

Ohio Partnership For Excellence

Shriners Hospital for Children-
Cincinnati



Expert Pediatric Burn Care at No Cost
1-800-875-8580



Shriners Hospital

- 22 Hospital System
- North America
- Not For Profit Organization
- Pediatric
 - Burns
 - Spinal Cord Injuries
 - Orthopedic Injuries
- 4 Burn Centers



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The Obstacle is the Path! Zen Proverb

***In today's environment, if you
are standing still, you are falling
behind***



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Why Baldrige?



Joint Commission
on Accreditation of Healthcare Organizations



camts

Commission on Accreditation of Medical Transport Systems



OSHA

Safety and Health Add Value

To Your Business
To Your Workplace
To Your Life



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Cincinnati SHC Journey to Excellence



WIN
OAE?



Shriners
Hospitals
for
children

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Shriners Burns Hospital
Cincinnati

2002

2003

2004

2005

2006

????

JET

- Journey To Excellence Team
- Senior Staff and Administration
- Self Assessment
- Collected Data
- Wrote Application
- Provided Education



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Mission Statement

It is the mission of Shriners Hospitals for Children to:

- Provide the highest quality care to children with neuromusculoskeletal conditions, burn injuries and certain other approved special health care needs within a compassionate, family centered and collaborative care environment.
- Provide for the education of physicians and other health care professionals.
- Conduct research to discover new knowledge that improves the quality of care and quality of life of children and families.

This mission is carried out without cost to the patient or family, and without regard to race, color, creed, sex or sect.

Mission

Vision Statement

- Shriners Hospitals for Children, Cincinnati Burns Hospital will be recognized as a global center of excellence, and a preferred resource and referral site for family-focused pediatric burn and rehabilitative care.
- Our hospital will be a place where unconditional respect and cooperation are part of the daily experience of patients, families, staff and all other customers.

Vision

Core Values

SERVICE Apply our skills to every task in an effort to exceed the expectations of those we serve	INTEGRITY Responsible for doing the right and just thing in all situations	COMMITMENT Uphold Shriners Hospitals' mission, vision and values	EXCELLENCE Strive to effectively and efficiently provide services; Continuously seek to improve	TEAMWORK Recognize that every employee is a valuable member of the team	LEADERSHIP Successfully operate each department and integrate into the system as a whole in coordination with our missions and strategic plans
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Core Values

Key Strategic Drivers
(Process driven → PDCA)

Best Practice Achieve optimal outcomes through continuous assessment of services, programs and populations served. Will seek and encourage innovation in patient care through advancements in technology, research and professional standards against which others can benchmark	Utilization of Resources Achieve superior results through optimal utilization of resources	Reputation Expand targeted regional/global recognition by enhancing external & internal reputation	Nurturing Environment Enhance and maintain a work culture that is conducive to superior performance, full participation, professional and personal development, and organizational growth	Satisfaction Care and service exceeds needs and expectations
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PERFORMANCE ROOTED
Cincinnati
IN EXCELLENCE



Strategic Drivers

- “B” Best Practice
- “U” Utilization of Resources
- “R” Utilization fo Resources
- “N” Nuturing Environment
- “S” Satisfaction



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Strengths

- Leadership Structure: Encourages open, accessible communication.
- Strategic Planning Process: Input spans the entire organization -
 - Large cross-section of employees
 - Corporate initiatives/expectations
- BURNS” is an Effective Vehicle: Links organizational direction, goals, measures, decision making, performance improvement.

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Leadership Key Themes OFI

- Numerous cycles of improvement are evident, but some of these cycles are not based on sound systematic processes
- Where there are examples of systematic approaches to operations, not all are fully deployed and integrated up, down and across the organization
- Defined timetables for achievement of strategic goals and objectives are not demonstrated.



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Data

- Benchmarks
- Comparative data
- Goals
- Timelines



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TEAMS
...are working on developing goals and measures that will evaluate our results.



WHERE MISSION, VISION AND CORE VALUES SUPPORT THE HOSPITAL GOALS WHICH ARE LINKED TO THE BURNS STRATEGIC DRIVERS

SHRINERS HOSPITALS FOR CHILDREN



BEST PRACTICE

SATISFACTION

UTILIZATION OF RESOURCES

REPUTATION

NURTURING ENVIRONMENT

- **Achieve a consistent patient referral base***
(Patient Mission Fulfillment Team)

- Establish "Service Excellence" as a way of doing business
(Customer Service Excellence Team)

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(Customer Service Excellence Team)
- Explore relationships in the Clinical Research arenas
(Research Team)
- Achieve the Ohio award for Excellence at the Governors Level from Ohio Partnership for Excellence
(JET Team)

- Enhance a "Voice of the Customer" system-input from parents
(Family Culture Team)

- **Achieve a consistent patient referral base***
(Patient Mission Fulfillment Team)

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(Patient Mission Fulfillment Team)

- Establish other customers/partners satisfaction assessments
(Customer Service Excellence Team)

- Achieve staged implementation of the Shriners Hospitals for Children Information System (SHCIS)
(SHCIS Team)

- **Enhance status as "Research Powerhouse"***
(Research Team)

- Sustain motivated and highly trained staff
(Employee Loyalty Team)

- **Achieve measurable efficiencies in operations***
(Patient Mission Fulfillment Team)

- **Restructure Medical Training and Fellowship Programs***
(Medical Training Programs Team)

- Achieve Magnet Status
(MagnetTeam)

- Encourage staff activities in Clinical Research
(Clinical Research Team)

* Highest Priority Goal



Questions



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