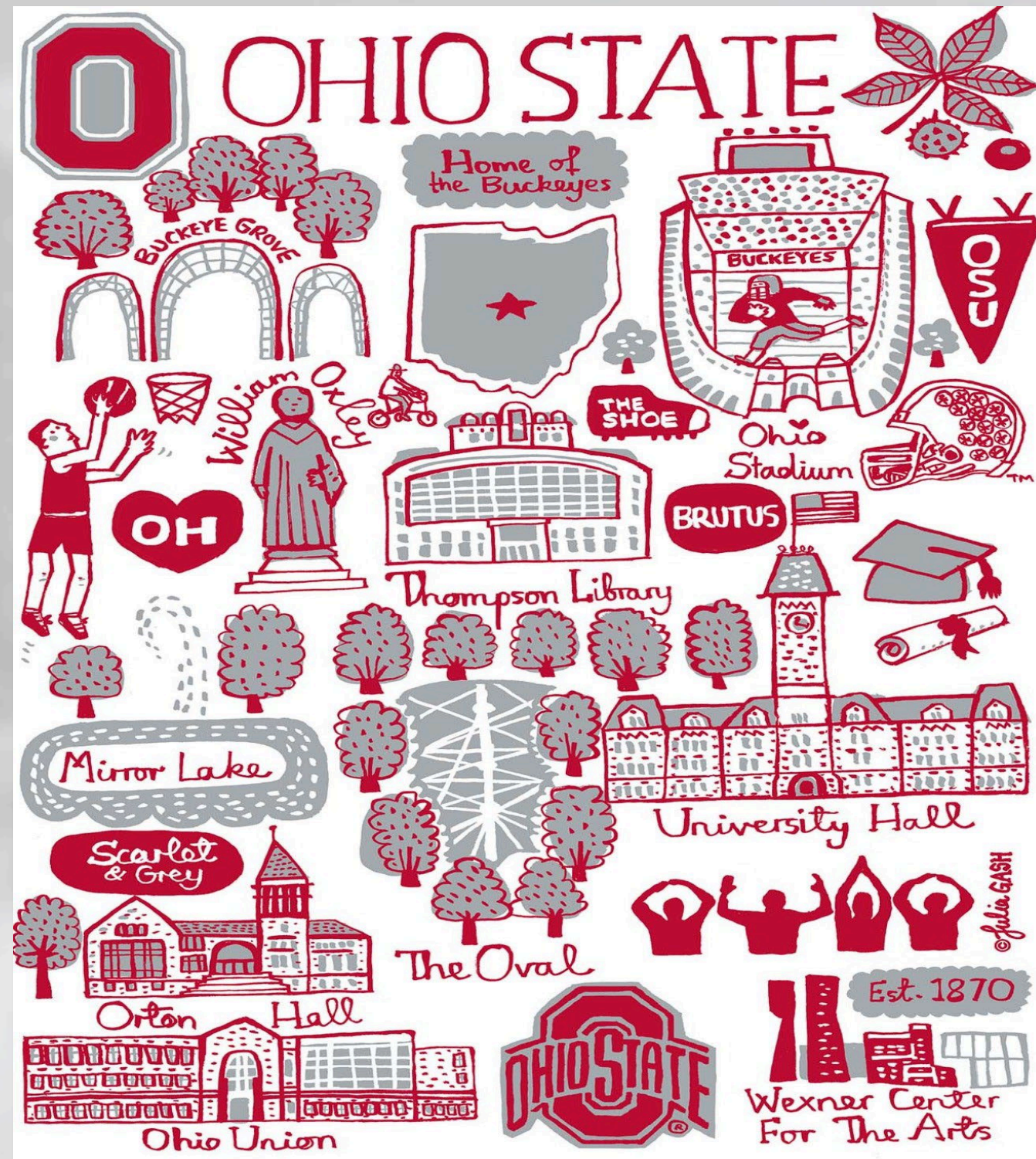
THE OHIO STATE  
UNIVERSITY  
WEXNER MEDICAL CENTER



# Disclosures

The presenters have no relevant financial relationships nor relevant non-financial relationships to disclose.

# Introduction





# Presenter Introductions



**Dennis Delisle, Sc.D., FACHE**

Executive Director

University Hospital; Brain & Spine Hospital; Ross Heart Hospital



**Michael Martin, PT, MPT**

Associate Executive Director

Ross Heart Hospital;  
Heart & Vascular Center;  
Comprehensive Transplant  
Center; Neurological Institute



**THE OHIO STATE UNIVERSITY**

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# Objectives

By the end of this webinar, participants will be able to:

Describe an approach to develop and implement a **strategic goal cascade** to align teams to organizational objectives.

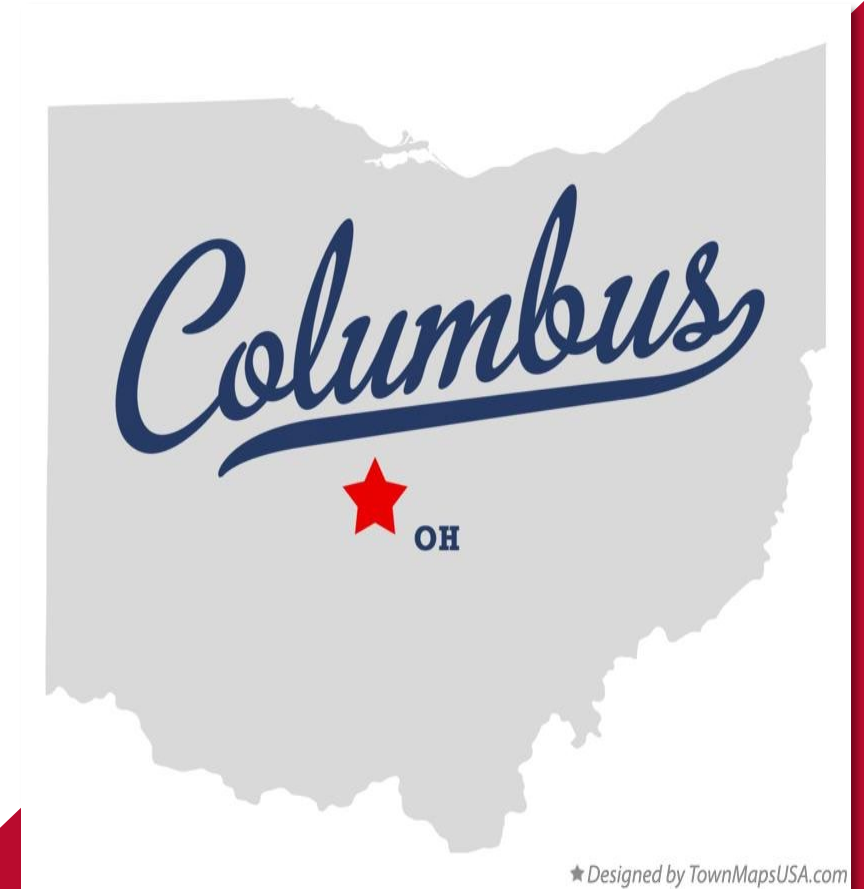
Utilize **key driver diagrams** to develop high-impact change ideas.



# About The Ohio State University Wexner Medical Center

Large academic health system comprised of:

- **7 Hospitals**
  - University Hospital, Brain & Spine Hospital, Ross Heart Hospital, The James Cancer Hospital, Harding Behavioral Health Hospital, Dodd Rehab Hospital, East Community Hospital
- **7 Health Sciences Colleges**
  - Public Health, Medicine, Nursing, Veterinary Medicine, Dentistry, Pharmacy and Optometry
- **Comprehensive Ambulatory footprint**
- **Multiple nationally-recognized Centers of Excellence**
- **Clinical and Translational Research Institute**
- **23,000+ employees**





# Transforming Healthcare:

## The Largest Project in University History



The Ohio State University Wexner Medical Center's new 26-story hospital tower, **opening in 2026:**

- The 2 million square feet
- 820 private rooms, 234 ICU beds
- 24 operating rooms
- Advanced diagnostic, treatment and inpatient areas.



# Leadership Philosophy



# Our Leadership Vision

Goal: ***“be the best at getting better”*** by achieving excellence in **WHAT** we do and **HOW** we do it

We will achieve this by:

- Investing in our people
- Creating a team-based culture
- Developing core competencies in continuous improvement

## ***Key assumption:***

*This is not possible without deliberate and intentional investment in culture transformation through leader development and team-based coaching programs.*



# Our Foundation: Investing in a Team-Based Culture



The Baldrige Foundation  
Institute for Performance Excellence

*Presents:*

**Building A Culture Of Performance  
Excellence Through Team-Based Coaching**

*January 31, 2023*



The Baldrige Foundation  
Institute for Performance Excellence

*Presents:*

**Becoming the Best at Getting Better:**

*Expanding a Team-Centric Culture of Performance Excellence*

*October 26, 2023*



**THE OHIO STATE UNIVERSITY**

WEXNER MEDICAL CENTER



“*Purpose* comes first, then the *processes* to achieve the purpose, then engaged *people* to conduct the processes needed to achieve the purpose.”

