

INSTITUTE FOR PERFORMANCE EXCELLENCE



BALDRIGE | PERFORMANCE EXCELLENCE | QUALITY | LEADERSHIP

The Baldridge Foundation Institute for Performance Excellence

Presents:

Systemness: Operating as One

February 22, 2022



Mac Baldrige Society Institute Trustees



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Opening Remarks/Agenda

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

Facilitator **Roger Spoelman, DBA, MBA**
Senior Advisor, Strategy, Leadership, and Innovation
Co-Host, Baldrige Foundation Leader Dialogue Program

Panelists **1) Charles (Chuck) Peck MD, FACS – Co-Host, Baldrige Foundation Leader Dialogue Program**
2) Gay Landstrom Ph.D., RN, NEA-BC, FACHE – SVP & CNO Trinity Health
3) Kim Maguire RN, BSN, MBA/HCM, CENP – EVP & CNO Northwest Community Hospital
4) Darin Vercillo, MD - Co-Founder and Chief Medical Officer ABOUT Healthcare
5) Ben Sawyer, MBA, PT, OCS, LBB - Industry Expert, ABOUT Healthcare

Audience **Moderator – Al Faber**

Questions

Closing **Al Faber**
Remarks

Systemness: Operating as One

Emerging from the Headwinds of the Pandemic

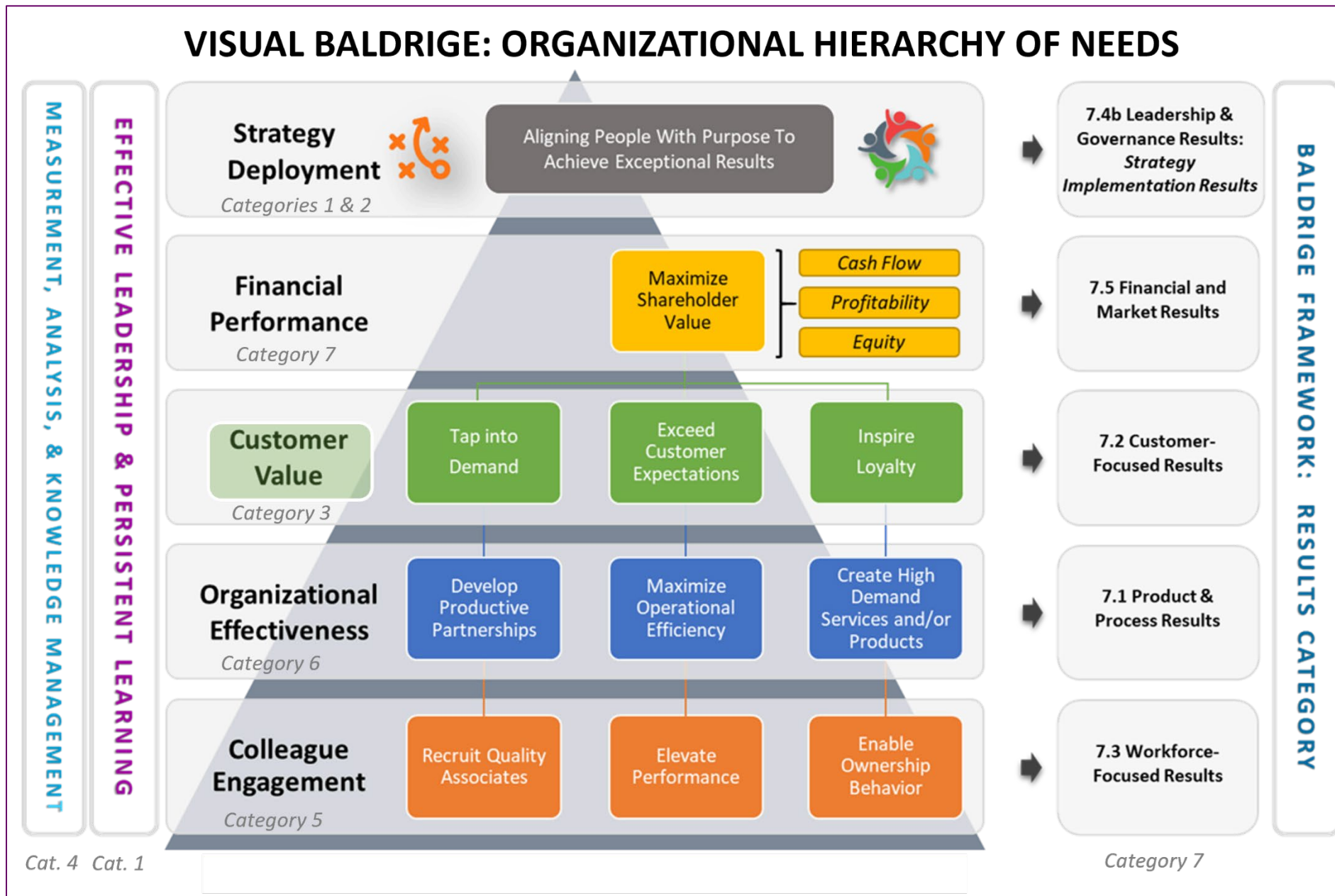
Panel Discussion Topics

 **Leadership Development**

 **Employee Empowerment**

 **Seamless Handoffs**

To Achieve Systemness & Operate as One

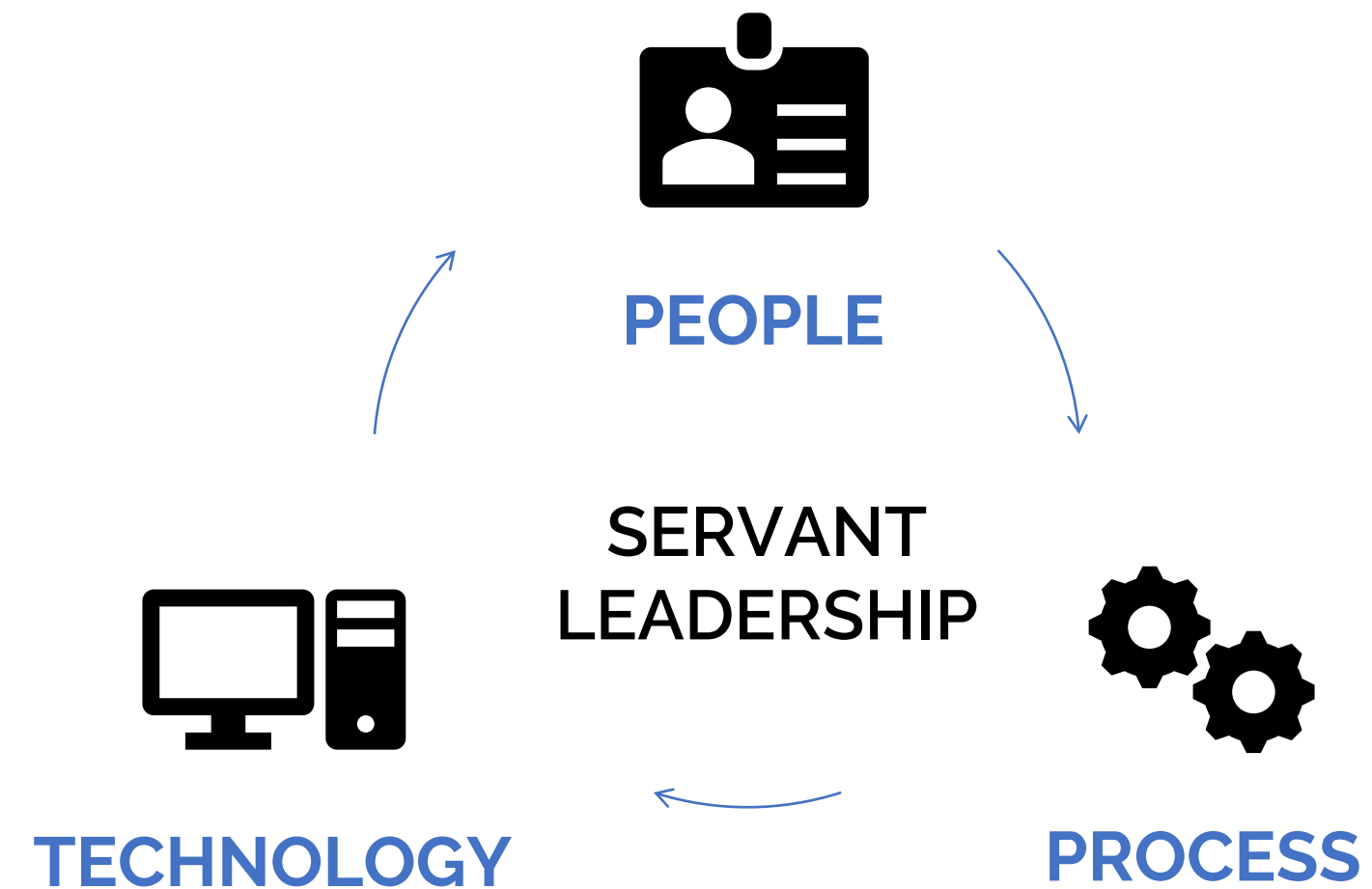
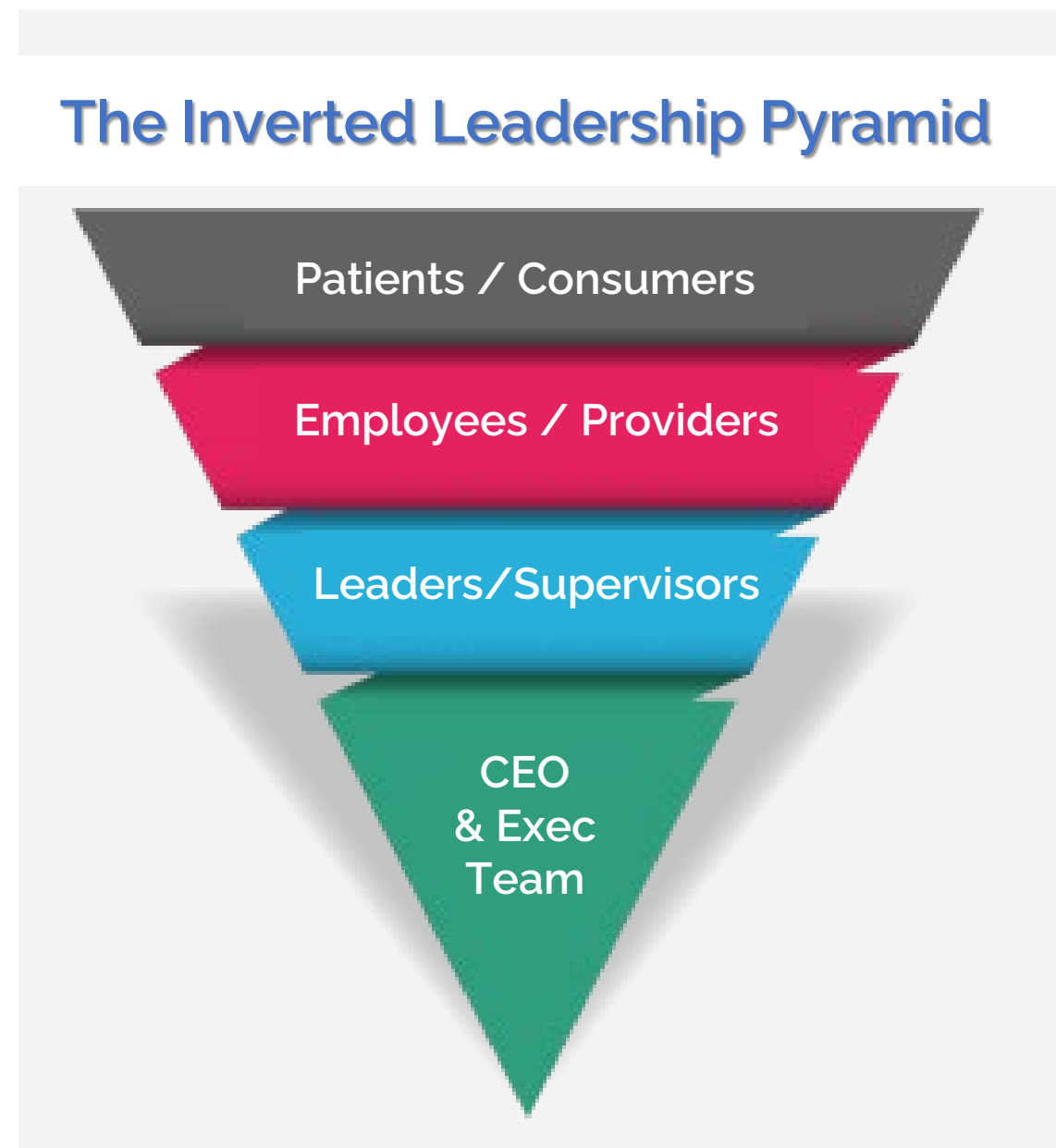


