

INSTITUTE FOR PERFORMANCE EXCELLENCE



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**The Baldridge Foundation
Institute for Performance Excellence**

Presents:

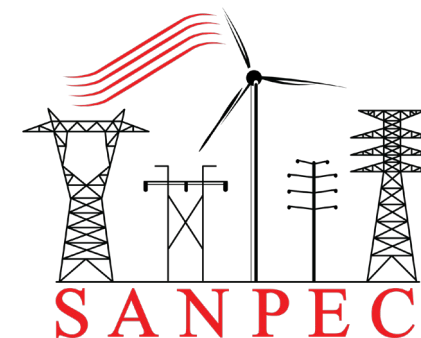
Becoming the Best at Getting Better:

Expanding a Team-Centric Culture of Performance Excellence

October 26, 2023



Mac Baldrige Society Members



Opening Remarks/Agenda

Introduction	Al Faber , President & CEO, Baldrige Foundation
Panelist	Dennis Delisle , Sc.D., FAHCE Executive Director University Hospital; Brain & Spine Hospital; Ross Heart Hospital Michael Martin , PT, MPT Associate Executive Director Ross Heart Hospital; Heart & Vascular Center; Neurological Institute J.J. Kuczynski , PT, DPT Senior Consultant, Team Performance & Execution University Hospital; Brain & Spine Hospital; Ross Heart Hospital
Audience Questions	Moderator – Al Faber
Closing	Al Faber Remarks



becoming the Best at Getting Better:

Expanding a Team-Centric Culture of Performance Excellence

Dennis R. Delisle, Sc.D, FACHE

Michael Martin, PT, MPT

J.J. Kuczynski, PT, DPT

October 2023



THE OHIO STATE
UNIVERSITY

WEXNER MEDICAL CENTER

Disclosures

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



Presenter Introductions



**Dennis Delisle, Sc.D.,
FAHCE**

Executive Director

University Hospital; Brain
& Spine Hospital; Ross
Heart Hospital



Michael Martin, PT, MPT

Associate Executive Director

Ross Heart Hospital;
Heart & Vascular Center;
Neurological Institute



J.J. Kuczynski, PT, DPT

Senior Consultant, Team
Performance & Execution

University Hospital; Brain &
Spine Hospital; Ross Heart
Hospital

Objectives

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

Describe strategies to adopt a team-based coaching program to accelerate cultural transformation within your organization and teams

Prioritize & integrate leadership/team development into your core operation to achieve sustained, top-tier results

Agenda



Organizational Overview



About The Ohio State University Wexner Medical Center



- 7 Hospitals
- Comprehensive Ambulatory footprint
- Post-acute Division
- Multiple nationally-recognized Centers of Excellence
- Regional Hospital and Health System Network Partnerships
- Clinical and Translational Research Institute
- 7 Health Sciences Colleges
- 23,000+ employees

About Our Hospitals

University Hospital:

Flagship facility including Level I Trauma Center, advanced intensive care units, level III neonatal intensive care unit, comprehensive burn center, and comprehensive transplant center

Richard M. Ross Heart Hospital:

Heart & Vascular specialty hospital specializing in services such as cardiac and vascular surgery, heart and lung transplantation, ECMO, and heart failure

Brain & Spine Hospital:

Hospital includes specialized units for stroke care, neurotrauma and traumatic brain injuries, spinal cord injuries and spine surgery, epilepsy, chronic pain, acute rehabilitation and neurosurgery. In addition, our team offers services to treat patients with movement and neuromuscular disorders.

Combined Operation:

- 900-beds
- 6,000 employees
- 34,000 admissions
- \$1.6B operating revenue



The future is bright: New Hospital Tower opening Spring 2026!

- 26 floors, 2 million sqft
- 820 beds (180 ICU beds)
- 24 ORs, 20+ procedural rooms

State of the Organization – Spring 2020

Our Strengths:

- Talented staff
- Culture of compassionate care
- Strong brand & reputation
- Large university setting creates “resource-rich” environment

Our Challenges:

- Quality is strong with top decile potential
- Large, inefficient organization slow to respond
- Financial pressure

Our Aspirations:

- **Top decile performance in quality and safety, built upon**
- **Top decile performance in faculty and staff engagement**
- **Nimble, team-of-teams model to drive collaboration and efficiency**
 - **Financial resilience**