-James Womack

2

Design the Processes to achieve the Purpose



3

Develop the People to work the Process



1

Define the Purpose to provide direction





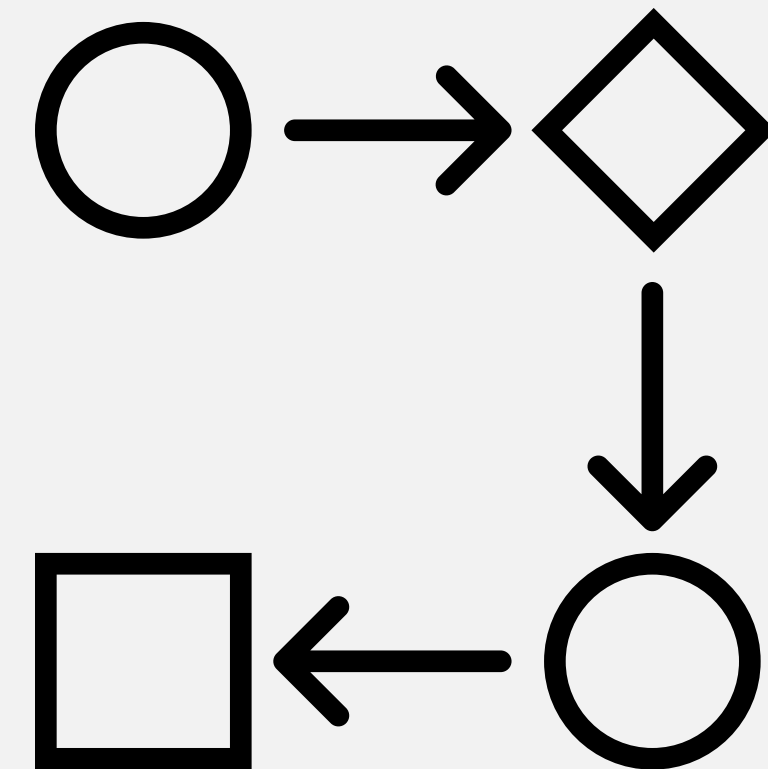
# Team Performance

How we shape the culture, strengthen teaming, & connect with each other



# Execution

How we use tools & methods to systematically & continuously improve our practices & processes



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# Team of Teams

## Key teams we will rely on for achieving results

### Triad/ Dyads

- Quality & Safety
- Patient Flow
- Critical Care
- Progressive Care
- Acute Care
- Perioperative/ Procedural Services
- Emergency Medicine

### Service Lines

- Women & Infants
- Heart & Vascular
- Transplant
- Neurological Institute
- Trauma/ Burn
- Comprehensive Weight

### Oversight Councils

- UH/Ross Quality Council
- Patient Flow
- Periop/ Procedural
- Operations Council
- Operations Report Out (ORO)
- Quarterly Report Out (QRO)

### Directors Council

- UH, Ross, and key shared service Directors

### Senior Council

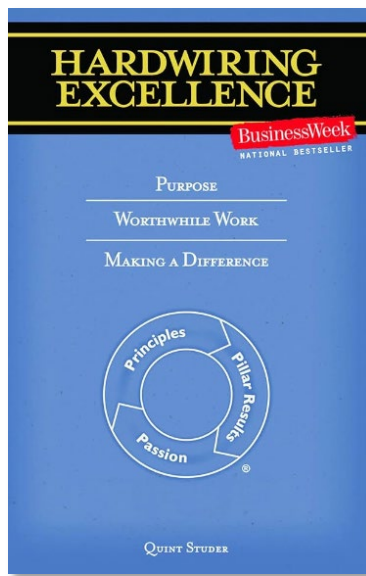
- UH, Ross, and system-level senior leaders
- Triad medical directors



# Strategy Cascade

# The HOW: Evidence-based Leadership

Concept popularized by Quint Studer, utilizes the framework alignment, action, and accountability.



## Alignment

- What are the key priorities and objectives?
- How do you align systems, processes, people, and resources to achieve them?

## Action

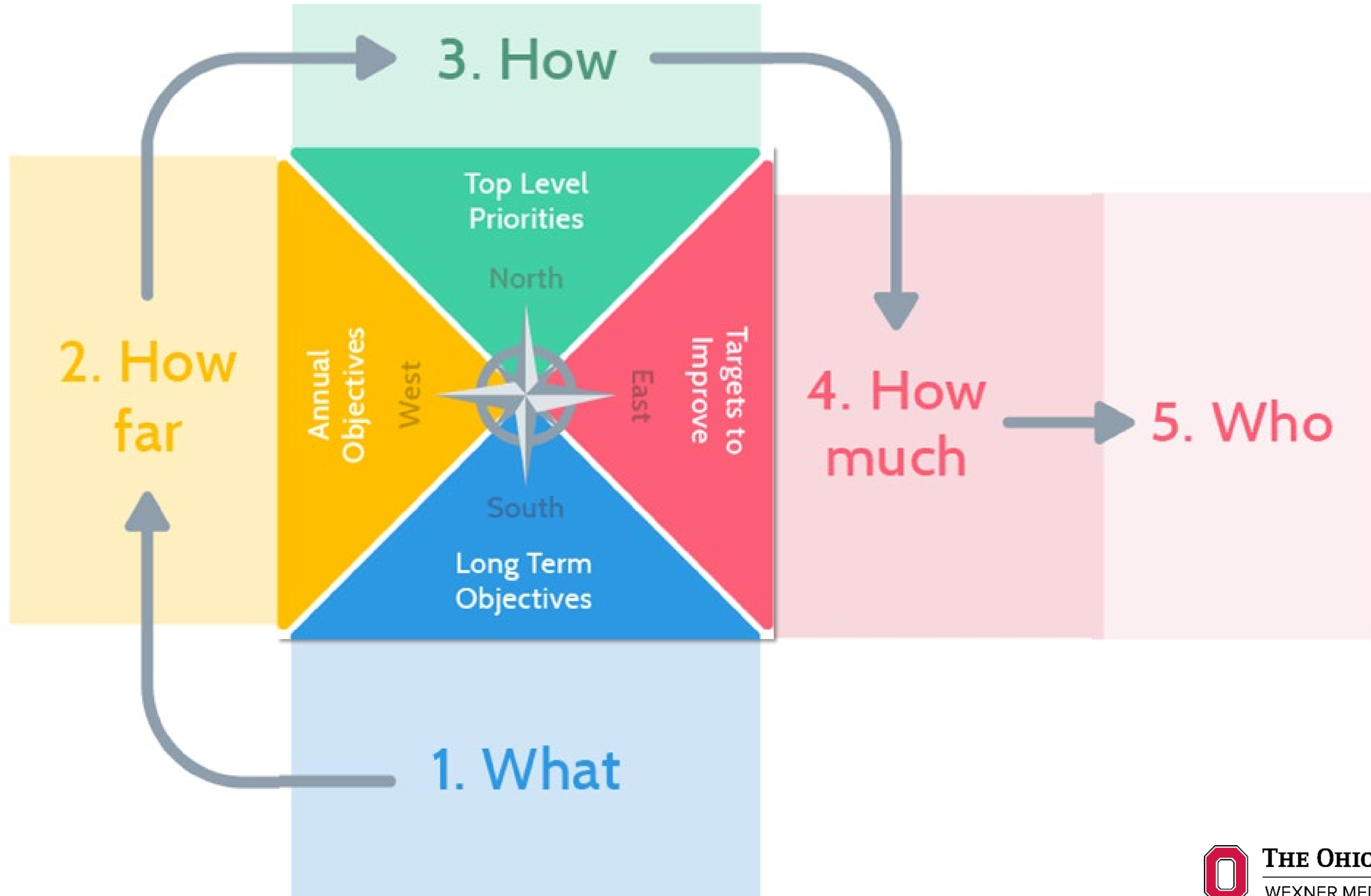
- What are the workflows that need to change?
- What projects and tasks are required to achieve these objectives?

## Accountability

- How do you reward and recognize high performance, develop talent, and manage low performers?



