



***QUALITY PEOPLE—  
QUALITY PRODUCTS***

***—FORD MOTOR***

***ROLLS ROYCE—  
SIMPLY THE BEST IN THE WORLD  
YOU!***

***—FACTORY ENTRANCE***

**TEAM UNITY & PEAK PERFORMANCE:  
MAXIMIZING PRODUCTIVITY & INNOVATION**

# ANOTHER NEW AMERICAN HOSPITAL ACHIEVEMENT!

## A Note From Gina Melby, CEO



The second quarter of this year has had many events that provided Northwest Medical Center the opportunity to represent itself within our community.

Northwest Medical Center sponsored the Coral Springs Chamber Breakfast, which made up of local businesses. I was able to provide education to the members of our community and the services and growth of our hospital. The Northwest Medical Center also sponsored the Coral Springs Chamber Dinner and the Coral Springs Art Museum.

Hospital Week 2002 was a great success. Our annual talent show proved to be a wonderful event. The creativity and talent displayed by the participants was outstanding. Each year our participation in the show will have to be outside to accommodate the large audience and participants.

Our employee satisfaction scores achieved the number one ranking within HCA. This accomplishment is attributed to the great employees of Northwest Medical Center.

Many people have asked why do people believe that NWMC is a great place to work. My answer is the employees of this hospital work as a team at all levels. The relationships that are developed here emulate a family environment where employees feel supported and have the opportunity to be open and communicate their needs and expectations.

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I thank all of you for making Northwest "The Employer of Choice" within the HCA system. This achievement is a worldwide best practice within healthcare and other industries.

expansion, reorganization, and renovation planned for several areas including the dining areas, physician lounge, emergency, imaging space and equipment, pharmacy, and women's and children's services. The architectural planning and design processes are underway, with the completion of plans expected in the next few months.



# THE NEW AMERICAN HOSPITAL

## CUSTOMER FOCUSED

- + QUALITY, - COST
- REMOVE -, + VALUE
- USER FRIENDLY
- #1 IDEA SOURCE (SCR)
- CUSTOMER RETENTION

## SYSTEMS CONTROLLED

- UNFAILING QUALITY
- CYCLE TIME STREAMLINING
- BANDITRY BENCHMARKING
- IT & STD PROTOCOLS (R<sup>4</sup>)
- BRASS TACKS TOUGHNESS

## ASSOCIATE POWERED

- JOB: -SERVE CUSTOMER  
-IMPROVE SYSTEM
- SECURE JOB/R.E.S.P.E.C.T.
- + UTILIZATION/FREEDOM
- TRAIN<sup>3</sup> + TEAM + REWARD
- IDEATION EXPLOSION

CUSTOMER  
KING

ASSOCIATE  
PARTNER



SERVANT LEADER

## FUTURE CREATING

- REVENUE GROWTH
- SERVICE EXTENSION
- PROFITABILITY
- VALUE ENHANCED
- ABLE TO REINVEST

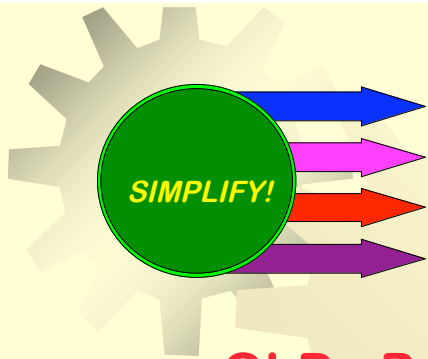
CYCLE STARTS

## UNCOMMONLY LED

- JOB: -GROW ASSOCIATE  
-IMPROVE SYSTEM
- FIT ORG. TO USERS & DOERS
- LISTEN, BELIEVE, DO—MBWA
- HANDS ON—DO THE WORK!
- MBP: RESULTS, NOT STATUS

## VALUES DRIVEN

- + WORK ENVIRONMENT
- EFFERVESCENT CULTURE
- FUN & CELEBRATION
- BIAS FOR ACTION—JDIs
- CREATIVE CHAOS—DIGs
- ↑ SPEED, ↓ BARRIERS