**Team
Performance:**
*Leader & Team
Development*



Team
Performance

Our Why

**Becoming
the Best at
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Data &
Storytelling
Excellence

Person-
Centered
Focus

Execution

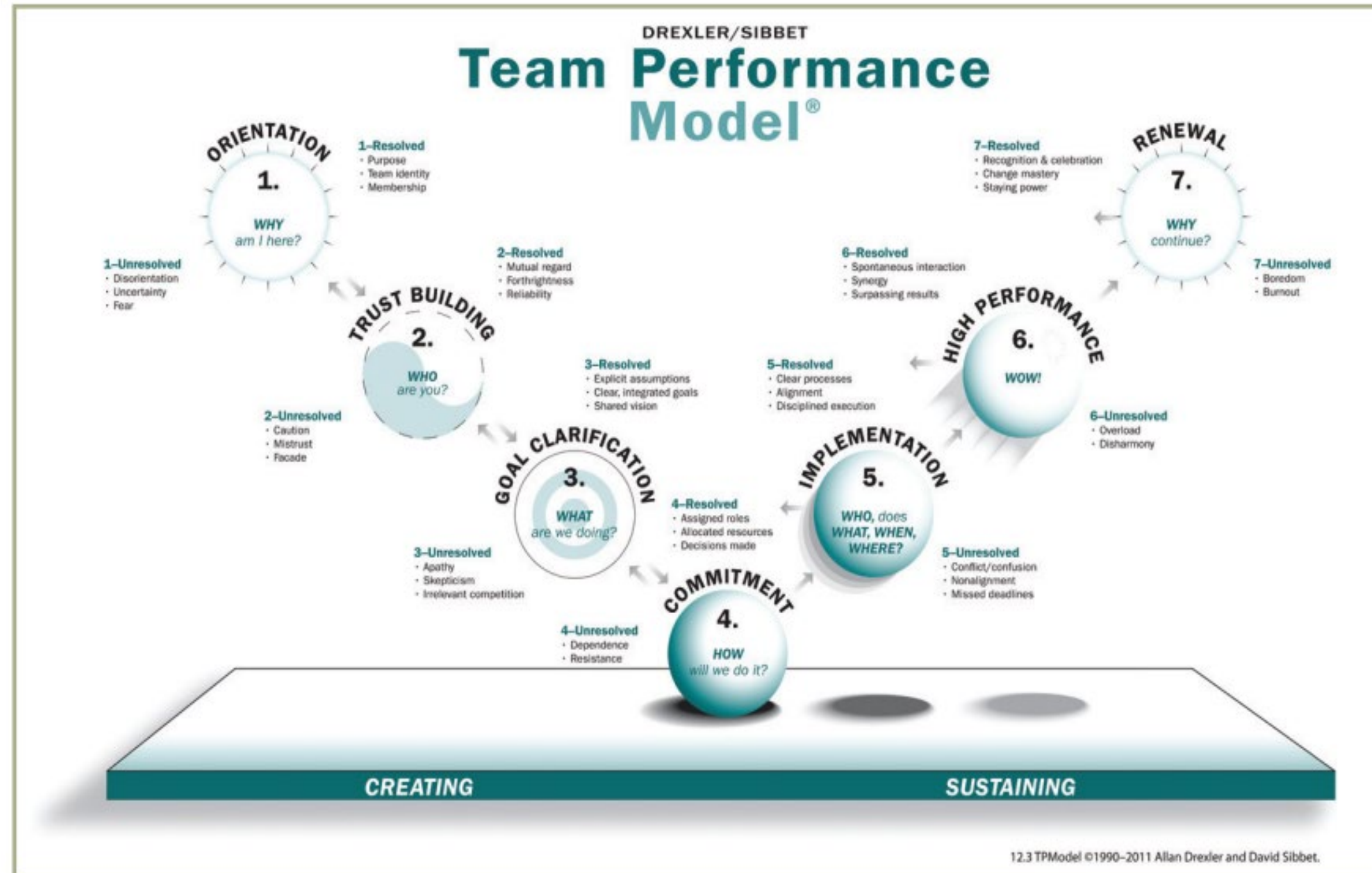
Commitment to Growing Our People



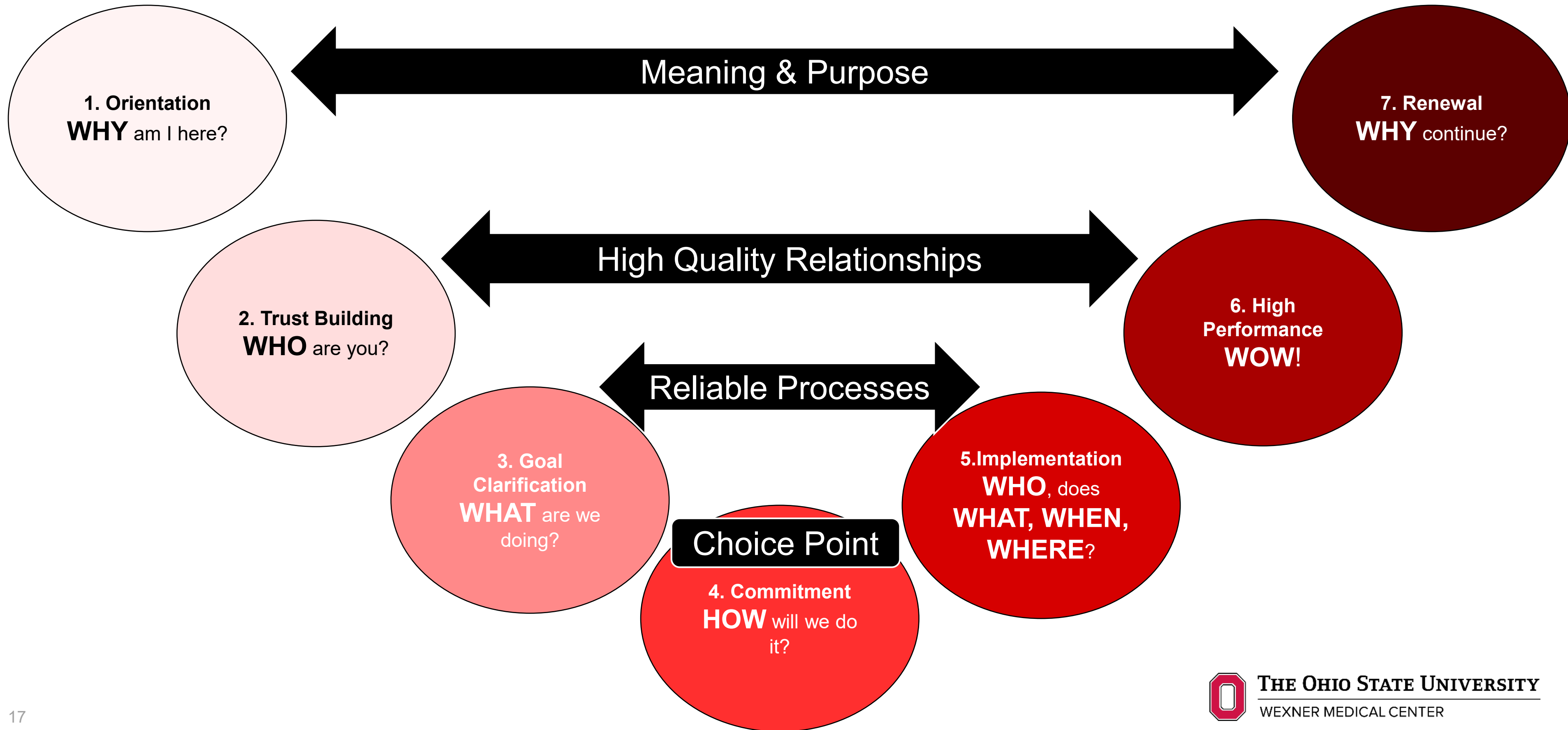


Team Performance Model

Simple framework to facilitate leadership development



Aligning Our Guiding Principles With Our Development



Team Performance

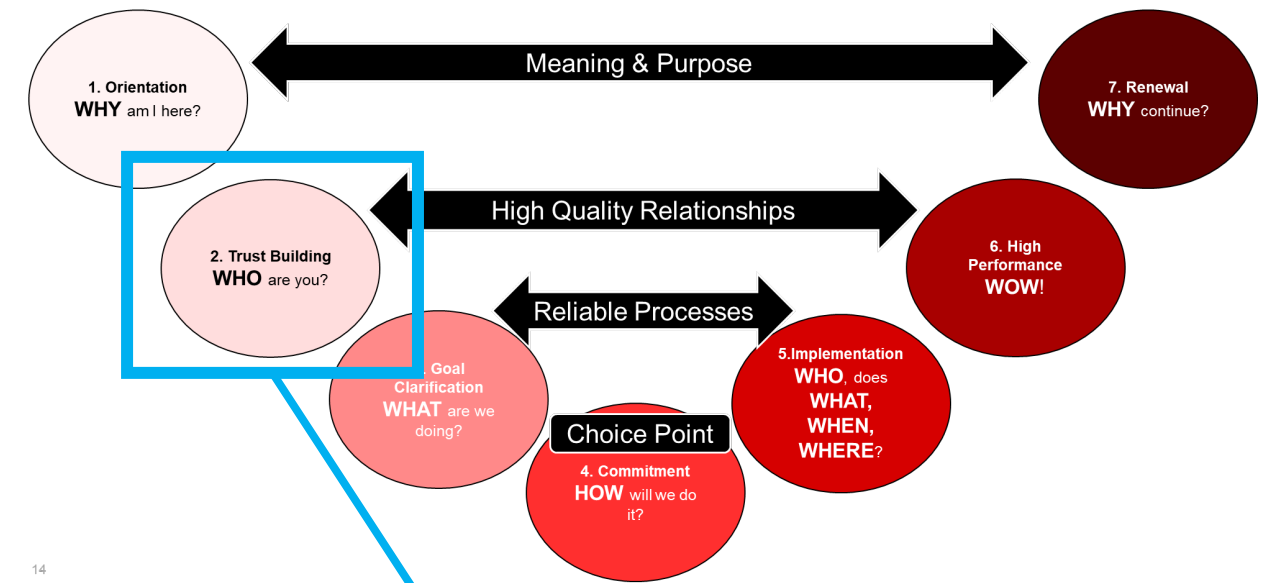
Portfolio of Leader & Team Development

Example of Leadership Council Training Agenda

Team Performance

Engagement; Leader & Team Development

<p>UH/BSH/Ross Leadership Rounding & Shadowing Program <i>*Triad Leaders to Round Only in Their Areas of Focus</i></p> <p>Supervisory Councils/Leadership Forums</p> <p style="text-align: center;">Appreciative Inquiries <i>Bimonthly relationship strengthening approach</i></p>	<p>Team Performance Councils <i>Leadership/Senior/Directors</i></p> <p>Triad/Dyad Model <i>Team of teams approach for patient quality & safety</i></p> <p>Executive Coaching <i>Triad Team Coaching; Peer-to-Peer Coaching</i></p> <p>Leader Impact Program <i>High Potential Leader Program</i></p> <p>Foundations of Leadership Program <i>*Partnership: Leadership & Organizational Effectiveness Team</i></p>
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Team Performance - Senior/Directors Council					
July	August	September	October	November	December
FY24 Kickoff Meeting <i>Joint Council Focus</i> Reaffirm our collective purpose	Trust Building (Part 1) <i>Leadership Joint Council Focus</i> Promote candor & reliability	Trust Building (Part 2) <i>Directors & Senior Councils Focus</i> Promote candor & reliability	Goal Clarification (Part 1) <i>Leadership Joint Council Focus</i> Promote shared purpose & vision	Goal Clarification (Part 2) <i>Directors & Senior Councils Focus</i> Establish clear, integrated goals	Commitment (Part 1) <i>Leadership Joint Council Focus</i> Clarify roles/decisions/resources