# Strategy Deployment (Hoshin Kanri)



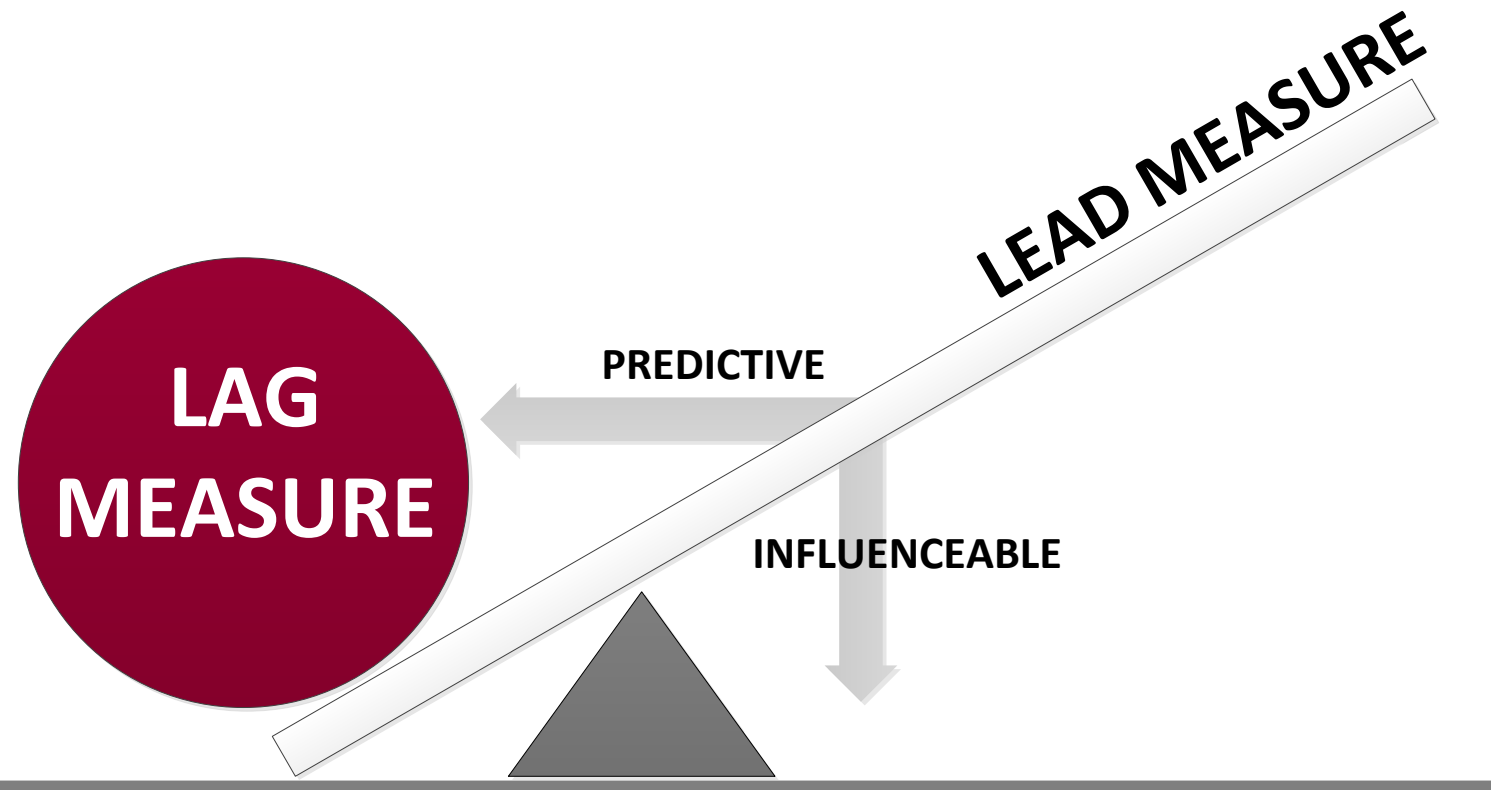
# Organizational Objectives Aligned with Individual Goals



- Mission & Vision define organization's Purpose
- Organization's short- and longer-term objectives define how success is measured
- Strategic Execution defines key initiatives to drive progress
- Employees' responsibilities and goals are aligned with these efforts



# Levers & Levels

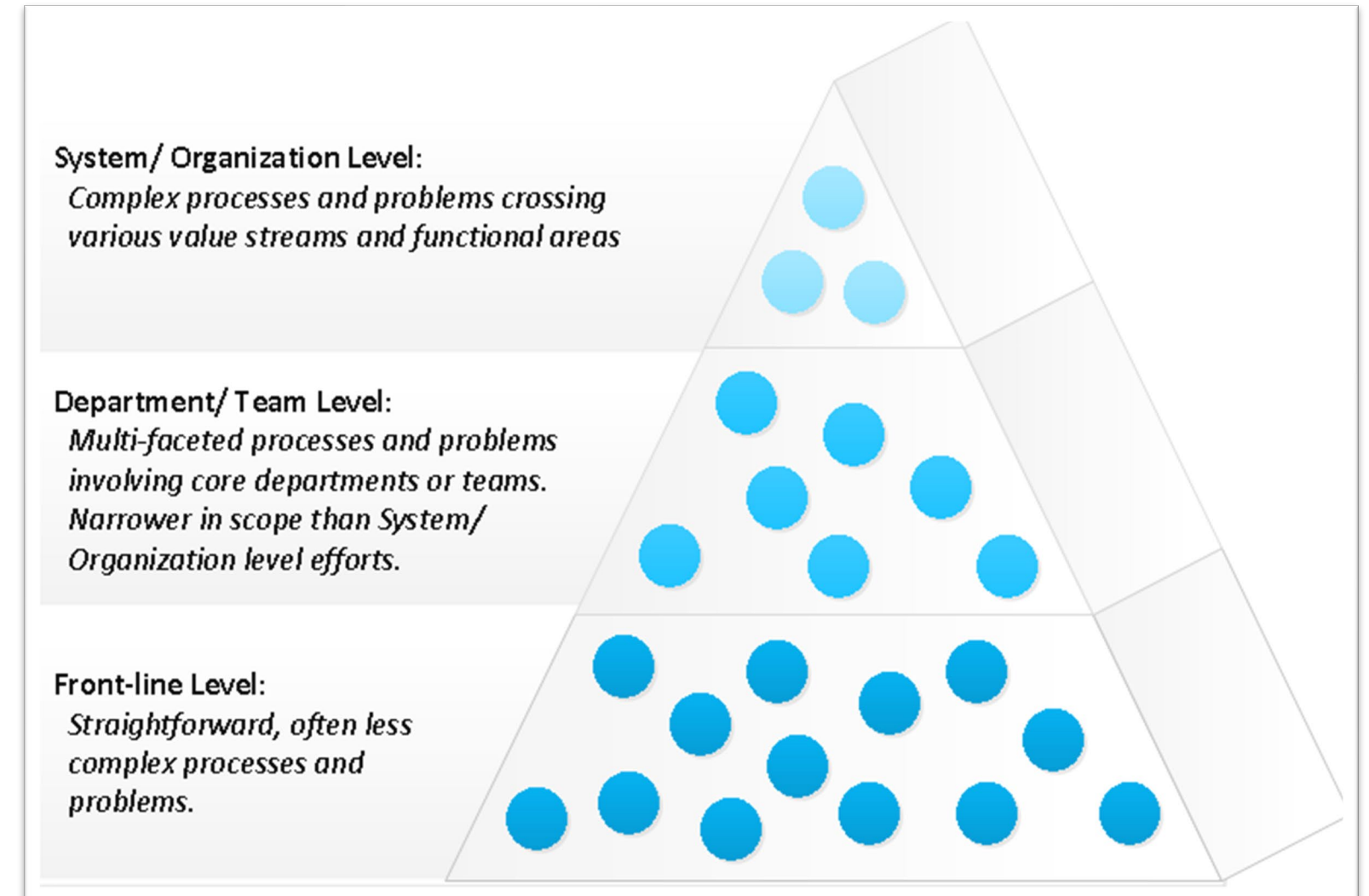


Lagging Measure:

- Outcomes/ end results

Leading Measure:

- **Predictive** of achieving the goal
- Can be **influenced** by the team
- New behaviors that will drive success on the lag measures



# Prioritize Where to Focus

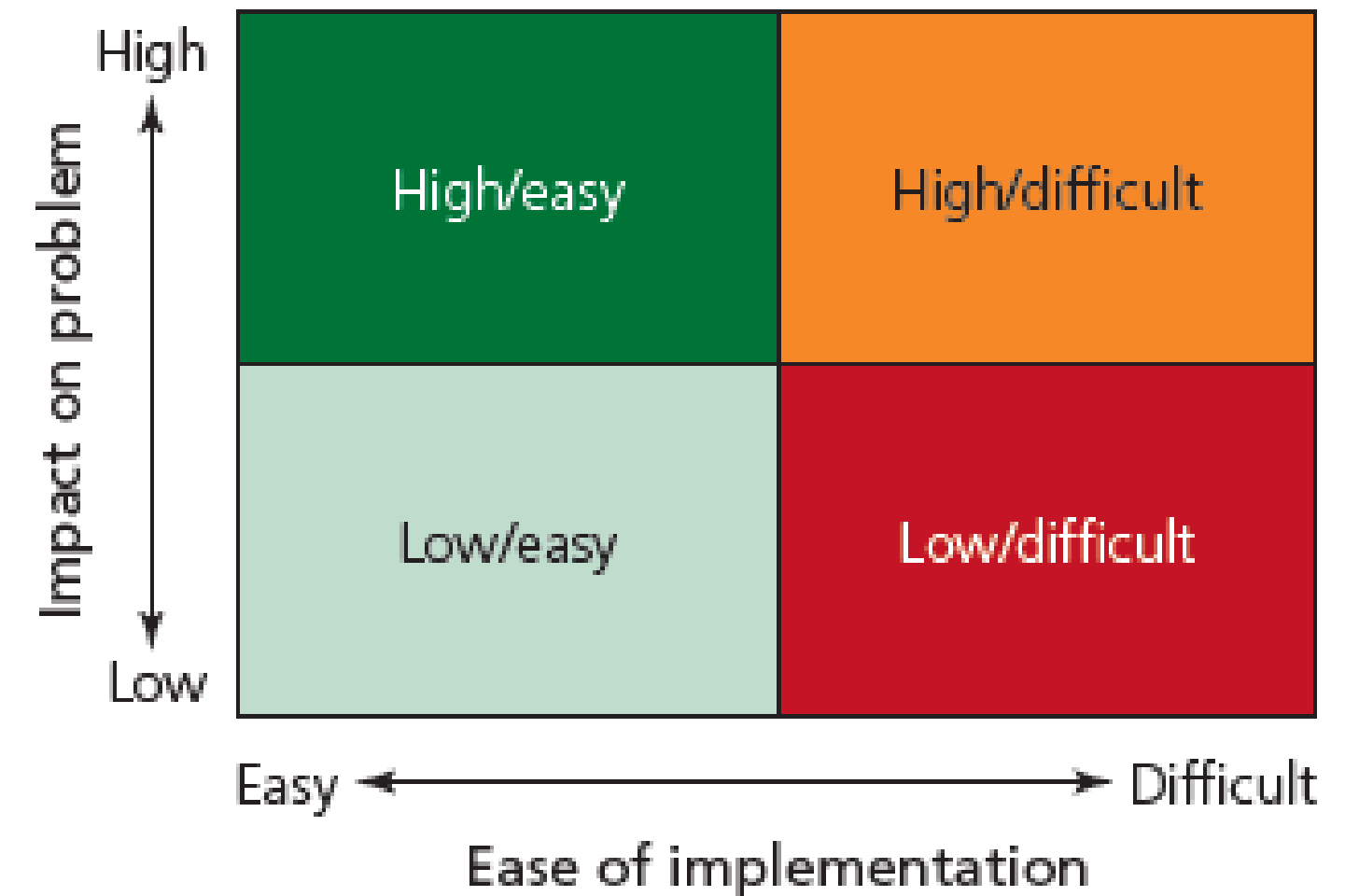
Prioritization: using resources wisely, biggest bang for your buck

