



OhioHealth

Riverside Methodist Hospital Columbus, Ohio

Ohio Award for Excellence
Best Practices

Quest for Success 2005

www.partnershipohio.org





Presentation Overview

- Organizational Profile
- Recognized Best Practices
 - Balanced Scorecard
 - Learning Organization
 - High Performance/Customer Focused Culture
- Summary
- Questions & Answers



OhioHealth

ORGANIZATIONAL PROFILE

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Riverside Methodist Hospital



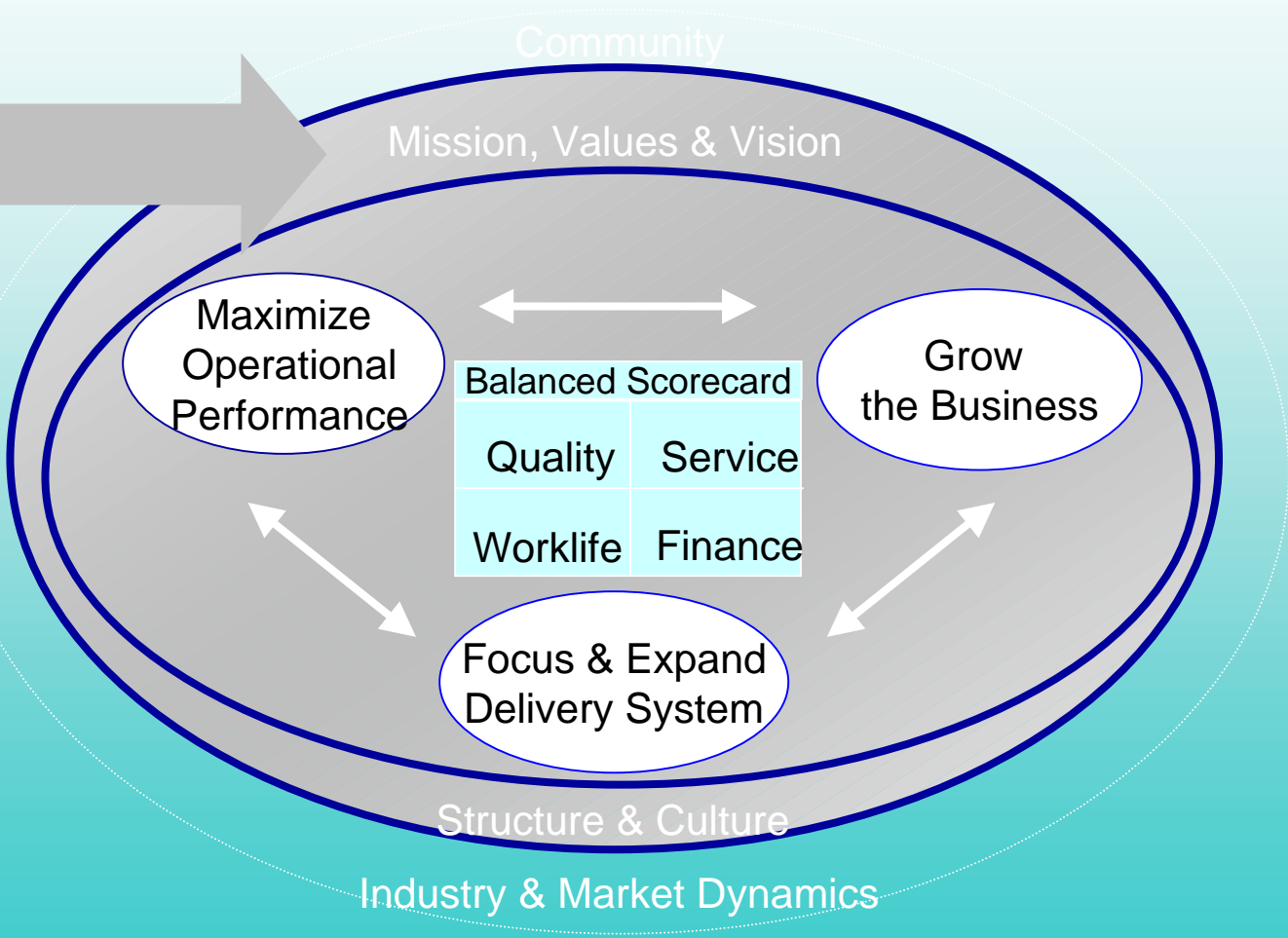
OhioHealth

Our Mission:
To improve the health of those we serve

Our Vision:
Where people want to work, where physicians want to practice and, most importantly, where patients want to go when the need healthcare services.