Share & discuss FY24 plan for Talent & Culture, Work Class Care, & Operations Excellence	In-Session Breakout: Trust Building	In-Session Coaching (Peer to Peer)	In-Session Breakout: Goal Clarification	In-Session Coaching (Peer to Peer)	In-Session Breakout: Commitment
Envision our future together	Leader Challenge Lead one trust-building activity with your team	Leader Challenge Complete Relationship Mapping	Leader Challenge Co-create 3 team SMART goals for the year	Leader Challenge Coach team through individual goals	Leader Challenge Address at least 1 barrier to decision-making with your team

By The Numbers

50+

Directors & Senior Leaders Rounding

150+

Leaders in Active Development

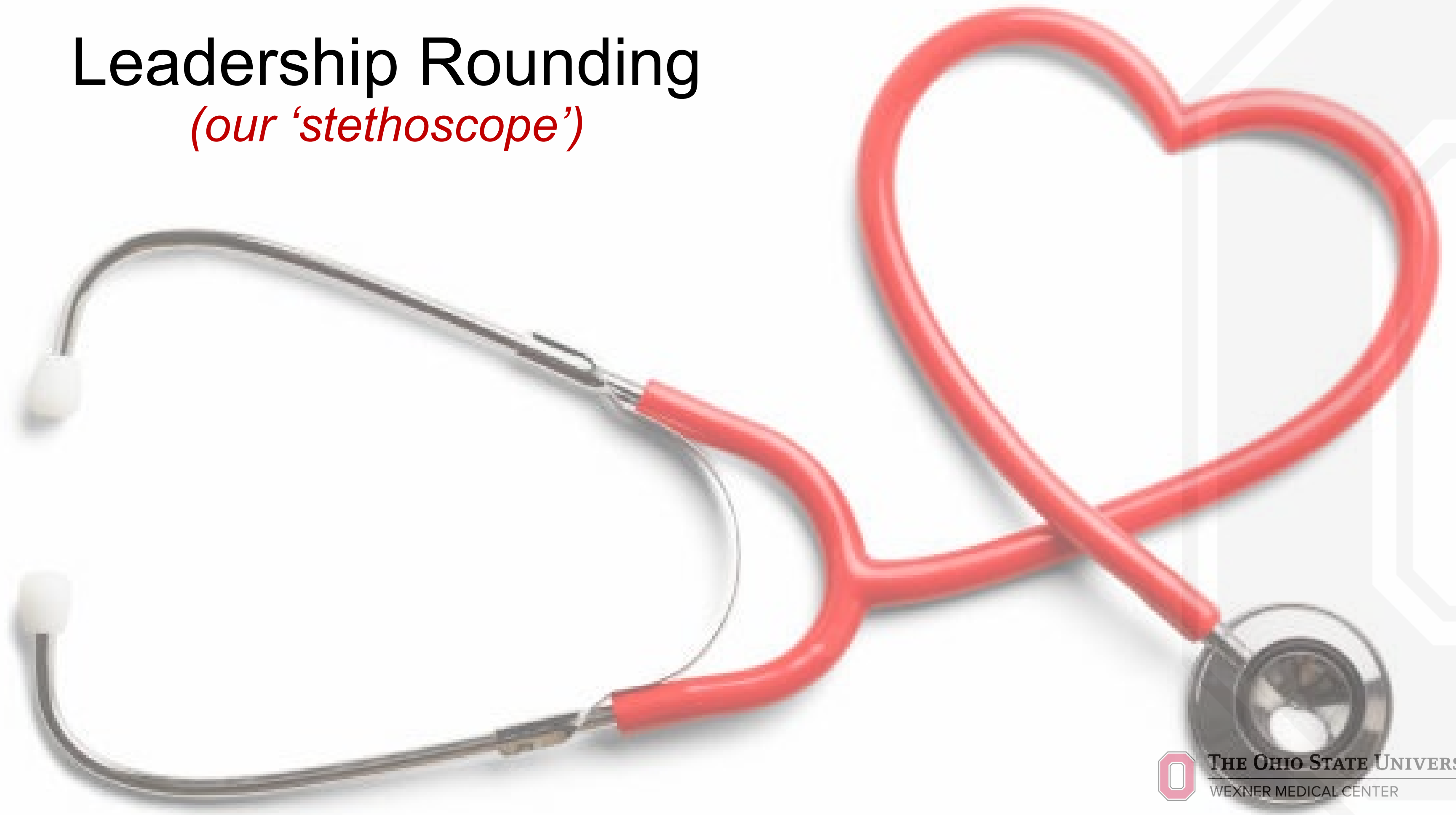
“We before me” – Be curious, not judgmental

Person-Centered Focus



Leadership Rounding

(our 'stethoscope')





Leader Rounding (UH/BSH/Ross)

✓ Following

Showcasing the leadership rounding efforts and highlighting the staff who make Ohio State great.

Published May 24, 2023

All posts 37

Posts per week 2

Last updated 1 day ago

Contributors

Dennis Delisle
5 posts

Kelly Scheiderer
4 posts

From unit leadership to their floofiest teammate, the pride in patient care on 9 West Doan is palpable! Thanks for sharing your...

A Day in the Life +1 more

Keri Scheid August 23, 2023



👍 58 💬 0 📌

We appreciated the great conversation while rounding on 9 East Doan today. A huge shoutout to amazing TEAMWORK here!...

A Day in the Life +1 more

Keri Scheid August 22, 2023



👍 48 💬 1 📌

Leadership Shadowing - ED Patient Flow Coordinator

Leader Rounding (UH/BSH/Ross)

Sandra Vanvranken August 18, 2023



👍 29 💬 0 📌

Shadow Day in the Production Kitchen: What does it take to prepare 10,000 meals every day? This week I went to the Productio...