- **Opportunity/ Focus Discovery Questions:**

- Which one area of our team's performance would we want to improve most (assuming everything else holds constant)?
- What are the greatest strengths of the team that can be leveraged to ensure the goal is achieved?
- What are the areas where the team's poor performance most needs to be improved?

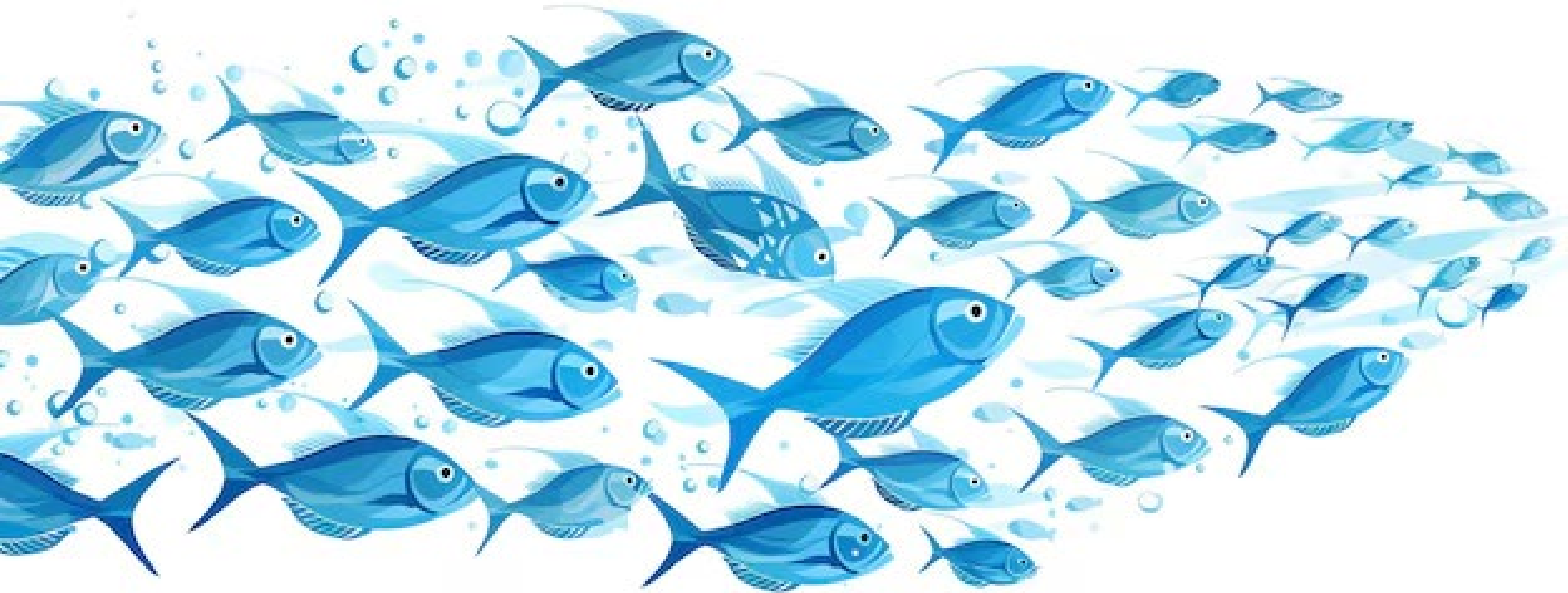
- **Improvement Idea Discovery Questions:**

- How does the goal align with organizational goals?
- What else is competing for the same resources?
- What variables/ elements/ considerations do you need to evaluate in order to determine priority (e.g., staffing, dollars, culture)?





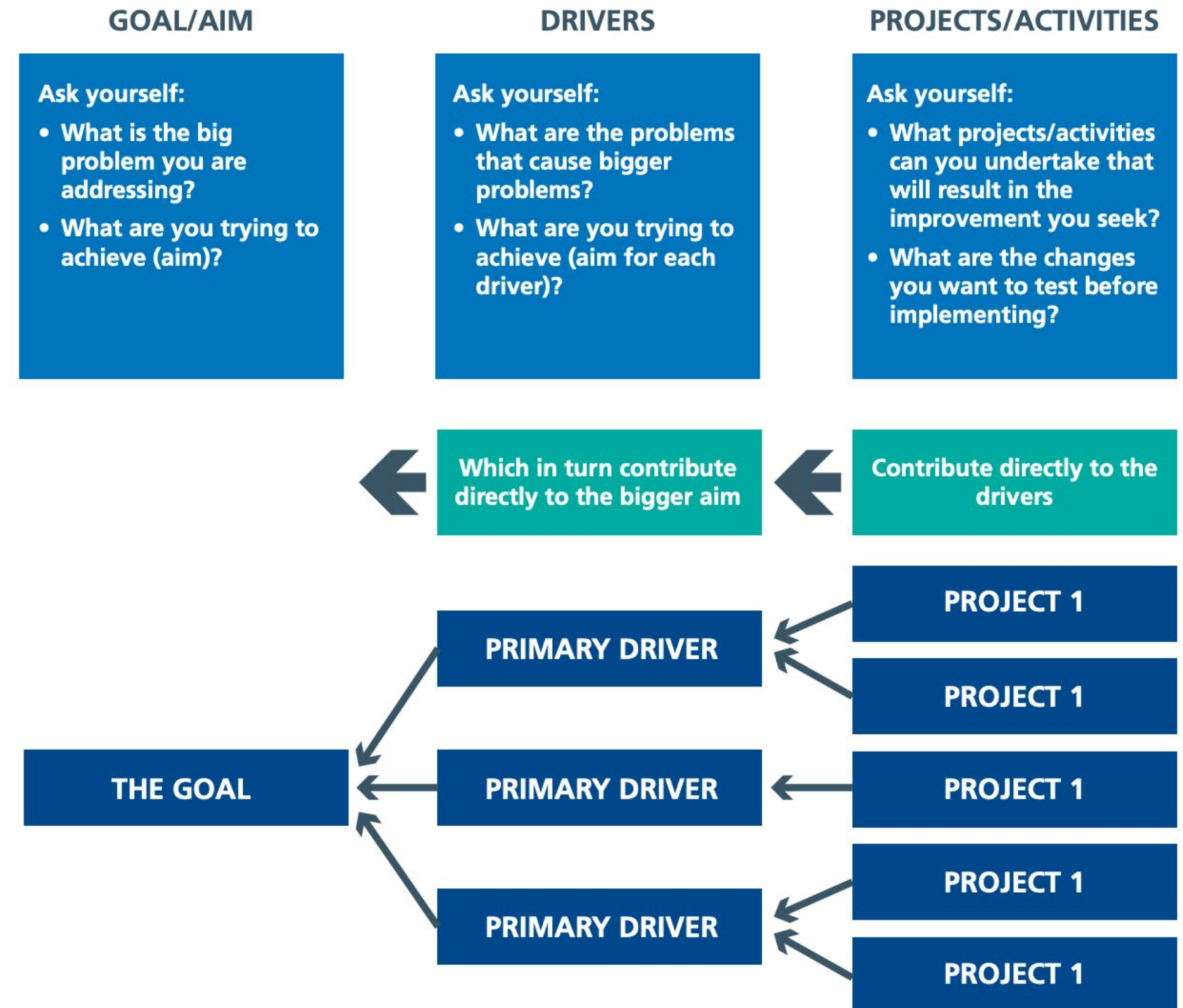
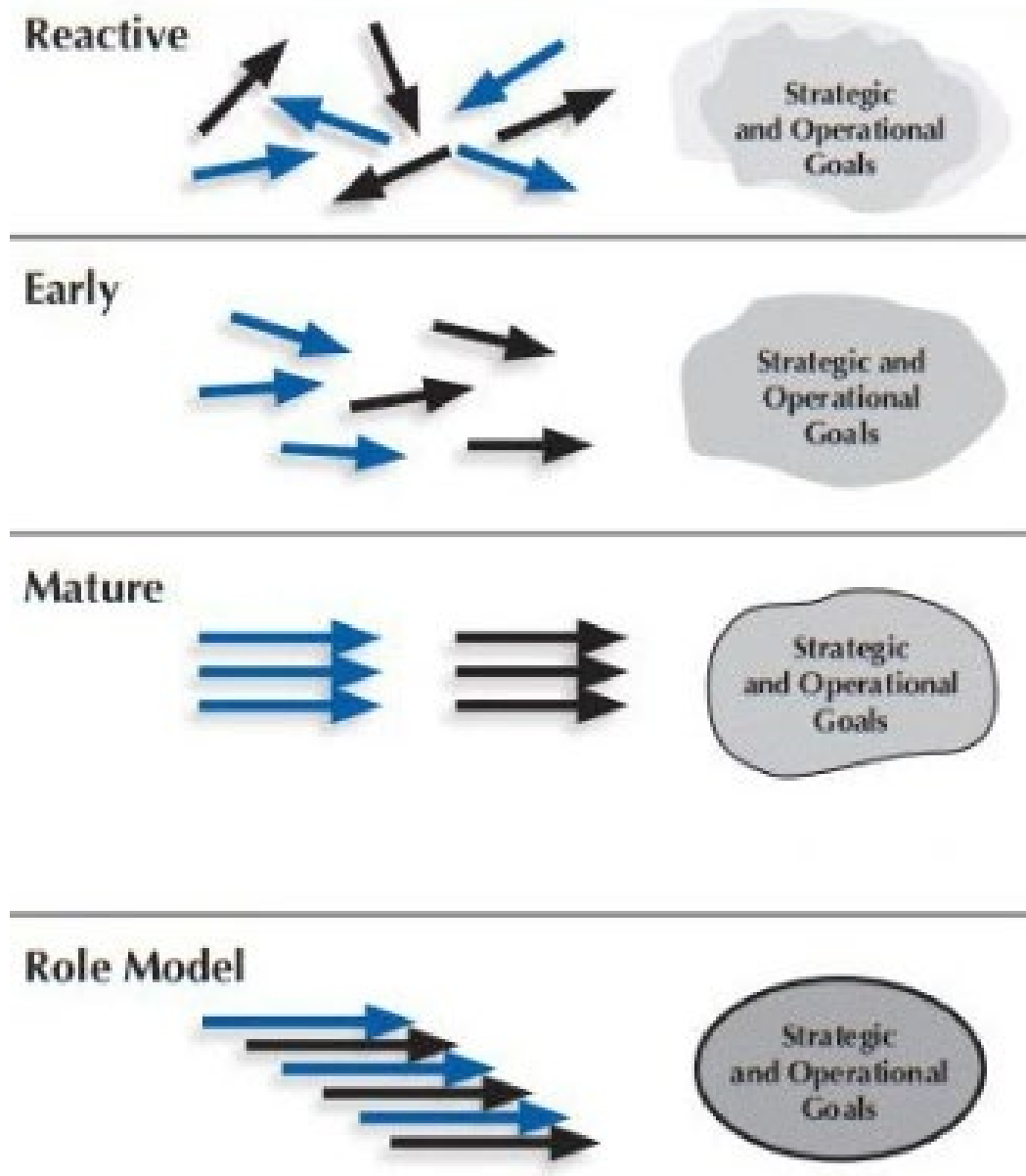
# From Planning to Doing