Start from a Position of Balance and Alignment

- Leadership:** Providing a compelling shared vision, and encouraging persistent learning;
- Strategy:** Preparing for the future, including the goals, objectives, and key initiatives to align people with purpose to achieve exceptional results;
- Customers:** Listening to, satisfying, and engaging patients and other consumers in accommodating changing demands;
- Measurement, Analysis, and Knowledge Management (MAKM):** Determining how to secure and use reliable data and information to make effective organizational decisions;
- Workforce:** Engaging all members of the workforce, to ensure roles and responsibilities are clear and that they are empowered and supported in the discharge of their duties to the benefit of the patient, consumer, and organization;
- Operations:** Designing, managing, improving, and innovating healthcare services and work processes to improve operational effectiveness to deliver value to patients, other customers, and to achieve ongoing organizational success.

Alignment of People, Process, Technology

To drive system results, leaders must serve to optimize the *capability* and *performance* of...

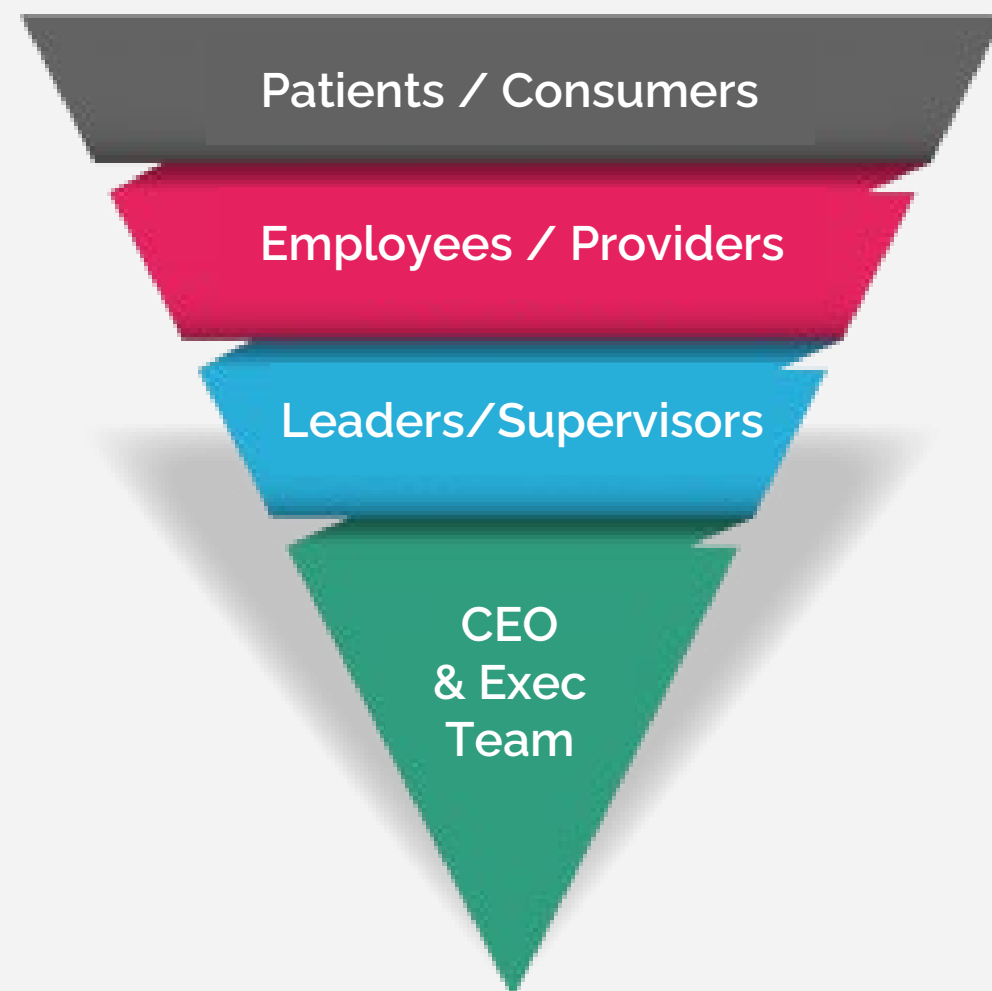


Understand Your Purpose

Leaders must be clear on their own purpose, so they can stay the course during challenging times in their efforts to guide, mentor, and support the fulfillment of the purpose of the organization that they serve.

- Carol Tome, CEO UPS

The Inverted Leadership Pyramid



Example: Carol's Personal Statement of Purpose

1. Lead to Inspire
2. Serve to Create
3. Give to Remain

She measures the influence of her purpose relative to the impact on the:

- **People** she serves
- Fulfillment of the organizational **purpose** she supports
- Achievement of the **performance** objectives that she helps establish
- Sustainability of the improved **platform** that she hopes to leave behind to sustain the achievement of the organizational purpose

Systemness: Operating as One

Some Practical Takeaway Considerations:

1. Shift your focus from reactive to proactive.
