Patients to Partners: The Art of Leading Patient-and Family-Centered Organizations

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Moderated by Boris Kalanj, MSW
Director, Cultural Care and Patient Experience, HQI

What We’ve Learned from Exemplars

It is cultural work that touches all we do

• Leadership
• Joy and Meaning in Work
• Respectful interactions
• Reliable systems
• Evidence based care
What We’ve Learned from Exemplars:

Leadership

• Purpose
• Partnerships
  – Leadership behaviors/role modeling
  – Partnerships at 4 levels
  – To – For - With
• Label and link – integration and alignment
• “All in” behaviors – everyone is a caregiver

Joy and Meaning in Work; Respectful Interactions

• Joy and Meaning in Work
  – Am I treated with dignity and respect by everyone?
  – Do I have what I need so I can make a contribution that gives meaning to my life?
  – Am I recognized and thanked for what I do?
• Respectful Interactions
  – Patient and Family – the only ones who know the whole journey; their expertise
What We’ve Learned from Exemplars:

Reliable Systems; Evidence Based Care

- Infrastructure for partnerships
- How things work – improvement daily
- Co-design
- Reliability of care – every place, every day, every touchpoint

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Performance at a Higher Level
GAMC:
• 109 Years of service in Glendale
• 515 licensed beds
• 2500 employees
• 750 physicians
• Key service lines/Technology: CVS, Neuro intervention, SILS, Da Vinci, Makoplasty, OB/NICU, Cancer, Psych, Rehab

Our Mission:
“To share God’s love with our community by promoting healing and wellness for the whole person.”
Performance at a Higher Level (PHL) - Triple Aim

- Quality
- Whole Person Care
- Value

Studer principles
LEAN

Evidence Based Medicine
Safety
Top Decile Performance

Whole Person Care

Service

Value

Huron

Evidence-Based Leadership (EBL)

Aligned Goals
- Implement an organization-wide leadership evaluation system to hardwire objective accountability (Principle 7)
- Create process to assist leaders in developing skills and leadership competencies necessary to attain desired results (Principle 4 & 8)

Aligned Behavior
- Must Haves®
- Rounding
- Thank You Notes
- Employee Selection
- Pre and Post Phone Calls
- Key Words at Key Times (Principle 3, 5, 6, & 9)
- Re-recruit high and middle performers
- Move low performers up or out (Principle 4)

Aligned Process
- Agendas by pillar
- Leader Eval Mgr™ (LEM)
- Peer interviewing
- 30/90 day sessions
- Pillar goals (Principle 1 & 2)

Leader Evaluation
Leader Development
Must Haves®
Performance Gap
Standardization
Accelerators

Leadership Evaluation (LEM)

Rev 01.2010
Key Elements of our Journey

- Had to reveal the unpleasant “truth”
- Leadership Development - Quarterly “PHL Summits”
- Included Charge Nurses from day 1
- Driven by CEO and entire Executive Team
- Persistence, persistence, persistence in training, retraining of best-known practices!
- Blessed to have a workforce with great caring culture who wants to be world-class

Key Elements of our Journey

- Accountability
- Recognition and celebration
- Leadership evaluation tool aligned with organizational goals
• Quarterly Leadership Summits

• http://www.youtube.com/watch?v=MH9-HefQM_M&feature=youtu.be
Outstanding Recognition

Path to Excellence Award

Most improved facility – 300 beds or more
Outstanding Achievement

Best Door to Balloon times in the County of Los Angeles

Outstanding Community Presence
Hospitals with the highest, lowest mortality rates

Ranked by average mortality rate

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<th>U.S. AVERAGE MORTALITY RATES</th>
<th>Heart attack mortality rate</th>
<th>Heart failure mortality rate</th>
<th>Pneumonia mortality rate</th>
<th>Average mortality rate</th>
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<th>LOWEST MORTALITY RATES</th>
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Glendale Adventist Medical Center

Studer Group – Healthcare Organization of the Month Awardee, GAMC July 2013
CARDIAC INTERVENTIONAL TELEMETRY UNIT

Celebrate the wins
2013 and 2014 “Best Evers”

- Best Physician Satisfaction (continues for 2014)
- Lowest fall rate (continues for 2014)
- Lowest risk adjusted mortality (continues for 2014)
- Highest Adjusted discharge volume (continues for 2014)
- Highest ED volume (continues for 2014)
- Highest HCAHPS scores (IP and ED)
- Best Core Measures compliance (awaiting TJC report)

You must keep raising the bar….. everyone else is
Thank you!

Patient Advisor Perspective

Kommah McDowell
Patient Advisor,
City of Hope
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