

elevate

It's Who We Are

Objectives for this Presentation

1. Be able to articulate the reason for our elevate journey.
2. Be able to articulate for staff, the reasons for using Pillar Goals.
3. Be able to cascade the organizational Pillar goals into measurable goals for your workgroup.

“In 2004 we embarked on a journey to establish a new culture of service - to our patients, to our colleagues and to each other.

We call that process elevate...”



Dr. Harry R. Jacobson
Vice Chancellor for Health Affairs, Emeritus

“The future of viability of our organization will be dependent on our ability to deliver Service Excellence.”



“.... health care has become so complicated that it’s often difficult for the consumer to determine if they’ve received good patient care or not. But they can tell you about the emotional or interpersonal relationships they developed and whether they had a positive experience.

Delos M. “Toby” Cosgrove, M.D., CEO and president of the Cleveland Clinic Health System



The Journey Begins

“The decision was made to partner with another group who had already done this work. It was too big and too important to try to do it alone.”

-David Posch,
CEO, Vanderbilt Hospital
CEO, The Vanderbilt Clinic




Selection of a Partner



StuderGroup. 

Our Service Excellence Journey

- Fall 2004-Summer 2008 
 - Studer coaches on-site
 - 2008 decision to bring resources in-house

- 2010 Chief Experience Officer Appointed



Gaye Smith

- 2012 Service Excellence Coaching & Consulting
 - 4 internal coaches & 4 consultants & 2 support staff manage our culture of service initiatives

Our Journey to Excellence

what it means for you as a leader...

- Annually setting goals and measuring our performance...
→ **VUMC Pillar Goals**
- Following a standard of personal and professional behavior...
→ **VUMC Credo**
- Building a working environment that allows staff to grow and act on behalf of their customers....
→ **VUMC Leadership Practices**

The Pillars



- “Before Pillar Goals, we were only focused on growth and finance.”



Credo

We provide excellence in healthcare, research and education.
We treat others as we wish to be treated.
We continuously evaluate and improve our performance.



C R E D O B E H A V I O R S

I Aspire to Expert Performance

I make those I serve my highest priority.

- Makes others feel appreciated. Sets standards and acts as a role model for providing excellent service.
- Finds creative and effective ways to ensure needs are the basis of all decisions and initiatives.
- Anticipates needs and responds proactively.

I respect privacy and confidentiality.

- Identifies and acts to eliminate risks to the confidentiality of data and systems.
- Identifies opportunities and makes recommendations to improve or correct practices that could breach confidentiality.
- Actively submits ideas to improve systems for maintaining confidentiality.
- • Knocks, asks permission to enter and identifies self using AIDET as appropriate. Stays actively aware of the environment and intervenes when privacy issues emerge. Coaches team members to follow procedure.
- Encourages appropriate use of systems; corrects and informs others about appropriate systems use.

I communicate effectively.

- Introduces self to others. Introduces others on the team and informs of their role.
- Reminds peers and colleagues to wear ID badge or place it where it is clearly visible.
- Models effective interactions and teaches others ways to put people at ease and to develop trusting relationships.
- Models and coaches colleagues in effective listening and communications techniques.
- Models and coaches colleagues in active listening techniques and managing conflict.
- Teaches others clear and effective written communication skills. Acts as a resource for review and feedback.
- Coaches others on how to best communicate.

I conduct myself professionally.

- Actively seeks to learn about different cultures in our community and the potential implications cultural differences might have for a given situation. Teaches others in work area(s) when unique situations arise.
- Shares knowledge and mentors others (conducts in-services, etc.)
- Maintains personal well-being and balance of work and personal life. Creates an environment where others feel compelled to do the same.
- Works to exceed and helps others exceed performance expectations.
- Anticipates potential safety problems or obstacles and develops plans to eliminate them.
- Exhibits leadership by setting a pleasant example and encouraging others to follow. Provides feedback and coaching to others on professional behavior (cup of coffee conversation).
- Serves as a role model to others in maintaining composure and professionalism during pressure situations.
- Makes suggestions for policy revisions. Actively participates in discussions to increase compliance to department and/or medical center policies.
- Actively seeks and takes measures to decrease noise in the environment.
- *Manages Up* Vanderbilt in the workplace and in the community. Tells others about the positive aspects of working at Vanderbilt.

I have a sense of ownership.

- Recognizes and addresses systematic problems negatively impacting satisfaction or processes.
- Generates solutions to complex problems quickly and with minimal use of resources.
- Persists until personal and team goals are achieved and understands when change is necessary.
- Puts the good of the whole ahead of self or team.
- Makes recommendations to improve policies and procedures.
- Seeks out challenging opportunities and enjoys overcoming obstacles.
- Identifies and implements cost saving initiatives.

I am committed to my colleagues.

- Values and helps others appreciate individual differences.
- Persists until personal and team goals are achieved.
- Recognizes and celebrates accomplishments.
- *Manages Up* other departments. Seek ways to collaborate.
- Encourages transparency and open and honest communication in all situations.

it's who we are



VANDERBILT UNIVERSITY MEDICAL CENTER

2013 PILLAR GOALS: CLINICAL ENTERPRISE

PEOPLE

We nurture a caring, culturally sensitive, and professional atmosphere as we continuously invest in the individual and collective aspirations of our people

2013 GOALS:

Improve retention rate VUMC new hires:
At 18 months to 71.5%

Improve VUMC employee turnover
Medical Center – 12%
Nursing – 13.7%

SERVICE

Collegiality is a central characteristic of our culture and defines how we serve our patients, those we teach, and the local and worldwide community

2013 GOALS:

Improvement in access:
62.7% new patients seen within 15 days

Improve patient satisfaction:
Overall quality of care – 76%
Overall teamwork between doctors, providers, nurses and staff – 69.4%
Cleanliness – 6 of 9 divisions at 75th percentile

Timely completion of clinical summary: 60%

QUALITY

We relentlessly pursue and measure ourselves against the highest quality performance in all areas, from patient care to scholarship

2013 GOALS:

Improve O/E mortality: 0.93

Reduce hospital acquired infections: .84

Advance reliable systems
Improve clinical performance in core measures: 90%

Reduce readmissions in:
AMI – 10.2%
Heart Failure – 15.6%
Pneumonia – 13.83%

GROWTH & FINANCE

We invest our resources in a manner that supports our long-term obligation to society; to achieve local, national and worldwide impact in improving health

2013 GOALS:

Volumes meet or exceed budget for:
Hospital discharges – 56,868
Ambulatory visits – 1,760,454
Surgical operations – 59,333

Achieve Medical Center Financial Targets
Improve VUMC results of operation over budget by 11%
Improve Margin per Adjusted Discharge over budget by 5%
Decrease Cost per Adjusted Discharge over budget by 5%

INNOVATION

We seek excellence and leadership as we advance our systems of care, educational practices and our commitment to discovery

2013 GOALS:

Demonstrate results from innovation projects:
VU health plan cost per employee per month – 1.5%
Length of stay O/E index – .85

Expand Diagnostic Management Teams

Expand MyHealthTeam@Vanderbilt

Expand use of genetic data (PREDICT)