



Guest Essay

The 2010 Healthcare-Focused Baldrige Recipients

by Glenn Bodinson, *BaldrigeCoach* founder and *Healthcare Division* newsletter editor

In 2010, there were 54 healthcare applicants for the Baldrige award, which was 65% of the total number of applications. Out of the seven recipients for last year's award, two serve the healthcare community: Advocate Good Samaritan Hospital and the Studer Group.

The forward to my new book with Kay Kendall, *The Executive Guide to Understanding and Implementing Baldrige in Healthcare; Evidence-Based Excellence*, asks, "Why are so many healthcare organizations using the Baldrige Criteria for Performance Excellence? Because it works! Organizations that have achieved a level of performance excellence are mitigating many of the top issues that keep healthcare executives awake at night. Exceptional healthcare leaders are achieving exceptional results. The Baldrige healthcare recipients have found ways of effectively dealing with the challenges of improving patient care and safety; increasing patient, staff and physician satisfaction; and reducing costs simultaneously. They achieve these goals in a way that is sustainable."

The following information comes from the National Institute of Standards and Technology's Baldrige Performance Excellence Program website (www.baldrige.nist.gov/Contacts_Profiles.htm). After the annual Quest for Excellence conference—set for April 4-6 in Washington, D.C. this year—each recipient's Baldrige award application summary will be available.

Advocate Good Samaritan Hospital

Type of Work: Advocate Good Samaritan Hospital, an acute-care medical facility, has evolved in the past 30 years from a 333-bed community hospital to a nationally recognized leader in healthcare, providing superior services in cardiology, gastroenterology, stroke care, women's health and behavioral health. Good Samaritan Hospital is part of Advocate Healthcare, a top 10 health system in the United States.

Website: www.advocatehealth.com/gsam

Workforce: 2,727 paid associates and 953 physicians representing 59 specialties.

Locations: Good Samaritan Hospital's main facility is located in Downers Grove, IL, a Chicago suburb. Two outpatient clinics serve a second region of Downers Grove and nearby Lemont, IL.

Highlights:

- With a focus on "funding the future," Good Samaritan Hospital has received an AA bond rating and contributed to Advocate Healthcare's systemwide AA rating. Good Samaritan Hospital's net operating margin increased from 5.98% in 2007 to 7.39% in 2009, exceeding that of AA-rated hospitals and representing a top-decile (in the upper 10%) performance in the industry.
- Good Samaritan Hospital demonstrates high levels of performance in many process measures for clinical outcomes. For example, the percentage of pneumonia patients who receive blood cultures prior to the administration of antibiotics, a Center for Medicare and Medicaid Services core measure for emergency departments, increased from 96% in 2006 to 100% in 2009, equaling the top-decile level as measured by the Healthcare Quality Association.



- Overall patient satisfaction exceeds top-decile ratings from Press Ganey, the largest national surveyor for patient satisfaction, for the following patient segments: outpatient, emergency, ambulatory surgery and convenient care, as well as top-quartile performance for inpatient. The loyalty of patients in these segments, as measured by their likelihood to recommend Good Samaritan Hospital, is close to the top-decile level. Satisfaction with cardiac, surgical, and mother or baby services is equal to or exceeds the top 10% level. A brand preference study of Good Samaritan Hospital and its closest competitors conducted by a third-party surveyor ranked Good Samaritan Hospital as the overall most preferred hospital, as well as the top choice for its main service offerings.
- Good Samaritan Hospital uses a 12-step process to determine key factors that affect workforce engagement and satisfaction, and, then, to assess Good Samaritan Hospital's effectiveness in addressing those factors. The hospital uses the results, which are segmented by job classifications and work units, to determine organizational and department tactics for improvement. Survey results from Morehead, an employee opinion research firm, show overall associate satisfaction that exceeds the top 10% level. Other associate-related results, such as those for factors of engagement and of voluntary turnover, are equal to or approaching the top-decile level.
- Good Samaritan Hospital actively supports its 17 communities with a six-step systematic process that uses data from the strategic planning process; establishes criteria for selecting community support projects; and ensures that community support activities are aligned with the hospital's mission, vision and philosophy.
- Using failure mode and effects analysis to improve processes, Good Samaritan Hospital decreased the ratio of observed to expected post-operative renal failures from 3.0 in 2007 to 0.86 in 2009.
- Through several cycles of improvement, Good Samaritan Hospital increased the percentage of heart failure patients who comply with their discharge instructions from 85 percent in 2007 to 99 percent in 2009, equaling the top-decile level as measured by HQA.