A Day in the Life +1 more

Dennis Delisle August 16, 2023



👍 80 💬 10 📌 ✎

How we share our experience and gratitude

Buckeye Moments:

We want to hear about the impactful moments you experience each day that **highlight the Buckeye Spirit.**

What to share:

- Good Catch
- Inspiring/ impactful patient interaction
- Example of exceptional Teamwork
- Leadership Shadowing experience



Our Buckeye Spirit moves us forward

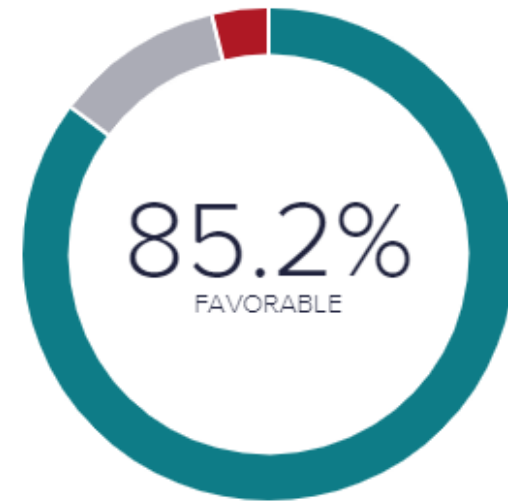
We have the heart and grit of champions at Ohio State.

We foster a collaborative spirit, a dedication to service for others and a relentless pursuit of excellence in the face of challenges.



Building Trust and Connection with our Employees

Engagement Results



Favorable: 85.2% Neutral: 11.1% Unfavorable: 3.7%



Engagement Survey Highlights:

- Diversity, Equity, and Inclusion
- Future Vision
- Growth and Development
- Manager Relationship

Opportunities for Improvement:

- Well-being
- Teamwork
- Survey Effectiveness

Execution



Team Performance

Our Why

**Becoming
the Best at
Getting
Better**

Data & Storytelling Excellence

Person-Centered Focus

Execution

Execution

strategy, planning, tactical action plan/ implementation





Execution

Training Portfolio

Execution

Continuous Improvement & Operational Excellence

Lean Yellow Belt Training

Lean/Lean Six Sigma Green Belt; Rapid Improvement Event Facilitation Training

*Partnership: Fisher College of Business

Evidence-Based Practice Training

*Partnership: College of Nursing

Improvement Workshop

Bimonthly forum for leaders to enhance improvement skills

100+

Leaders trained in formal improvement methodology

130+

trainings this year

*Numbers as of August 2023

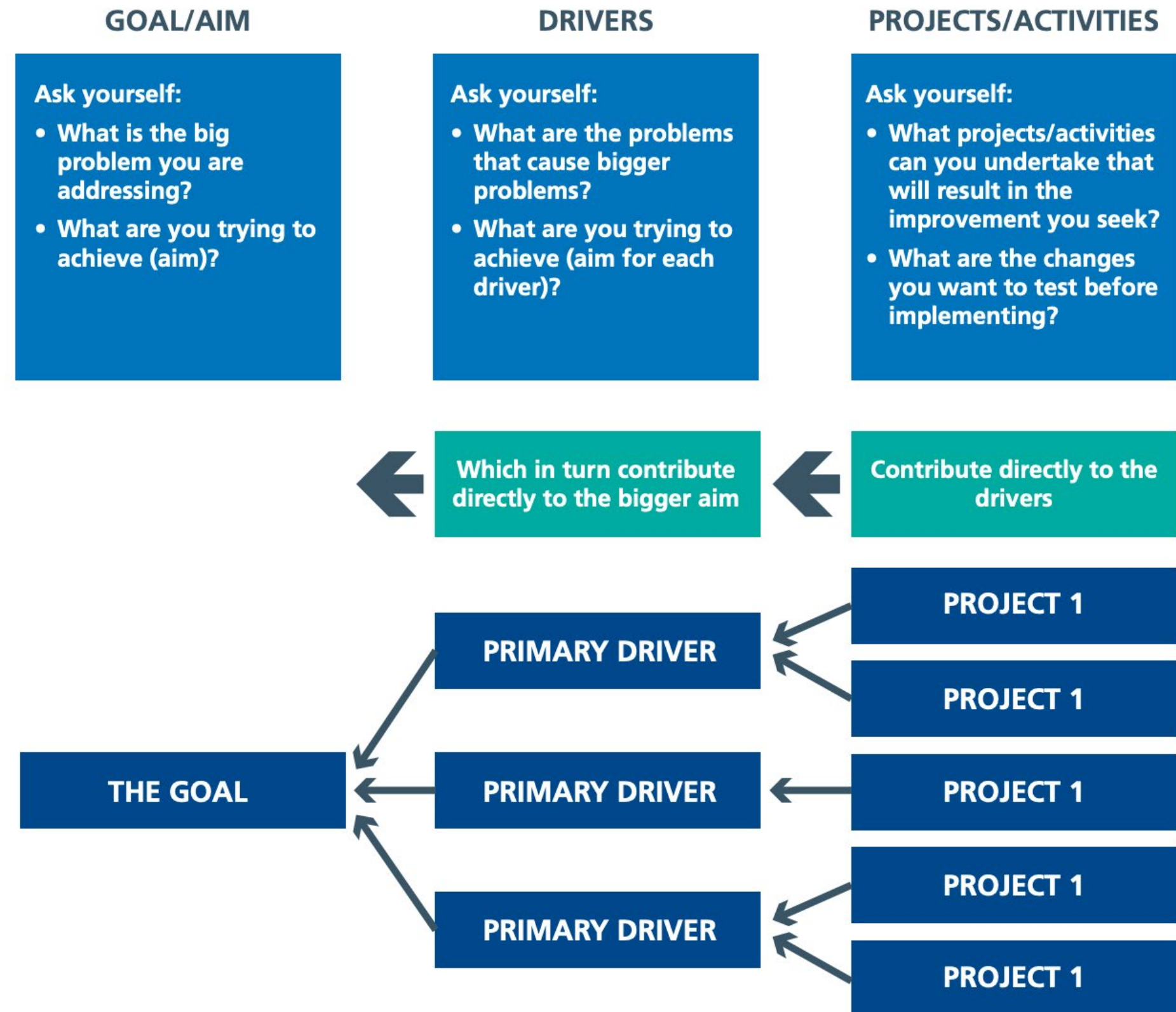
Key Improvement Methodologies

OSU Improvement Framework	IHI Quality Improvement (IHI-QI)	Theme	Lean	Evidence-Based Practice (EBP)
Define	Plan <i>What are we trying to accomplish?</i>	Defining <i>Define & Scope the Problem</i> 	Clarify the Problem	Clinical Inquiry/Ask PICOT question
			Break down the Problem	Search for evidence
Measure	How will we know that change is an improvement? What changes will result in improvement?	Understanding <i>Assess & Analyze Current State</i> 	Set a Target	Critically Appraise
			Analyze the Root Cause	
Analyze				
Improve	Do	Testing <i>Complete Tests of Change</i> 	See Countermeasures	Integrate the Evidence
Control	Study	Implementing <i>Iterate or Integrate the Improvement</i> 	Evaluate Results & Processes	Evaluate Outcomes
	Act			
Standardize	Sustain	Disseminating <i>Celebrate Success & Share</i>	Standardize Success	Disseminate Results/ Plan for Sustainment

Goal Cascade

Key Driver Diagrams

- Performance improvement tool that enables us to align our Goals/ Objectives (Outcomes) with key drivers
- Initiatives/ projects focus on moving the needle on the Driver (Process focus)



Key Driver Diagrams

- Balanced Scorecard Strategic Priorities:
 - Talent & Culture**
 - World Class Care**
 - Operational Excellence**

World Class Care


AIM	Primary Driver	Secondary Driver <small>(align with applicable primary drivers)</small>	Goal	Status	Change Ideas <small>(recommend no more than 1-2 active ideas per driver at one time)</small>
Providing world class, patient-centered care	Mortality				
	Safety				
	Effectiveness				
	Patient Centeredness				
	Efficiency				
	Equity				

Metrics to Consider (delete this box for presentation purposes):

- Mortality O:E & Clinical Documentation Improvement
- HAIs/PSI (CLABSI, CAUTI, c. Diff, Falls)
- LOSI
- HCAHPS
- Turnaround Times
- Direct Cost of Care
- Readmissions / Excess Days

Key Points/Escalations:

- TBD



Key Driver Diagram: Talent & Culture EXAMPLE

What are we trying to achieve?

