“BOUND FOR FLIGHT: ELEVATING ORGANIZATIONAL EXCELLENCE USING LEAN LEADERSHIP”

Dr. Afteca Steed, Ed.D, MBA, RN, CSSMB
Enterprise Chief Experience Officer/Faculty
University Of Illinois Health System
A FEW OPENING THOUGHTS...

“The fascination of flight can’t be expressed with words. But it really lies beyond the capabilities of human endeavor. Once you’ve experienced it, you'll never be able to forget it.”

- Friedrich Oblessor, 127 victories WWII.
SESSION OBJECTIVES

- Learn about the Organizational Excellence Change strategy and Lean Leadership Transformational Flight Plan
- Highlight real-life best practices and sustained breakthrough results
- Discuss lessons learned and obstacles overcome
BURNING IMPETUS FOR TRANSFORMATIONAL CHANGE

- Escalating Costs & Efficiency Issues
- Quality & Safety Concerns
- Funding & Reimbursement Cutbacks
- Consumerism

Key Industry Drivers
OUR TIPPING POINT...
**INITIAL STATE CONDITION**

- Poor customer and patient satisfaction performance (bottom decile)
- Poor workforce engagement and morale (bottom quartile)
- High turnover rates and poor staff retention
- Poor physician satisfaction and partnership
- Inconsistent quality performance, labor productivity, and operational efficiency
- Stagnant growth and nearly bankrupt financial performance ($50 million dollar deficit and negative operating margin for 10 year run)
- No strategy or vehicle for improvement and continuous learning
CHANGING THE COURSE OF OUR FLIGHT PLAN...
OUR KEY RESPONSES TO THE TURBULENCE...

- Refined our organizational purpose (reshaped mission, vision, values)
- Ignited our commitment to excellence and an exceptional experience
- Dedicated ourselves to leadership development, continuous improvement and learning
- Moved the “right/wrong” people on/off the bus
- Introduced Organizational Excellence Strategy and Lean Leadership Transformational Roadmap
In response to both industry trends and organization specific trends......Advocate launched the performance enhancement division to help facilitate ways in which we can drive change across the organization utilizing lean, six sigma, workouts, etc.

How do we get there from here?? (boosting quality and efficiency)

Transformation: ED wastes
Effort: Not a top down approach to change; focused on empowering front-line leaders to create and drive change
Commitment: the very foundation of performance improvement tools is changing the way you think. You cannot sustain change without a total transformation in the way we as leaders think. All of our processes need to be seen from the eye of the patient.
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Talk
Team-based
Lean – customer value,
REAL-LIFE BEST PRACTICES
PERFORMANCE OUTCOMES...

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Tie my comments to model and roadmap
Align comments
LEADERSHIP EXCELLENCE ENHANCEMENTS...

- Balanced Scorecard & Key Performance Measures
- Quarterly Leadership Development Retreats
- Daily Leadership Gemba Walks and Rounding on Employees, Physicians, and Customers
- Performance Accountability System (behavior standards, job descriptions, reviews)
WORKFORCE EXCELLENCE ENHANCEMENTS...

- Employee On-boarding Standard Work
- Behavioral based hiring and development
- Organizational Excellence Boot Camps
- Daily huddles and visual performance boards
- Employee recognition & engagement teams
 OPERATIONS EXCELLENCE ENHANCEMENTS...

**Inpatient Services**
- Inpatient Pull Process
- Rapid Cycle ADT (Admission, Discharge, Transfer) Center
- Hourly Patient Check-Ins

**Outpatient Services**
- Centralized Reguling (Registration & Scheduling)
- Point-of-Service Access & Fast Pass Check-in
- Add-on/Walk-in Scheduling

Bedside Registration ED, OB
Mini-Registration
Cash Collections
OPERATIONS EXCELLENCE ENHANCEMENTS...

Emergency Services
- Unit 60 Fast Track
- Quick Sort & Direct-Bedding
- 3-Tier Surge Plan

Ambulatory Surgery Services
- Automated Surgical Request
- Same/Next-Day “Priority” Financial Clearance
- Patient-Centered Surgical Navigation
BREAKTHROUGH PERFORMANCE OUTCOMES...

Outpatient Waiting Time

<table>
<thead>
<tr>
<th>Time (Minutes)</th>
<th>Registration</th>
<th>Service</th>
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<tbody>
<tr>
<td>Before</td>
<td>30</td>
<td>7</td>
</tr>
<tr>
<td>After</td>
<td>10</td>
<td>2</td>
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BREAKTHROUGH PERFORMANCE OUTCOMES...

Fast Pass Check-in & Patient Satisfaction Trends

% Fast Pass Check-in

Rapid Registration
Patient Satisfaction
BREAKTHROUGH PERFORMANCE OUTCOMES...

Outpatient Satisfaction Improvement

- Baseline: OVERALL 40, REGISTRATION 35
- Year 1: OVERALL 69, REGISTRATION 61
- Year 2: OVERALL 93, REGISTRATION 94
LESSONS LEARNED AND OBSTACLES OVERCOME…
TOP LESSONS LEARNED AND OBSTACLES OVERCOME...

- Focusing on leadership was the key to success
  - Identify them, build them, and reward them

- Lead with a carrot and not with a stick
  - Culture responds to engagement and recognition

- Learn to engage the change resisters
  - Understand how to use the normal shape curve rule

- Communicate up, down, and sideways
  - Daily huddles, visual talk boards, staff rounds
CLOSING REMARKS....

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BUT EXCELLENCE IS POSSIBLE…
QUESTIONS…