# Goal Cascade: Key Driver Diagrams

Performance improvement tool that enables us to align our goals/ objectives



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# University Hospital & Ross Heart Hospital

## Strategic Themes

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### Talent & Culture

- Attract, develop, and retain talent needed for near-term growth

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### World Class Care

- Create differentiated clinical care through nationally-recognized quality

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### Operational Excellence

- Steward resources to enable delivery of high-quality, cost-effective care, research, and education

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### New Tower Activation

- Planning and activation of new tower including enabling projects and BSH/ Doan/ Rhodes backfill



# Simplified Strategic Objectives

Scorecard Area	Aim	Primary Driver	
Talent & Culture	Create a sense of belonging	Employee Engagement Employee Retention	Taking care of <i>people</i>
World Class Care	Implement patient-centered, evidence-based practices	HAIs Mortality Patient Experience	
Operational Excellence	Improve patient access to care (turnaround times, scheduling, etc.)	Surgical Volume Admissions Operating Margin Length of Stay	Taking care of <i>business</i>
	Reduce unnecessary variation and optimize operations/ services		

# World Class Care

Example: Goal Cascade

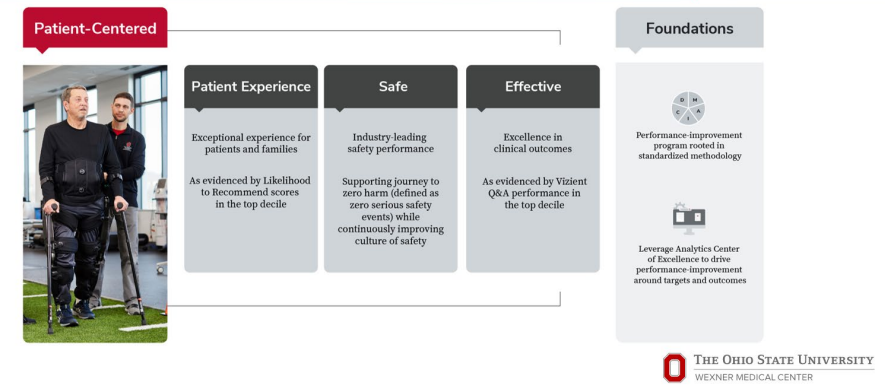
## 1 Board-Endorsed Quality Plan

## 2 Hospital Scorecard Alignment

## 3 Department/ Team-Specific Quality & Safety Plans

### Long-Range Quality Plan

World Class Care: Every Person, Every Time



Scorecard Area	Primary Driver (metric)	Secondary Driver (metric)	Key Initiative or Change Idea
			<i>What are the problems that cause bigger problems? These in turn contribute directly to the bigger Aim.</i>
			<i>What projects/activities can we do that will result in the improvement we seek? What are changes you want to test/pilot before implementing fully? These contribute directly to the Drivers.</i>
Talent & Culture	Safety	Delay in Escalation	1. Standard operating procedure development and education 2. Interdisciplinary simulation training plan
World Class Care	Patient Satisfaction	HCAHPS Overall/HCAHPS Recommend	1. Multidisciplinary Patient Experience Workgroup Initiative 2. Monthly LTR performance review with team
	Falls With Injury	Standard Daily Communication	1. JHFRAT implementation 2. Clinical care decision-making
Operational Excellence	Throughput	Length of Stay	1. Bed ready to out optimization 2. Optimize the transfer process by improving documentation and communication
	Labor Efficiency	Balanced Workload and Decision-Making	1. Maintain proper supply levels to enable team members to stay in their work area 2. Educate staff on appropriate levels of care