2. Earn back the trust of your colleagues first, and then regain the trust of your patients.
3. Ask your medical staff how they're doing/feeling...and then listen to them! Help if you can. Find a way to be responsive to their needs.
4. Humility looks good on everybody. Listen and serve well.
5. Err on the side of over communication and clarity when it's time to welcome patients and visitors back to your facilities...they're confused and fearful.



"The first responsibility of a leader is to define reality. The last is to say thank you. In between, the leader is a servant."

Max De Pree

Panelist Questions and Discussion



Roger Spoelman, DBA, MBA
Co-Host, Baldrige Foundation
Leader Dialogue Program



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Ben Sawyer, MBA, PT, OCS, LBB
Industry Expert, ABOUT Healthcare



Darin Vercillo, MD
Co-Founder & Chief Medical Officer
ABOUT Healthcare



Al Faber
President and CEO
Baldrige Foundation
(Moderator)



Thank You!



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What People are Saying...



"I appreciated the opportunity to take the Yellow Belt Course online and at a pace that was appropriate for me given my full-time work and family."

Melanie Powell
Director of Business Development and Marketing for Memorial Hospital and Health Care Center



"The case studies with actual healthcare examples helped me relate the content to real world scenarios that healthcare professionals face on a daily basis. The tools were organized in a way that helped me understand and build on my knowledge. I enjoyed the content and believe the course will make me more effective ..."

Todd Jordan PA-C, MBA
Director, Vascular Center of Excellence
CAMC Health Systems, Inc



The Baldrige Yellow Belt class is thought provoking, educational, relevant to the healthcare setting and a true investment in the future of healthcare."

Roxanne M. Williams, MSN, RN, CHC, CPHQ
Director of Corporate Quality, Associate & Patient Safety at Blanchard Valley Health System

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