Our Values:
Compassion
Excellence
Stewardship
Integrity

Our Cardinal Value:
We honor the dignity and worth of each person





OhioHealth

- Not-for-profit, faith-based organization
- Governed by the OhioHealth Board of Directors
- Provides healthcare to 46 counties throughout the state of Ohio
- 8 acute care hospitals
- 4 hospitals affiliated with OhioHealth to share services
- Relationships with nearly 4,000 physicians
- More than 15,000 employees
- More than 4,000 volunteers



OhioHealth

- Outpatient healthcare and surgery centers
- Home Health services
- Long-term care facilities
- Hospice services
- Occupational health services

OhioHealth provides overall strategic direction
to Riverside Methodist Hospital



Riverside Methodist Hospital

- Regional healthcare leader
- Flagship hospital for OhioHealth
- Serving needs of central Ohio for over 100 years
- Approximately 5,826 employees
- Licensed for 1,059 beds
- More babies are delivered at Riverside than at any other hospital in Ohio
- Recognized as one of the top hospitals in the nation for heart services and orthopedics



OhioHealth

OhioHealth & Riverside Methodist Hospital

Externally recognized for excellence



HealthGrades

- Named to the top 100 hospitals in 2004
- Received 2005 Distinguished Hospital Award for Patient Safety
- Received Distinguished Hospital Award for Overall Clinical Excellence
- Earned Level III Award for excellence
- Received JCAHO disease specific certification for cancer care
- Seven OhioHealth hospitals received recognition for physician satisfaction





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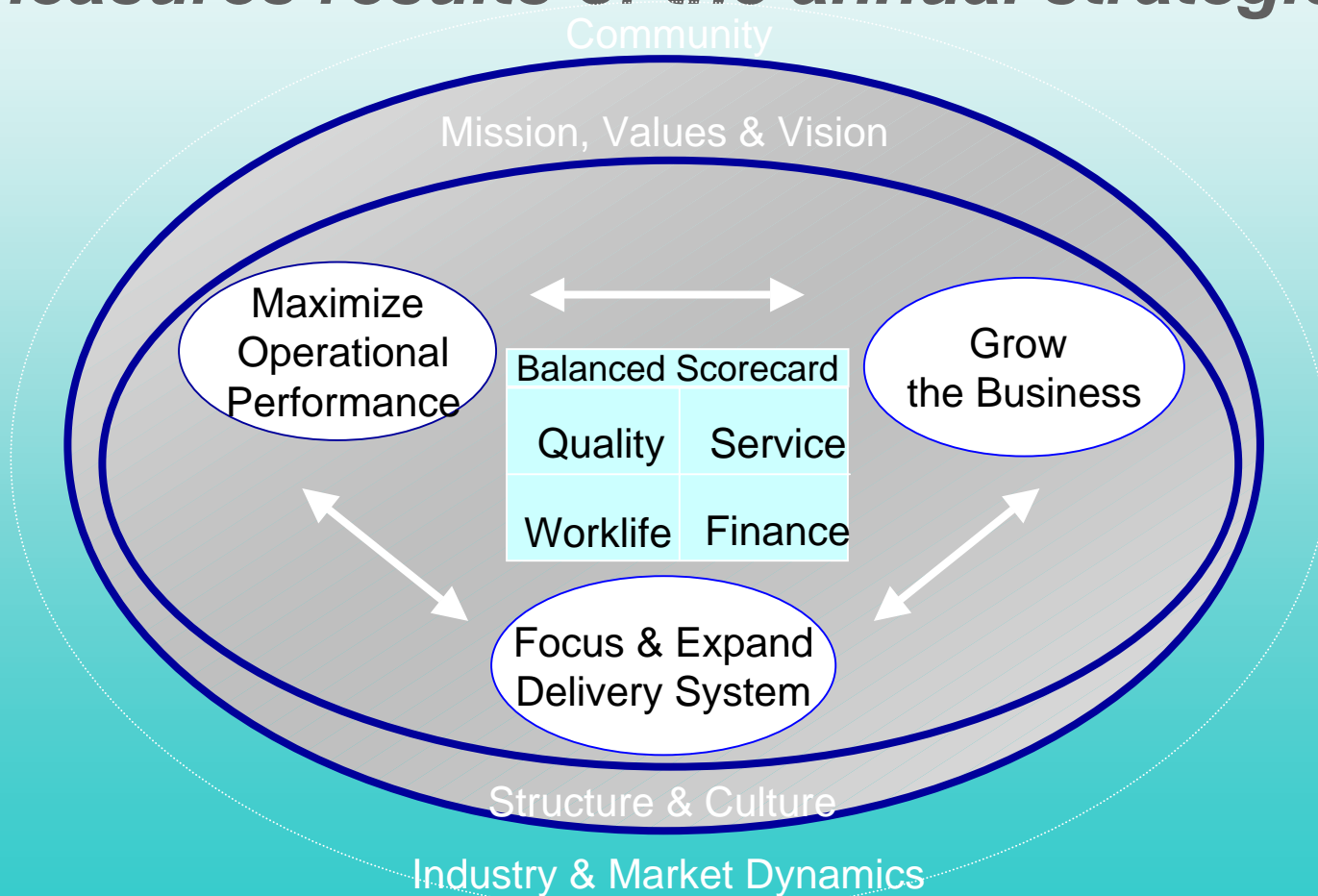
BALANCED SCORECARD