# ***WHAT IS PRODUCTIVITY?***

***“GET THE WORK OUT!”***

**OLD:  $P = \text{OUTPUT} / \text{INPUT} / \text{TIME}$ , QUALITY CONSIDERED**

**PRESENT REALITY:  $P = \text{WORLD CLASS ONLY}$ .  $P$  IS SUBSET OF  $Q$  AS DEMANDED BY CUSTOMERS AND COLLEAGUES. THEREFORE:**

***NEW:  $P = \text{KRA OUTPUT} / \text{PERSON, TEAM, TOOL} / \text{TIME}$***

- WORK BEST—DO IT RIGHT OR DON'T DO IT AT ALL
- WORK TARGETED—KRA FOCUS MEANS TRIVIA ZAPS/KILLS
- WORK SMARTER—THERE IS A BETTER WAY
- WORK EASIER—SIMPLIFY, SIMPLIFY—REMOVE STEPS
- WORK FASTER—SPEED OF WORKFLOW, NOT PEOPLE
- WORK ONCE—NO RE-Dos
- WORK RIGHT—R4—PERSON, THING, WAY, TIME
- WORK HARDER—IF YOU'RE DOGGING IT



# ***HEALTHCARE PRODUCTIVITY (O/I)***

## **WHERE'S THE BEEF?!**

COUNTRY	LIFE EXPECTANCY		INFANT MORTALITY	AVG. DAYS INPATIENT	PER CAPITA HEALTH \$	HEALTH AS % OF GNP
	MALE	FEMALE				
JAPAN	75.9	81.8	4.6	51.4	\$1,171	6.5%
CANADA	73.0	79.7	7.2	13.0	\$1,730	9.0%
BRITAIN	72.8	78.4	7.9	14.8	\$974	6.2%
FRANCE	72.7	80.9	7.2	12.8	\$1,543	8.9%
ITALY	72.6	79.1	8.5	11.7	\$1,234	7.7%
GERMANY	72.6	79.0	7.5	16.9	\$1,487	8.1%
U.S.	72.1	79.0	9.2	9.2	\$2,566	12.4%

***"HARDLY ANYONE DISPUTES THAT THE U.S. SYSTEM  
IS WASTEFUL AND MANAGERIALLY BACKWARD."—Fortune, July 27, 2002***

# INVENTORY SCORING

1. TEAR OFF THE RIGHT FRONT MARGIN
2. ADD UP POINTS IN EACH CATEGORY & ENTER TO SCORE COLUMN UNDER "RAW SCORE"
3. TOTAL THE CATEGORIES
4. RANK ORDER THE CATEGORIES (HIGHEST = 1)—  
SAME SCORE CATEGORIES GET SAME RANK

# IPPI NORMS

CATEGORY		NATIONAL		GROUP	
		AVERAGE	RANK	AVG.	RANK
I.	PLANNING & PRIORITIES	22.4	7		
II.	LEADERSHIP FOCUS & IMPACTS	24.0	5		
III.	METHODS, PROCEDURES & SYSTEMS	24.2	4		
IV.	DEVELOPMENT OF HUMAN ASSETS	26.5	1		
V.	CHANGE, IDEAS & INNOVATION	23.1	6		
VI.	MOTIVATION RELEASE	23.1	6		
VII.	REWARDS & RECOGNITION	26.0	3		
VIII.	MANAGEMENT & EXPENSE CONTROLS	26.1	2		
		195.4			



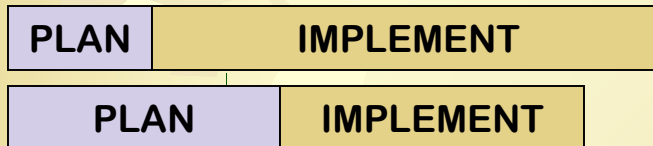
**HOW MANY GUYS DOES IT TAKE  
TO MOVE A HALF-TON POOL TABLE?**



# PERSONAL PRODUCTIVITY

## *"GETTING THINGS DONE..."*

- ✓ EFFECTIVENESS FOCUS—QUARTERLY PLANS + DAILY ABC PRIORITIES
- ✓ TIME & MEETING MANAGEMENT
  - KRA HOUR + KILLS & ZAPS TO CLEAR CLUTTER
  - PLANNING vs IMPLEMENTATION TIME



- ✓ GET ORGANIZED! IMMEDIATE WORK AREA—1 HOUR GETS YOU 10
- ✓ WHAT INFORMATION, TOOLS, BUDGET, AUTHORITY NEEDED?