What are the problems that cause bigger problems? These in turn contribute directly to the bigger Aim.

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.



AIM	Primary Driver	Secondary Driver	Goal	Status	Change Ideas <i>(recommend no more than 1-2 active ideas per driver at one time)</i>
Creating a sense of belonging	Retention	1 st Year Hire Retention	90%	80%	<ol style="list-style-type: none"> 1. Implement New Hire Onboarding Best Practice from Critical Care 2. Leader quarterly rounding/meeting with new hires
	DEI	% of staff participating in ERGs or in mentorship program	80%	50%	<ol style="list-style-type: none"> 1. Invite ERGs to team/department meetings 2. Integrate ERG engagement in P3s
	Employee Engagement	Specific Engagement Driver			<ol style="list-style-type: none"> 1. Discuss & confirm Engagement Action Plan with team 2. Establish ULC strategic plan for FY24

Data &
Storytelling
Excellence

Team
Performance

Our Why

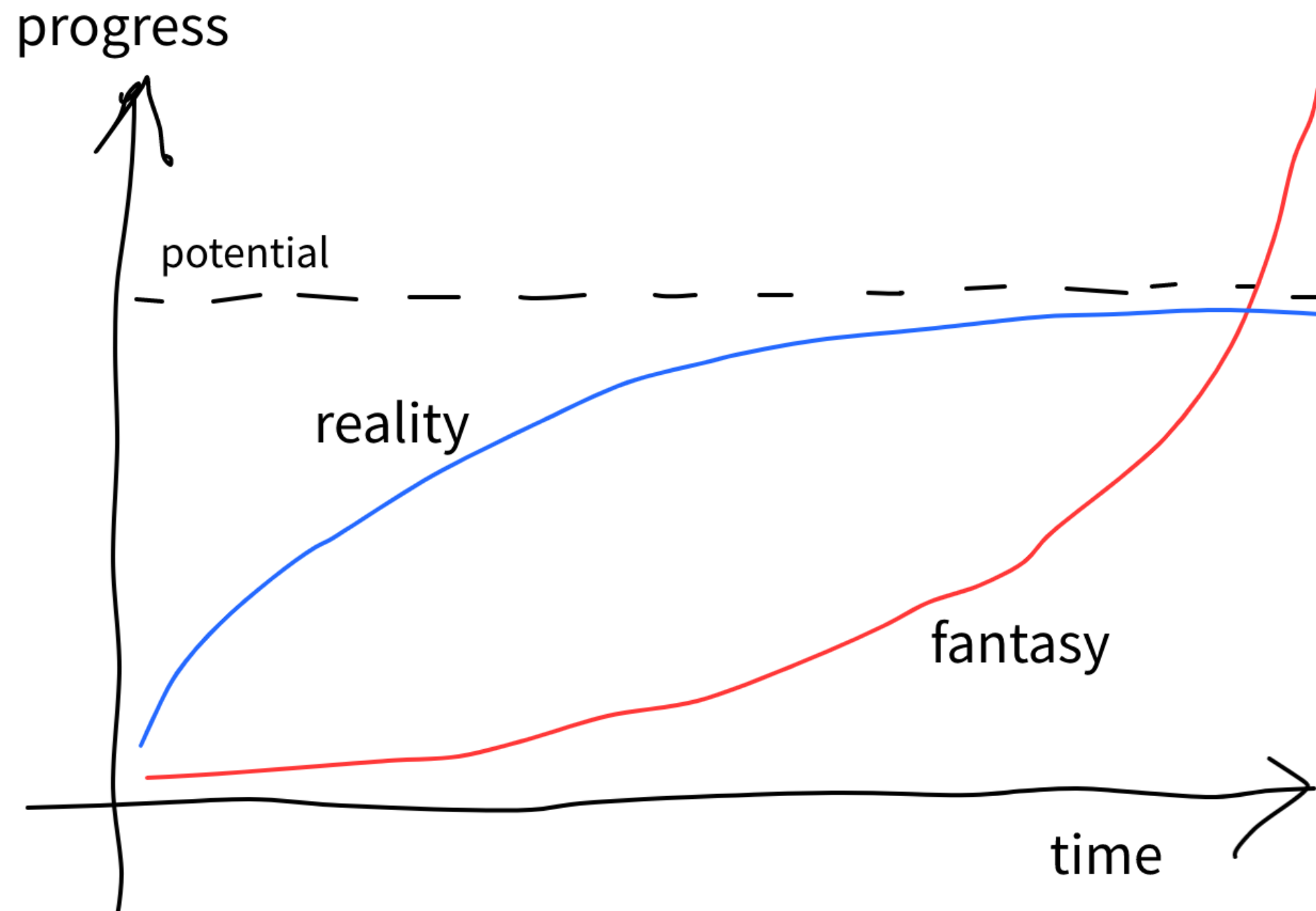
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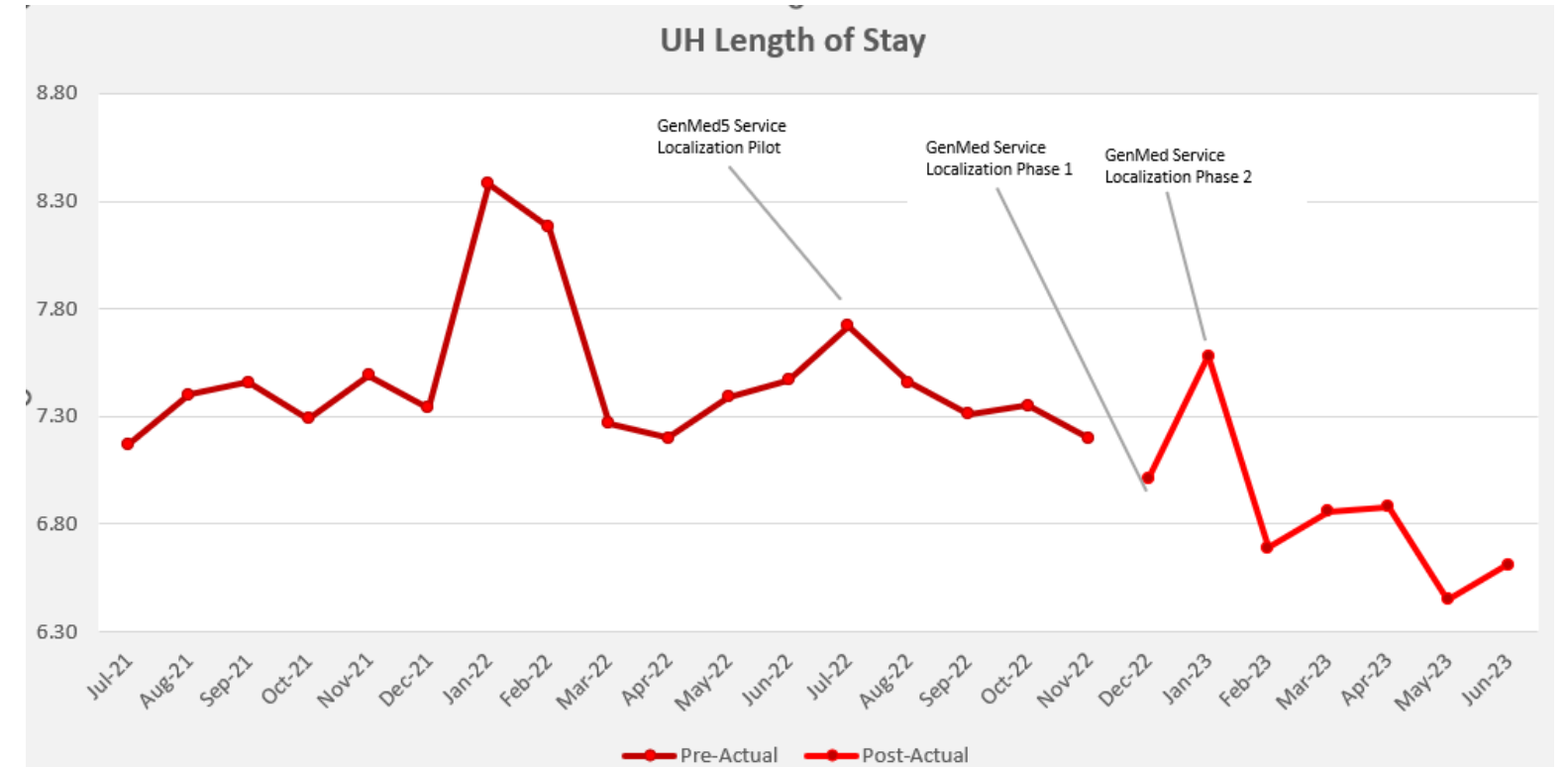
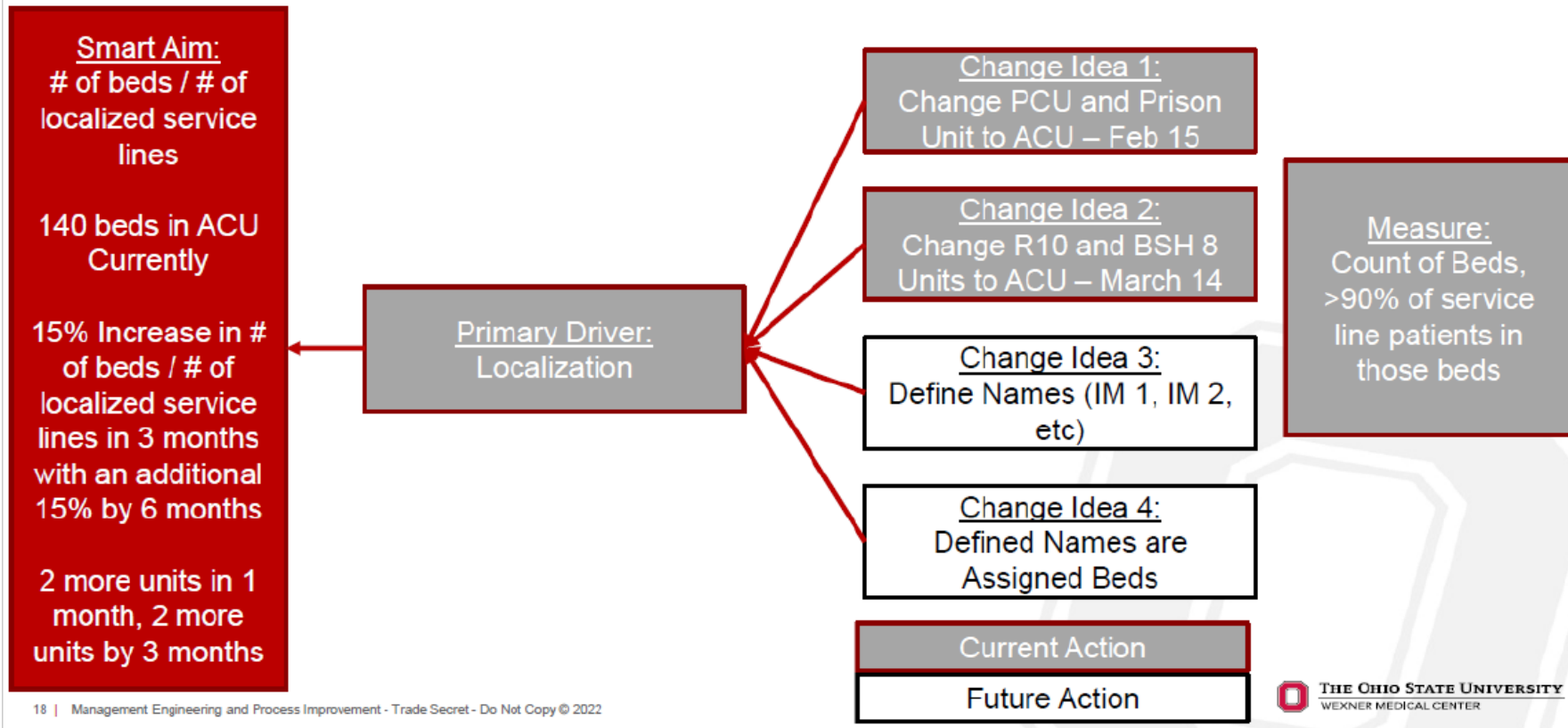
Reality vs Compound Fantasy