# Key Driver Diagrams

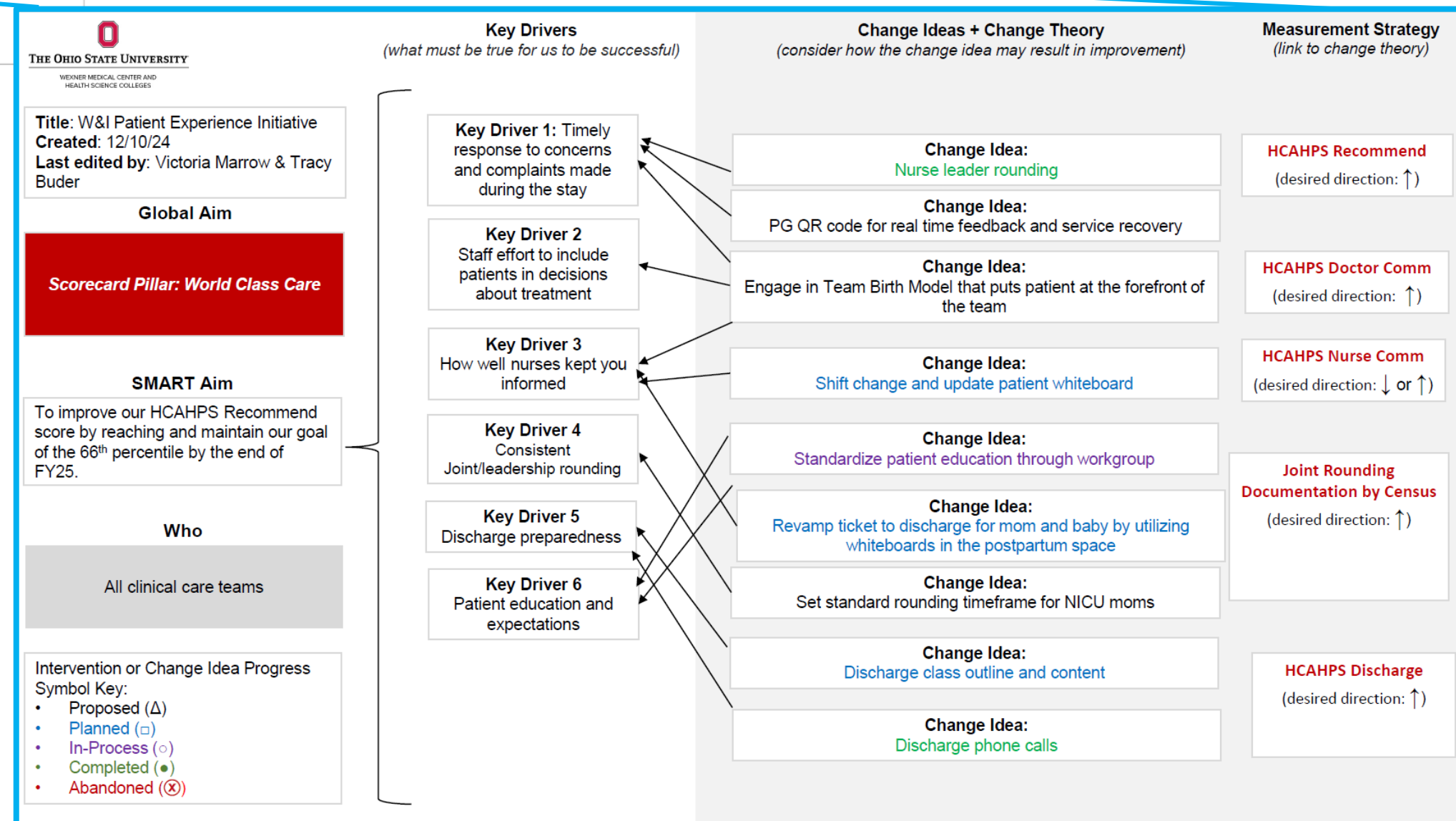
## Example: World Class Care- Nursing

Scorecard Area	Primary Driver (metric)	Secondary Driver (metric)	Key Initiative or Change Idea
<i>What are the problems that cause bigger problems? These in turn contribute directly to the bigger Aim.</i>		<i>What projects/ activities can we do that will result in the improvement we seek? What are changes you want to test/pilot before implementing fully? These contribute directly to the Drivers.</i>	
<b>World Class Care</b>	Patient Satisfaction	HCAHPS Overall/HCAHPS Recommend	1.Multidisciplinary Patient Experience Workgroup Initiative 2.Monthly LTR performance review with team
	Falls With Injury	Standard Daily Communication	1.Falls Risk Assessment Tool implementation 2.Clinical care decision-making

# Key Driver Diagrams

## Example: World Class Care- Nursing

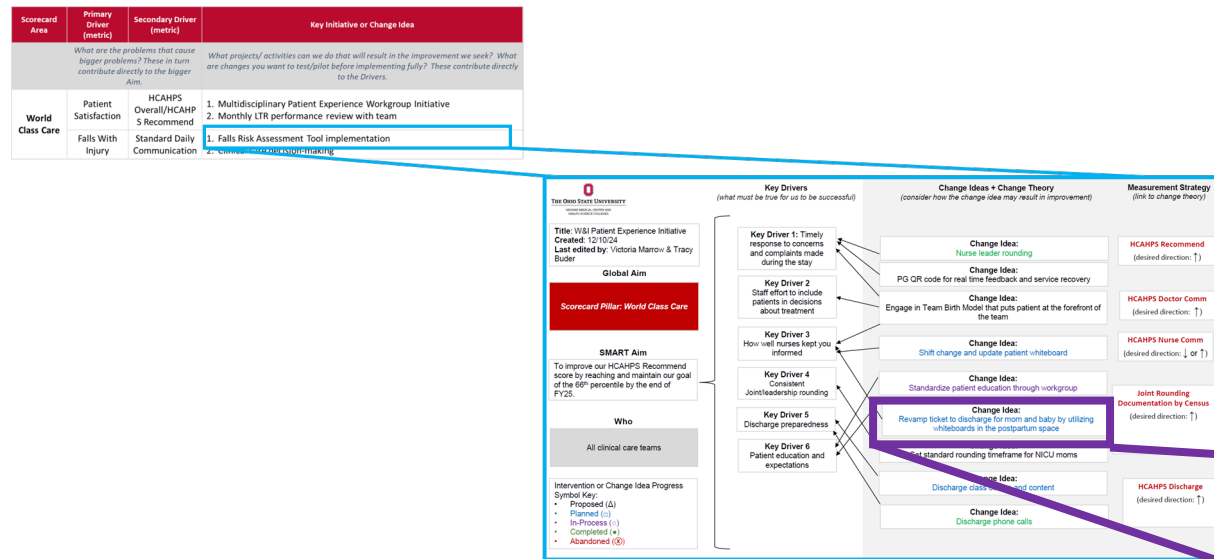
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	Falls With Injury	Standard Daily Communication	1. Falls Risk Assessment Tool implementation 2. Clinical care decision-making





# Key Driver Diagrams

## Example: World Class Care- Nursing



### World Class Care: Falls with Injury

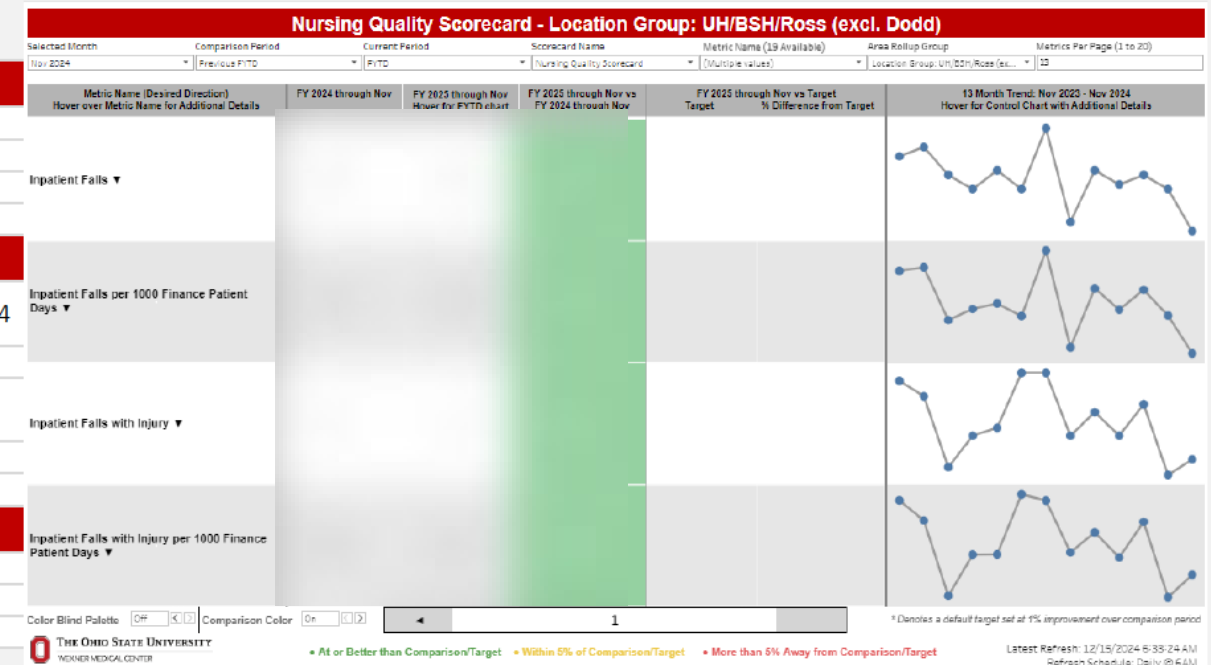
<b>Priority Area:</b> Leading in Quality and Safety	<b>Objective:</b> Reduce patient falls with injury through providing safe, high-quality evidence based patient care.	<b>Report Date:</b> 12/17/2024
<b>Project Status:</b> G		

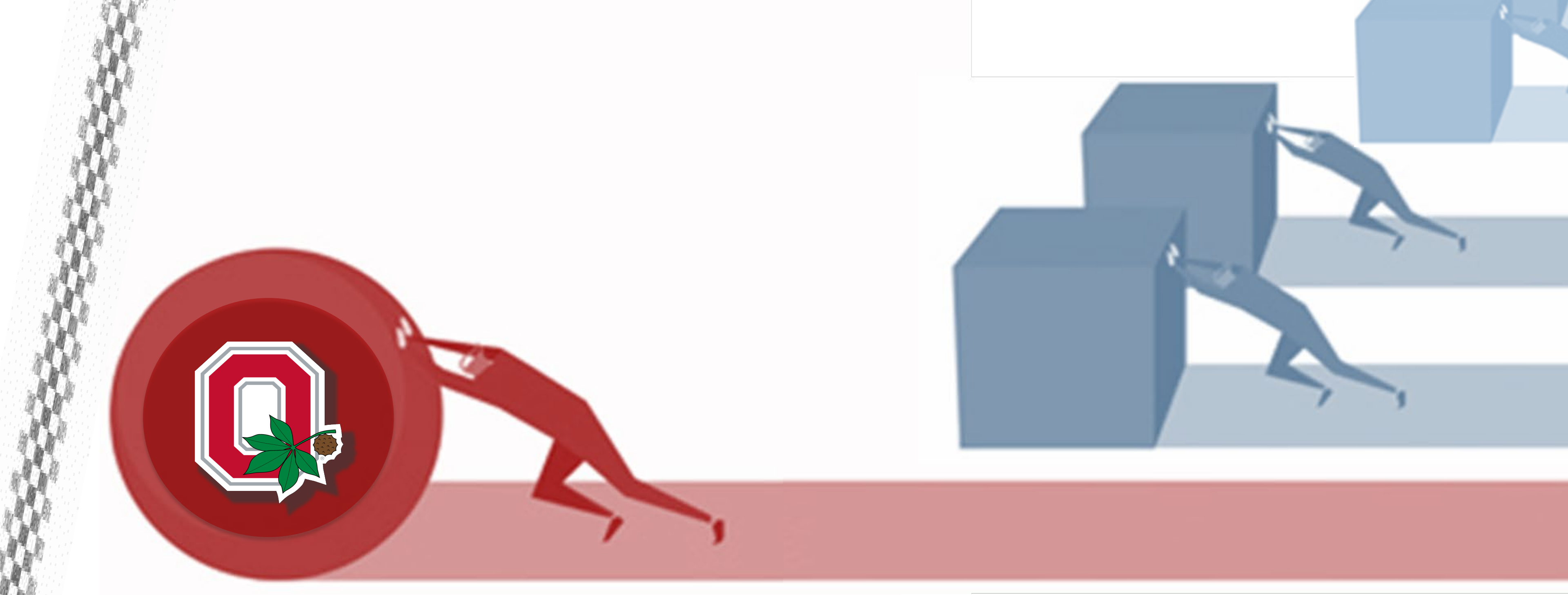
#### Past 90 Days Accomplishments & Deliverables