Best Practice Approach



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The Balanced Scorecard (BSC) is a tool that measures results of the annual strategic plan.







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Riverside Methodist Hospital Balanced Scorecard (BSC)

Quality

“National Recognition for Best Practice”

Goal FY05—Best Practice in Clinical and Operational Quality

Quality of Worklife

“Riverside Pride”

Goal FY05—Retain Employer of Choice and Achieve Best Practice for Turnover and Absenteeism

Finance

“Margin Allows Mission”

Goal FY05—Best Practice in Achieving Optimal Operating Margin

Service

“How else may I help you?”

Goal FY05—80th Percentile for All Areas
Focus is on Cleanliness and Accountability





How do we communicate/integrate the Balanced Scorecard?

- New Employee Orientation
- Right from the Start (Onboarding Process)
- Department Meetings, Strategy Meetings, Skip Level Meetings, Roundtables, Townhall Meetings
- Quarterly Updates
- Bulletin Boards
- Education Sessions (i.e. Customer Service, New Leader Orientation, etc.)
- Source for Straight Talk (organizational newsletter)
- Performance Management Tool



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LEARNING ORGANIZATION

Best Practice Approach



Vision

To be a learning organization by providing opportunities and resources for employees to develop themselves to improve their own and OhioHealth's performance

- 
- Integrating **all** learning resources to align with key business strategies
 - ROI: Continuously improving skills to deliver **quality patient care** and **excellent customer service**



Culture of Continuous Learning

A strong focus on employee learning is essential for our success and is aligned with our mission, vision, values and strategic business goals.

- Promoting career development and growth opportunities
- Offering managerial commitment and support to employee learning





Learning Needs Aligned with Goals

Skills/competencies assessment by Education Advisory Committee

- Meets quarterly
- Balances short term and long-term programs
- Determines education processes for both patients and staff

Continuous learning allows staff to develop themselves and achieve personal and career growth.



Learning Opportunities

Investing in our people

- Tuition Assistance
- GRAD
- Career Paths Program
- Multidisciplinary Project Teams (CPIT's)
- RMH Management Team
- In-services
- Cross functional PEx teams
- JCAHO Core Team
- Management Classes (i.e. QMS)
- Education Days
- Information Systems



Corporate University



OhioHealth

Learning Organization



Creating a strategic advantage for OhioHealth by providing learning opportunities for the personal and professional development of our workforce, and for the overall development of our organization in serving physicians and patients and promoting healthy communities.