## *...THROUGH OTHER PEOPLE"*

- ✓ MAKE WINNERS OF YOUR PEOPLE—BREAK DEPENDENCY CYCLE
  - ACHIEVEMENT & 3R CYCLING—MBWA, COACH, GET TIGHT!
  - CREATE INDEPENDENT PRACTITIONERS, SEMI AUTONOMOUS WORK TEAMS
- ✓ POLITICAL CONSTITUENCIES—GET PRIORITIES STRAIGHT & SELLING AVENUES OPEN, BE EFFECTIVE WITH RIGHT PEOPLE
- ✓ LOOK OUT FOR #1
  - CAREER DEVELOPMENT—INCREASE MANAGERIAL ACUMEN
  - PRESSURE HANDLING: STRESS, HEALTH, FAMILY

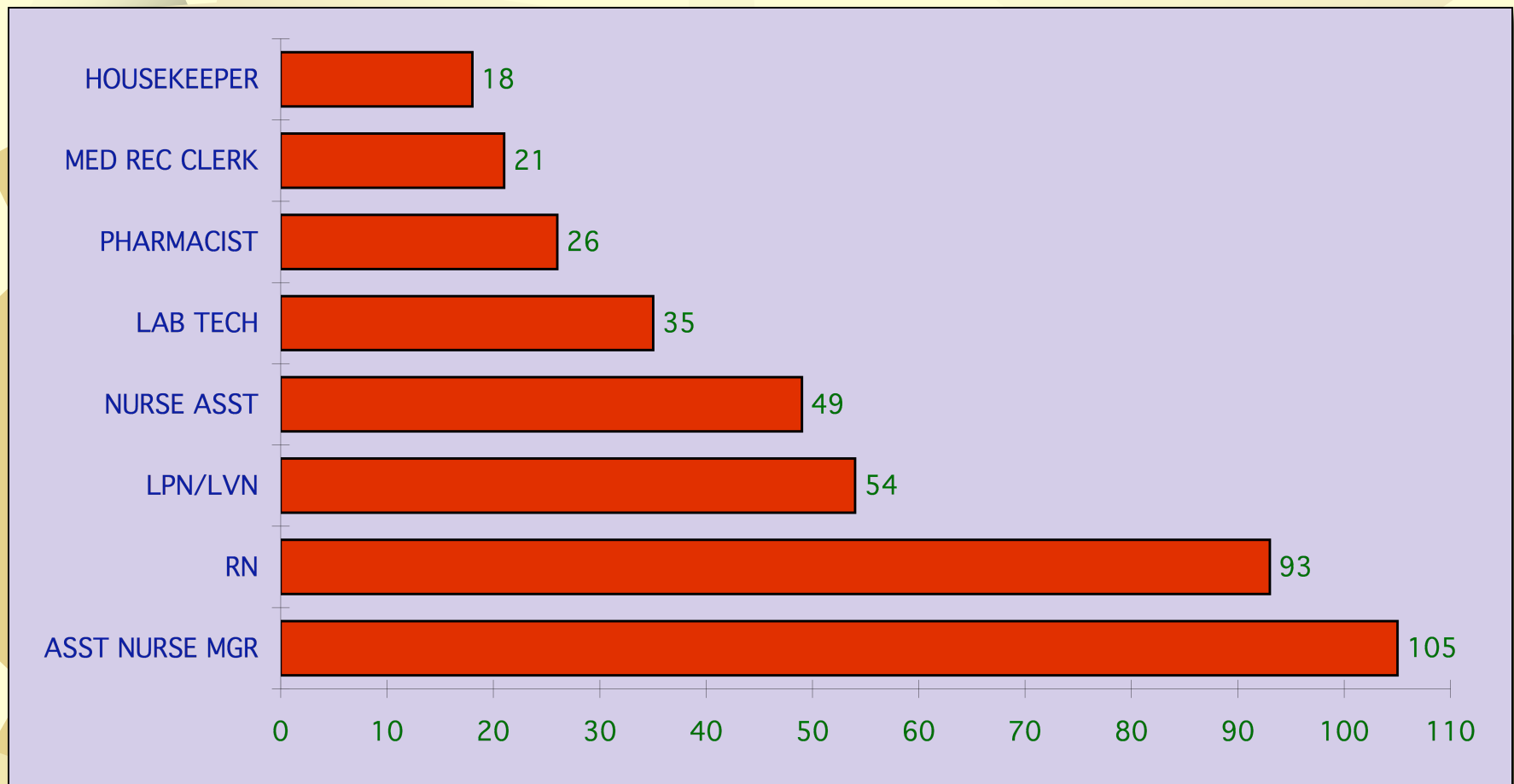
# (VERY) PERSONAL PRODUCTIVITY





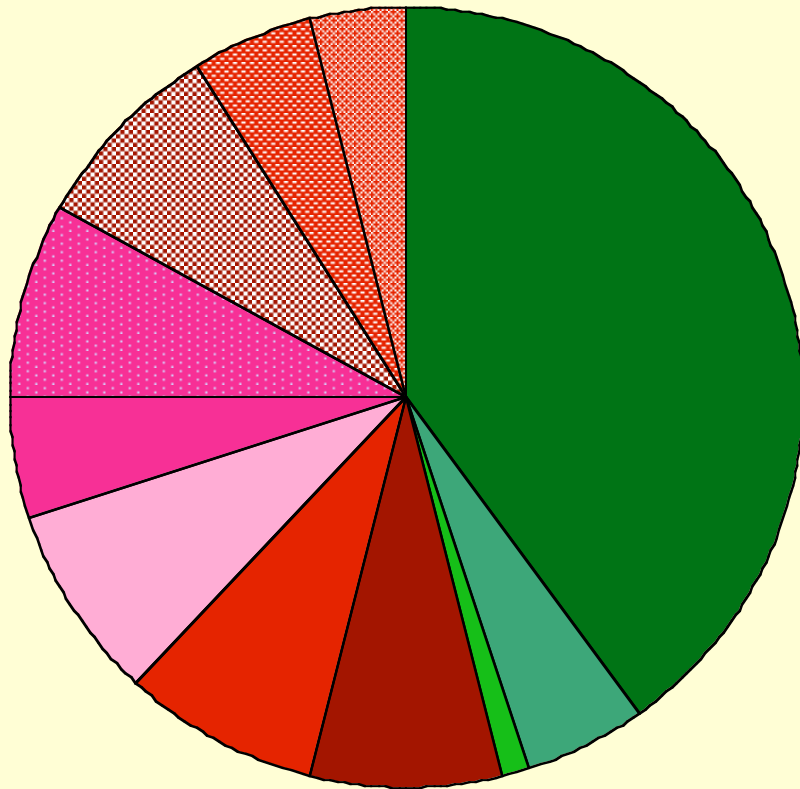
# TASK COMPLEXITY

## *AVERAGE NUMBER OF WEEKLY ACTIVITIES*

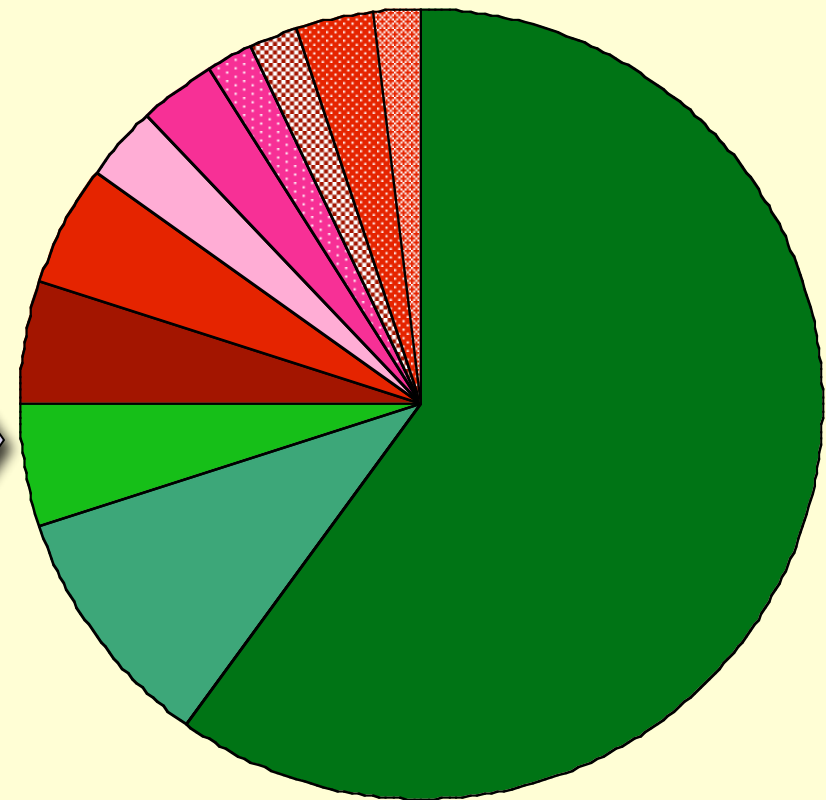
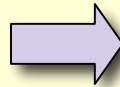