Johns Hopkins Fall Assessment Tool (JHFRAT)  
AM-PAC  
Predictive Analytics

Upcoming 90 Day Action Plan	Who	When
Fall education signs at patient bedside	Inpatient Units	December/January 2024
Updated signage in bathrooms	Inpatient Units	December 2024
Enterprise Falls Governance Council	Falls governance council	FY2025

Decision/ Issue Escalation	Who	When

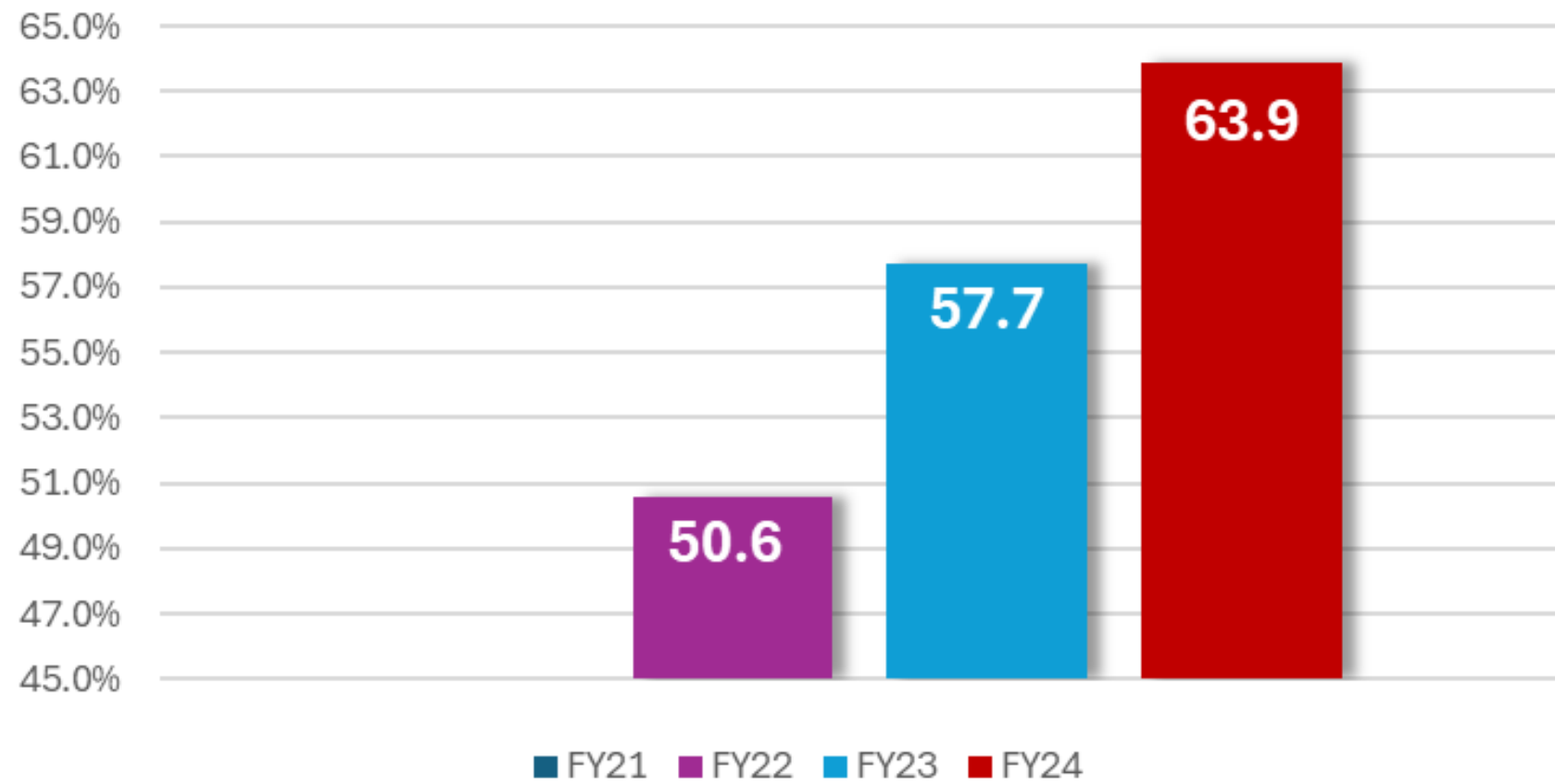




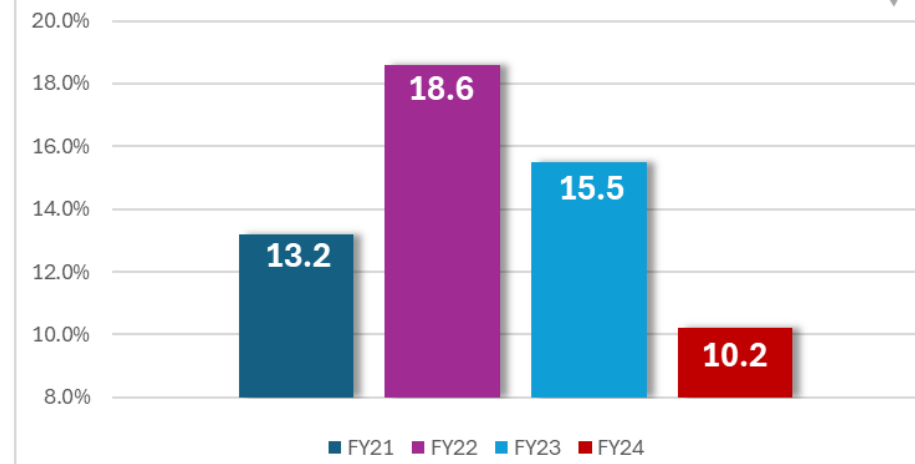


# Ross Heart Hospital

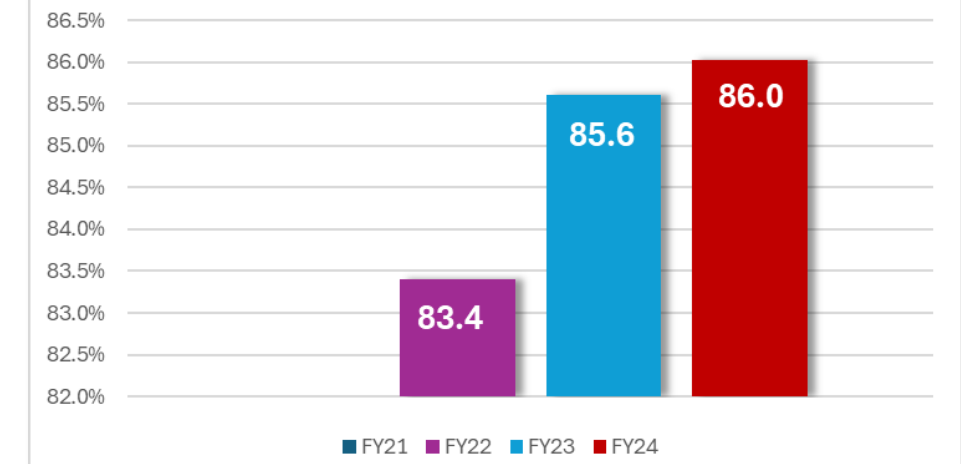
### Ross Vizient Q&A



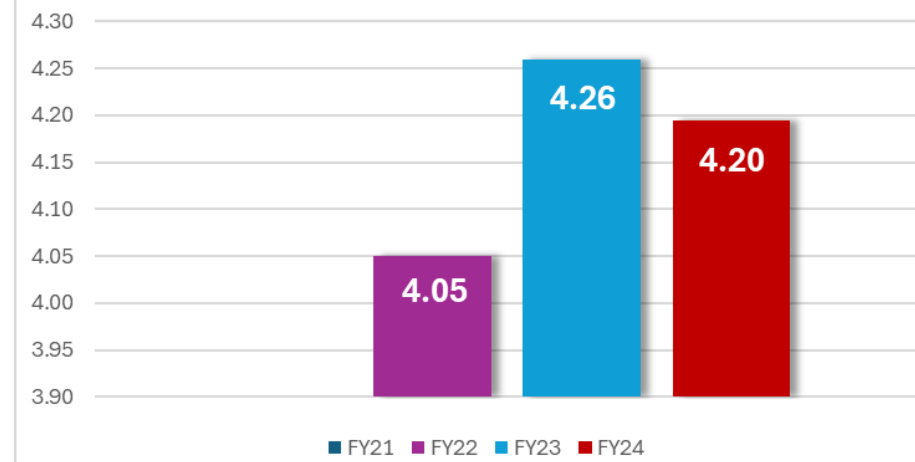
### Ross Turnover



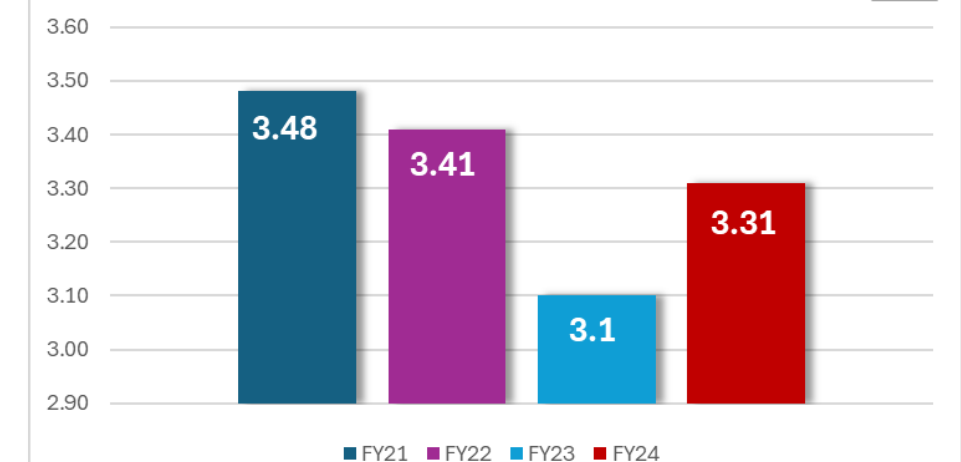
### Ross HCAHPS



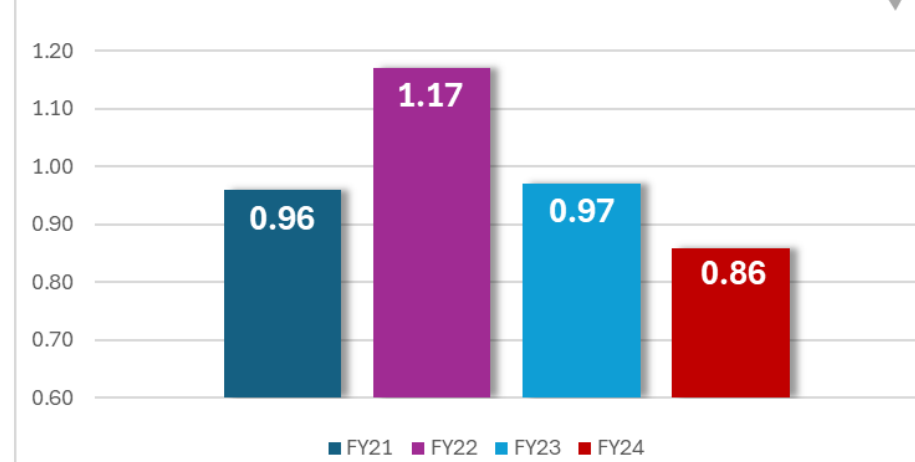
### Ross Employee Engagement



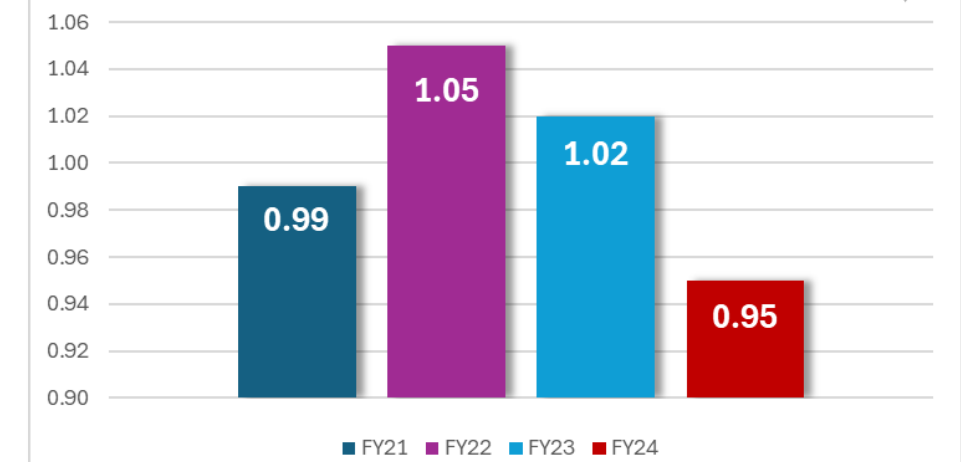
### Ross CMI



### Ross Mortality



### Ross LOSi



# Lessons Learned

- Effective and aligned **structures** and **process discipline** lead to **outcomes**