Corporate University

- Real time, accessible, relevant, user-friendly learning opportunities - maximizing time effectiveness for the workforce and organization.
- Formally packages numerous educational offerings in an electronic, on-line (Learning Management System)



Corporate University Integrated Curriculum





Corporate University

Advantages

- Access to courses 24/7
- Tracks educational hours for enhanced compliance
- A one-stop shop for all education information on clinical skills training, leadership development, computer software training, customer service skills, personal development, orientation, etc.



Corporate University

Process & Results Measures

- Enrollment numbers
- Evaluation of courses by participants
- EOS outcomes
- Press-Ganey and other customer service surveys
- Employee retention and other human resources metrics



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A HIGH PERFORMANCE/ CUSTOMER-FOCUSED CULTURE

Best Practice Approach



High Performance Work

- Right from the Start
- Performance Management
- Employee Recognition
- Communication
- Strong Sense of Participation





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High Performance
Customer Focused Culture

Right from
the Start

SELECT / WELCOME & SUPPORT



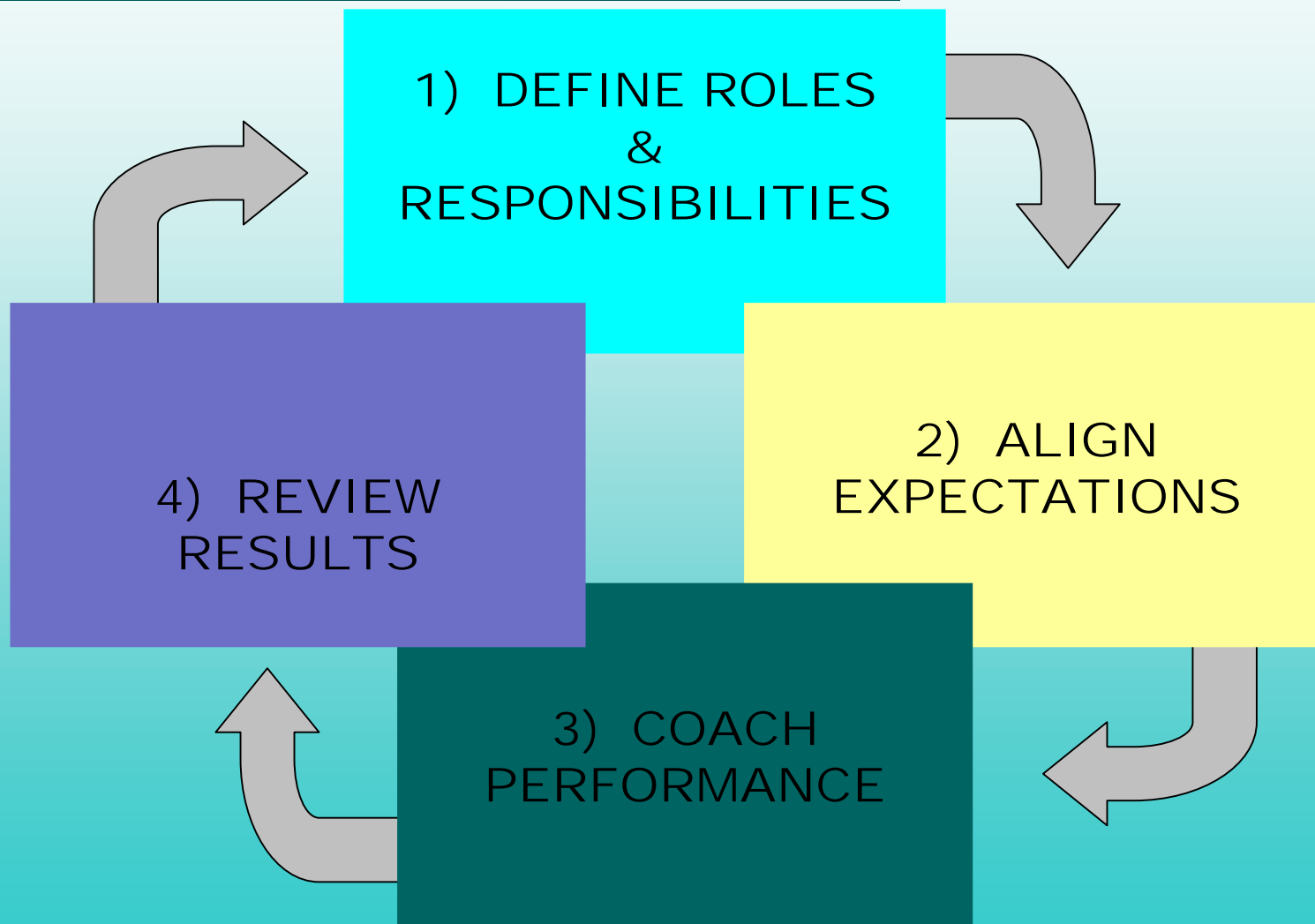
Welcome and Support

Includes activities and tools to:

- Build connections and accelerate development of personal ties to the organization/manager/department.
- Instill pride in and foster commitment to OhioHealth and its values
- Successfully acclimate new employee into position
- Reinforce a new employee's decision to choose OhioHealth and RMH



Performance Management Cycle





Recognize & Reward Success

- Power of One
- Caught Red Handed
- STARS Programs
- Key Program
- PRISM Awards
- Shopping Trip
- Recognition at department meetings
- Nursing excellence awards
- Thank you notes to staff





Listening and Learning from our customers

Our Customers



- Patients and their families
- Employees
- Physicians
- Community/Public





Our Customers: Patients & Their Families

Requirements	Listening/Learning Tools
High quality care	Press Ganey surveys
Privacy	Post-op phone calls