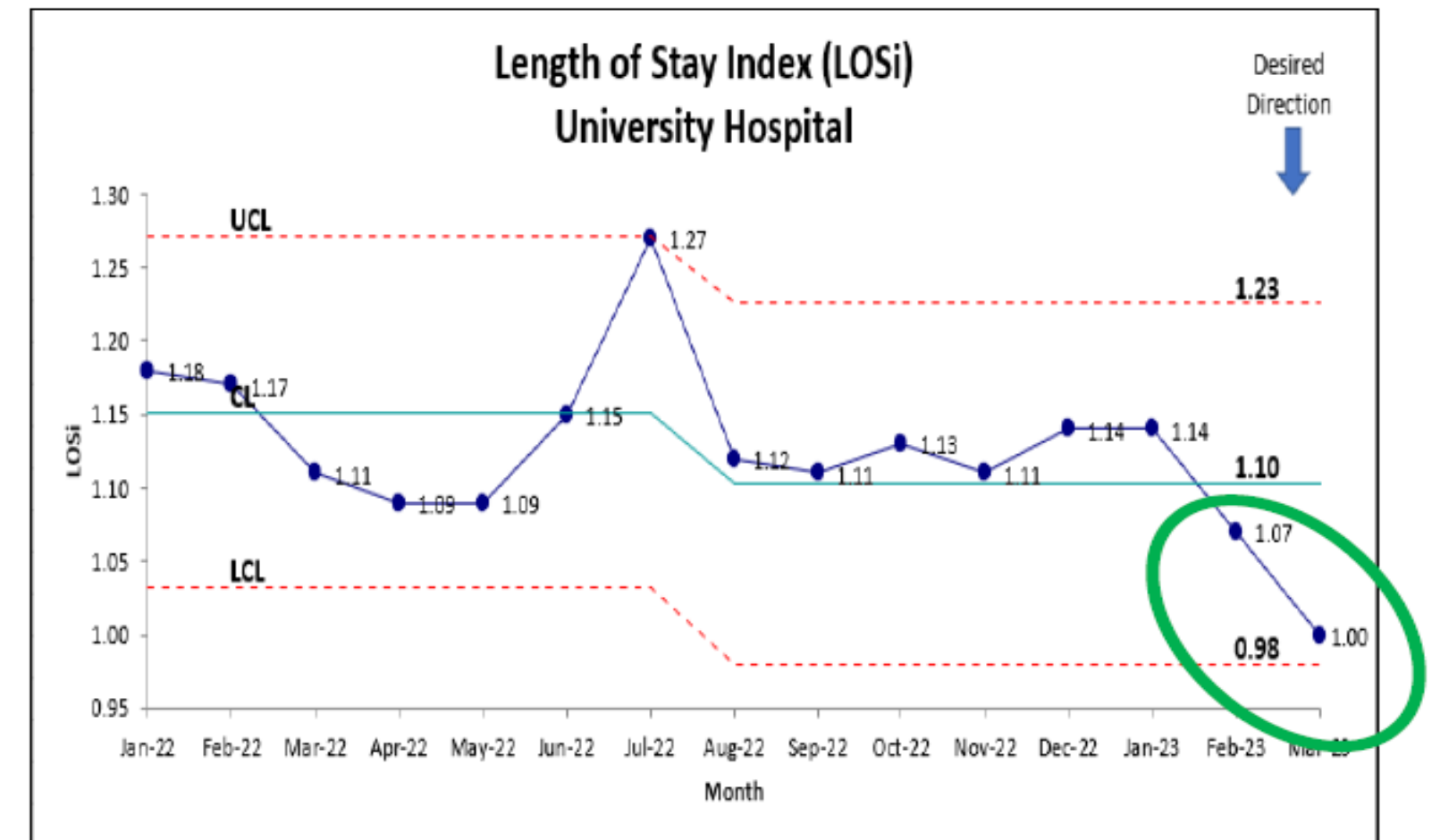
Case Example 1

Improving Length of Stay

Key Driver Diagram - Localization



After Shift – New Baseline Established



Case Example 2

Customer-Focused Results

World Class Care: Patient Experience

Priority Area: Leading in Quality and Safety	Objective: Focus on Patient Experience through hardwiring of joint rounding in addition to targeted initiatives with the nutrition and EVS teams.	Report Date: 8/15/2023
Leads: Dr. Rudesill & Candy Engel	Project Manager: Negin Alizadeh	Project Status: Y
Core Team: Benedict, Blust, Flannigan, Geruntino, Grantham, Grobman, Hertl, Inuzuka, May, Rodgers, Schneider, Sharpe, Taucher, Viola, Volk, Yousefi, Midwife, 1 OB Provider		

Past 90 Days Accomplishments & Deliverables

- Determined that additional focus is needed for documentation of joint rounding and scripting associated with rounding
- Met with EVS leadership to discuss best practices
- Met with Nutrition leadership to brainstorm and develop pilot to improve nutrition aide staffing
- Re-established core team to include additional stakeholders

Upcoming 90 Day Action Plan	Who	When
Meet with Nutrition Services to finalize initiative around patient satisfaction.	Alizadeh, Blust, Geruntino	09/15/2023
Meet with EVS to finalize EVS best practice to enhance patient satisfaction	Alizadeh, Blust, Rodgers	09/15/2023

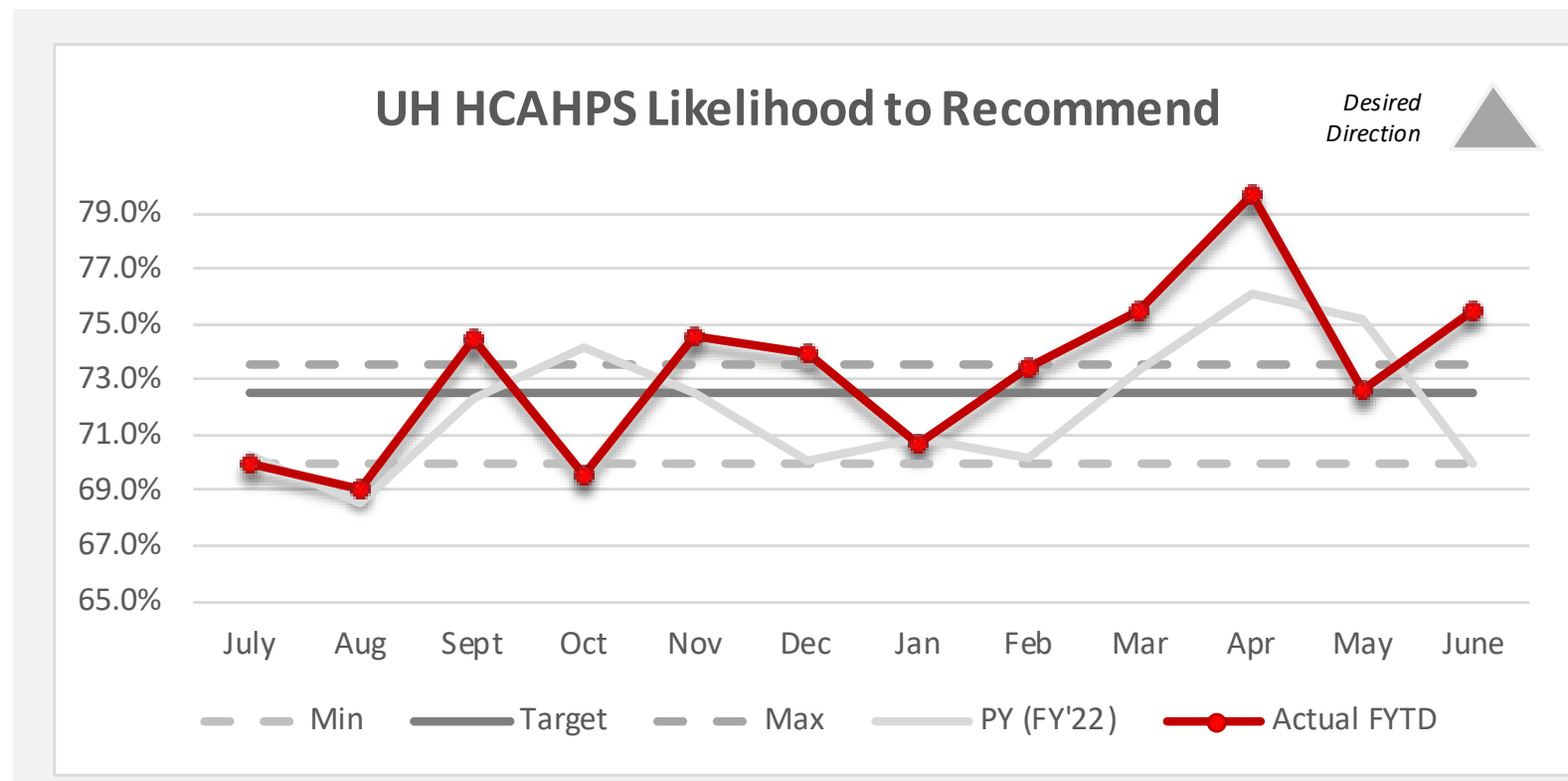
Decision/ Issue Escalation

Who	When
None	

Date	Percentile
Jul-22	50
Aug-22	32
Sep-22	54
Oct-22	66
Nov-22	19
Dec-22	61
Jan-23	55
Feb-23	92
Mar-23	97
Apr-23	84
May-23	66
Jun-23	76
Jul-23	23
Aug-23	99