  - **Leadership** - integration of strategy, operations, talent development and management, and performance improvement
  - **Operating Model** - structured, tiered leadership councils/forums and strategic projects to drive alignment and accountability
  - **Dashboards** - Imperative to use data to inform and direct improvements
  - Use of proven **operational excellence methodologies** can **accelerate results**

## Takeaways:

- Keep it **simple** - refine/revise what already exists (teams, reports, etc.)
- Keep it **focused** - manage to targeted set of KPIs
- Keep it **fun** - Engage staff, share progress, celebrate wins



**Thank you!**



# Panelist Questions and Discussion



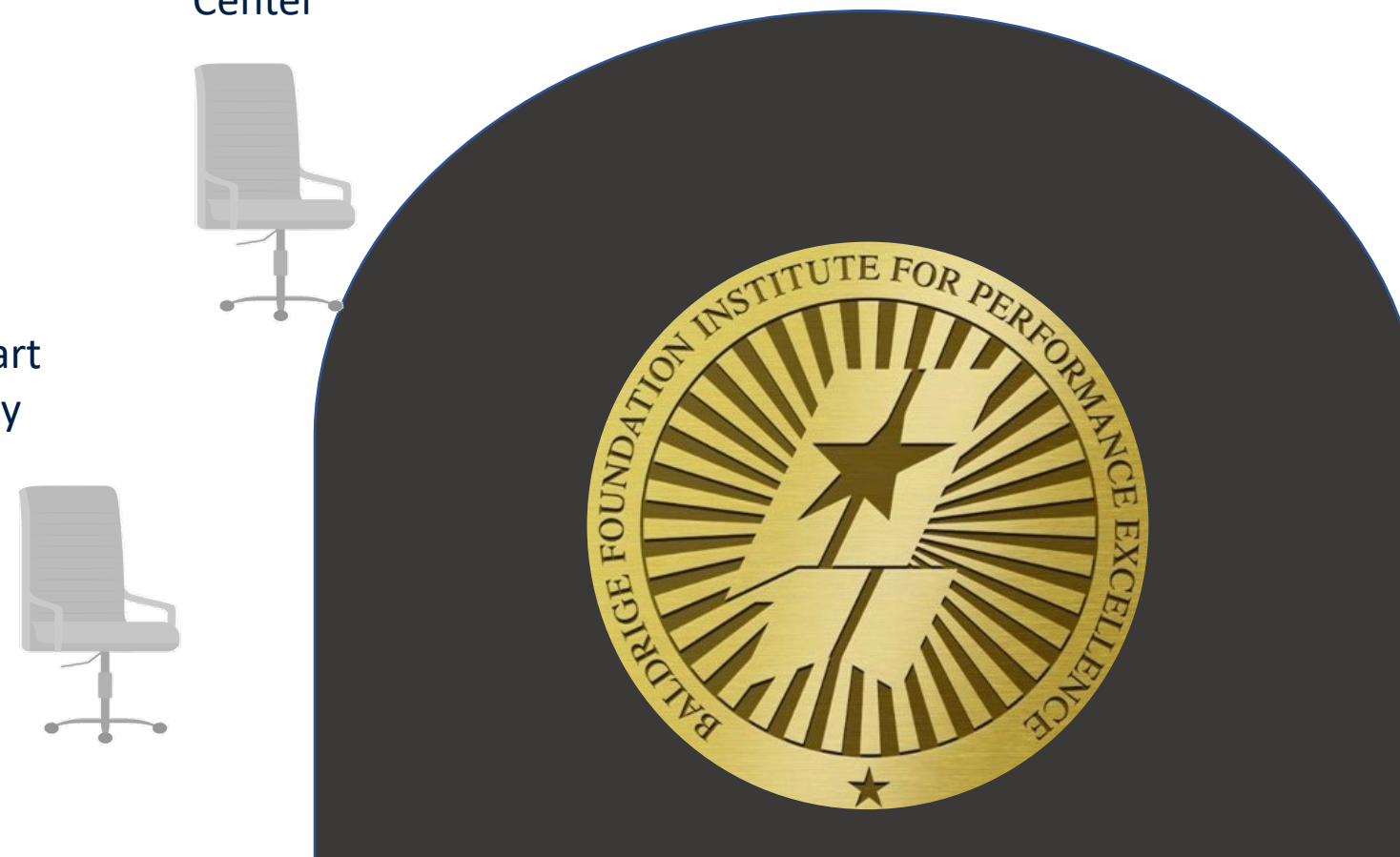
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**Al Faber**  
President & CEO  
Baldrige Foundation  
(Moderator)





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