Being informed	Follow-up phone calls
Cleanliness of hospital areas	Management rounds
	Patient Relations visits/calls
	Ethics Committee calls
	Daily patient rounds
	CAS
	Healthcare events and screenings
	Focus groups



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High Performance
Customer Focused Culture

Our Customers: Employees

Requirements	Listening/Learning Tools
Capable/ trustworthy leadership	Employee opinion survey Roundtables Focus groups
Adequate staffing/ tools	Advisory groups Town Hall meetings Shadowing
Involvement in decision making	Skip level meetings Interpreters and bilingual supervisors
Fair/competitive compensation	Ethics and Compliance Hot Line Job fairs, web site, school relationships



Our Customers: Employees

EMPLOYEE CONNECTIONS

*Building Relationships to Create
a Culture of Employee Involvement*

*Satisfied employees provide
quality patient care, excellent customer
service and high performance.*



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Best Practices

SUMMARY

OhioHealth
Riverside Methodist Hospital



Balanced Scorecard Process

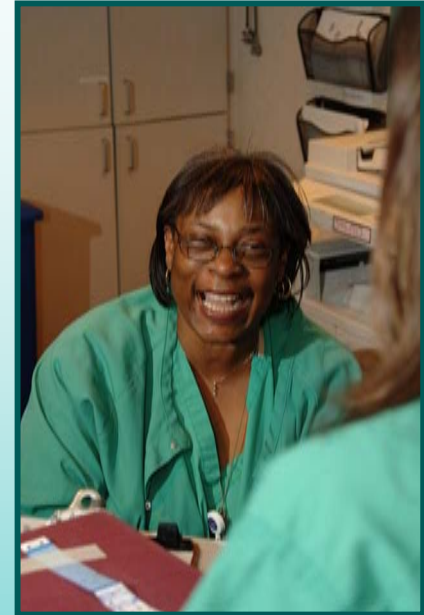
- Links various factors of the organization
- Can review results against performance measures
- Input into the strategic planning process
- Used to deploy goals
- Each department/unit has a BSC that aligns and supports leaderships' expectations
- Linked to accountability and compensation
- Employees at all levels are familiar with and understand the concepts behind the process





Culture of Continuous Learning

- A strong focus on employee learning is essential for our success and is aligned with our mission, vision, values and strategic business goals.
- The OhioHealth Corporate University offers a learning framework for employees including both competency-based education and development initiatives in support of organizational strategy and business results.





High Performance Customer Focused Culture

- Right from the Start
- Performance Management
- Employee Recognition
- Communication
- Strong Sense of Participation





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QUESTIONS & ANSWERS

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