Physician and Nurses Joint Rounding



L&D Nurses Training to Scrub

Reflections and Q&A



2022-2023 Reflections: A Tale of 2 Halves

OSU Wexner Medical Center- **UNIVERSITY HOSPITAL**
FY'23 Balanced Scorecard

Strategic Priorities	Metrics	Desired Direction	FY'22 Baseline	January	Monthly Average (July-Jan)	Through May	Monthly Average (Feb-May)	
TALENT & CULTURE	Staff Hire Turnover in First Year	▼	10.0%	11.0%	10.0%	11.0%	10.0%	
	Turnover Rate - All Staff	▼	10.0%	11.0%	10.0%	11.0%	10.0%	
WORLD CLASS CARE	Inpatient Admissions	▲	10,000	10,000	10,000	10,000	10,000	
	Surgeries	Total	▲	10,000	10,000	10,000	10,000	10,000
		Inpatient Surgeries	▲	8,000	8,000	8,000	8,000	8,000
		Outpatient Surgeries	▲	2,000	2,000	2,000	2,000	2,000
		Transplants	▲	50	50	50	50	50
	Case Mix Index (CMI)	Overall CMI	▲	2.00	2.00	2.00	2.00	2.00
		Surgical CMI	▲	2.10	2.10	2.10	2.10	2.10
		External Transfer CMI	▲	2.00	2.00	2.00	2.00	2.00
	Vizient Q&A Score		▲	80.0%	80.0%	80.0%	80.0%	80.0%
	Mortality Index		▼	0.50	0.50	0.50	0.50	0.50
	Safety Events per 1,000 Patient Days		▼	1.00	1.00	1.00	1.00	1.00
HCAHPS Likelihood to Recommend		▲	75.0%	75.0%	75.0%	75.0%	75.0%	
OPERATIONAL EXCELLENCE	Net Margin after Medical Center Investment (in Millions)	▲	\$ 10.0	\$ 10.0	\$ 10.0	\$ 10.0	\$ 10.0	
	Total Expense per CMI Weighted Adjusted Discharge	▼	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	
	Total Paid Hours per CMI Weighted Adjusted Discharge	▼	100.0	100.0	100.0	100.0	100.0	
	Paid FTEs per Adjusted Occupied Bed	▼	0.50	0.50	0.50	0.50	0.50	
	Inpatient Length of Stay Index	▼	1.00	1.00	1.00	1.00	1.00	

*BOLD indicates metric on OSUMC Corporate Scorecard

Status	January	Through May
G	6	11
Y	6	3
R	7	5

17 of 19 metrics improving Feb-May compared to July-Jan!

The Excellence Journey Continues

State of the Organization – Spring 2020

Our Strengths:

- Talented staff
- Culture of compassionate care
- Strong brand & reputation
- Large University setting creates “resource-rich” environment

Our Challenges:

- Quality is strong with top decline potential
- Large, inefficient organization slow to respond
- Financial pressure

Our Aspirations:

- Top decile performance in quality and safety, built upon
- Top decile performance in faculty and staff engagement
- Nimble, team-of-teams model to drive collaboration and efficiency
 - Financial resilience

Since COVID:

- Ongoing financial pressures
- Significant staffing shortages
- Competition for talent

Priorities:

- Quality & Safety
- Team-base Culture Transformation
- Employee Engagement
- Leader Development

Final Thoughts

Results are achieved WITH and THROUGH our people

‘We’ before ‘me’



The Future of Health Care is at Ohio State

For additional follow up, please contact:

- Dennis Delisle: dennis.delisle@osumc.edu
- Mike Martin: michael.martin2@osumc.edu
- J.J. Kuczynski: john.kuczynski@osumc.edu



Panelist Questions and Discussion



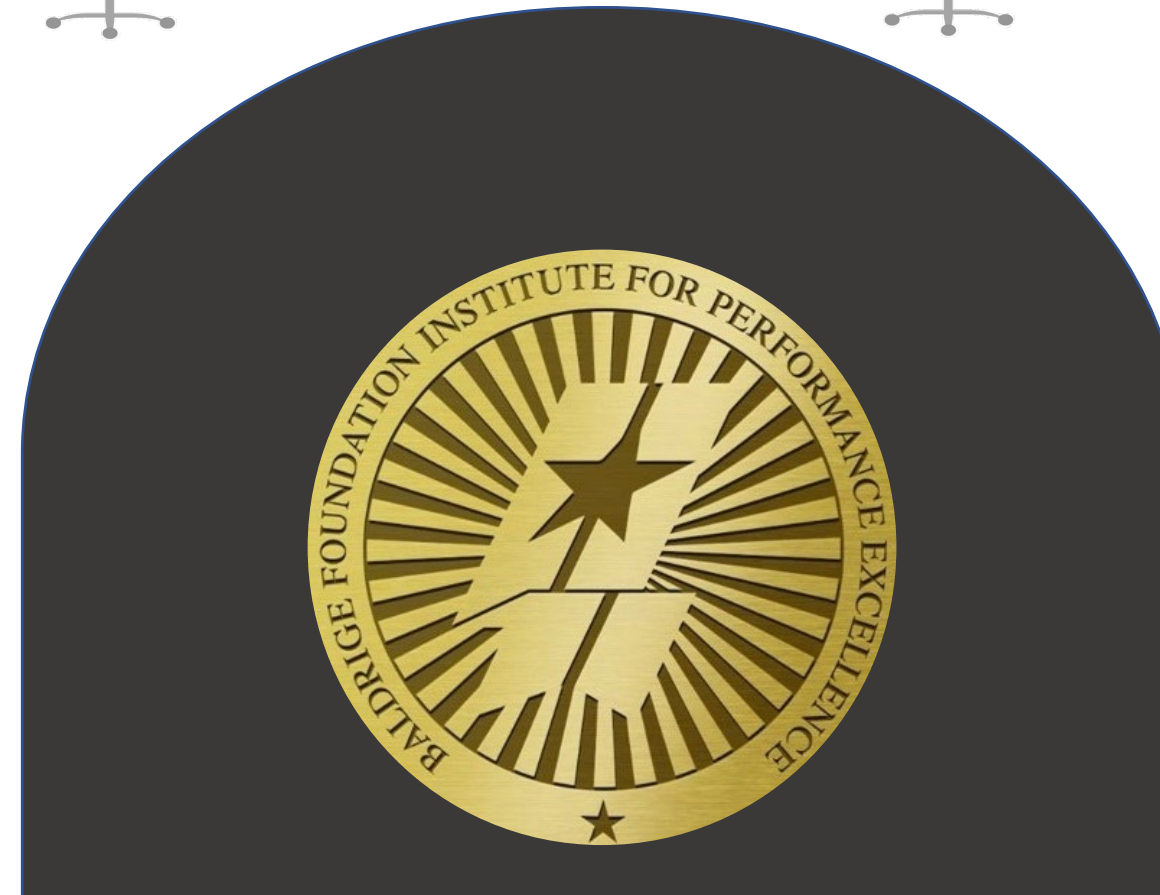
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Al Faber
President and CEO
Baldrige Foundation
(Moderator)

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- Lean Healthcare Practitioner
- Healthcare Green Belt



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