Studer Group

Type of Work: Studer Group is a private, for-profit healthcare consulting firm providing coaching, teaching and evidenced-based tools and tactics to healthcare organizations throughout the United States. Studer Group's mission is to help create better places for employees to work, physicians to practice medicine and patients to receive care.

Web Site: www.studergroup.com

Workforce: 119

Locations: Corporate offices for Studer Group are in Gulf Breeze, FL, and satellite offices are in Dallas; New South Wales, New Zealand; and Queensland, Australia. Virtual homes offices are located throughout the United States.

Highlights:

- Studer Group defines its success based on the results of the organizations it coaches, particularly how patients perceive the quality of care they receive from these partner organizations. On the standardized Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey to determine how patients perceive the quality of care they receive in hospitals, Studer Group partners achieve two to three times more improvement in



- the same time period than the national average. This results in a 20-percentile point advantage for Studer Group partners over non-partners on the global measures of patient perception of care.
- In pursuit of its vision “to be the intellectual resource for healthcare professionals,” Studer Group’s active contracts with healthcare organizations have steadily increased from 2006 to 2009 for both segments of its coaching business: general acute care hospitals and rural hospitals. Both of these groups receive evidence-based leadership (EBL) coaching.
- By using the same EBL techniques that it teaches, Studer Group has sustained high levels of CEO satisfaction and satisfaction with coaching. Since 2006, satisfaction ratings have ranged from 4.6 to 4.9 on a 5-point scale, exceeding the Service Performance Insight (SPI) Best Benchmark of 4.3. High levels of satisfaction have translated into renewal rates that exceed 85% annually.
- Overall employee satisfaction, overall employee morale and employee engagement based on attitude surveys conducted by Sperduto & Associates reached or exceeded the 90th percentile from 2006 to 2009 when compared to other organizations in the Sperduto database.
- Studer Group was named as one of the “Top 25 Best Small Companies to Work for in America” by the Society for Human Resource Management and the Great Places to Work Institute in 2008, 2009 and 2010, achieving a ranking of 14th in 2010. The firm also ranked 12th on the list of “50 Best Florida Companies to Work For” by *Florida Trend Magazine* in 2010.
- Studer Group uses a robust, six-step strategic planning process (SPP) to develop and deploy its strategies. A seventh step, which addresses improvements to the SPP, has resulted in the adoption of rapid enterprise development (RED) to ensure linkage between strategy, people and execution, as well as a focus on “big rocks”—annual goals that are most critical to achieving Studer Group’s strategic objectives. Results from the Employee Attitude Survey and informal employee engagement assessments are fed into the SPP, enabling Studer Group to align workforce learning and development with achievement of 90-day action plans.
- Studer Group has been committed to providing innovative products and services since it was founded in 1999. Key innovations have helped grow annualized revenue from less than \$5 million during the period 1999 to 2001 to \$45 million for 2009 to 2010. The numerous products and services driving that growth included executive, physician and emergency department coaching, books and software.
- To support its key local community and the healthcare industry, Studer Group disseminates much of its evidence-based knowledge without charge to local organizations and the entire healthcare community. Additionally, Studer Group offers in-kind donations of free coaching and training to local nonprofit organizations, as well as sponsorships and monetary grants for attendance at its conferences.

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