# PRODUCTIVITY & STAFFING

*SHRINK RED TO INCREASE PRODUCTIVITY*



*PAST*

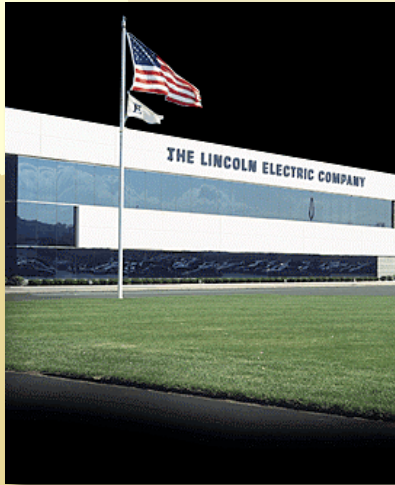


*FUTURE*

- |                     |                                  |                                   |
|---------------------|----------------------------------|-----------------------------------|
| ■ Productive Work   | ■ Training Time                  | ■ Problem Solving Time            |
| ■ Cycle Time Waste  | ■ Work System Waste              | ■ Non KRA Useless Work            |
| ■ ReDo Work—Quality | ■ Low Productivity—Lack Training | ■ Low Productivity—Problem Worker |
| ■ Down/Wait Time    | ■ Turnover & Reorientation       |                                   |

# LINCOLN ELECTRIC CASE

***“THE ACTUAL IS LIMITED  
THE POSSIBLE IS IMMENSE”***





# THE GREAT DICTUM



"THE SUCCESS OF THE LINCOLN ELECTRIC COMPANY HAS BEEN BUILT ON TWO BASIC IDEAS. ONE IS PRODUCING

- MORE AND MORE OF A PROGRESSIVELY (VOLUME)
- BETTER AND BETTER PRODUCT AT A (QUALITY)
- LOWER AND LOWER PRICE FOR A (COST)
- LARGER AND LARGER GROUP OF CUSTOMERS. (SHARE)

THIS WILL ALSO MAKE IT POSSIBLE FOR THE COMPANY TO GIVE TO THE WORKER AND THE STOCKHOLDER A

- HIGHER AND HIGHER RETURN. (EVA)

THE OTHER IS THAT AN EMPLOYEE'S EARNINGS AND PROMOTION ARE IN DIRECT PROPORTION TO HIS INDIVIDUAL CONTRIBUTION TOWARD THE COMPANY'S SUCCESS (REWARD)



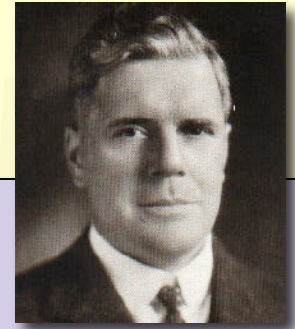
—James F. Lincoln  
Lincoln Electric, 1910

## **Introducing GCR from Lincoln Electric. Lower welding costs – guaranteed.**



**GCR embodies Lincoln Electric's commitment to the fabrication industry.** It's a program that lets you tap into Lincoln's world-class welding expertise to boost the efficiency and profitability of your welding operations.

- A Lincoln GCR team carefully examines your operations, develops new welding solutions specific to your applications, and projects costs savings that should result from those new approaches.
- A GCR contract guarantees those savings in writing - You agree to implement the Lincoln GCR solutions, and Lincoln agrees to write you a check for the difference if the savings don't materialize.

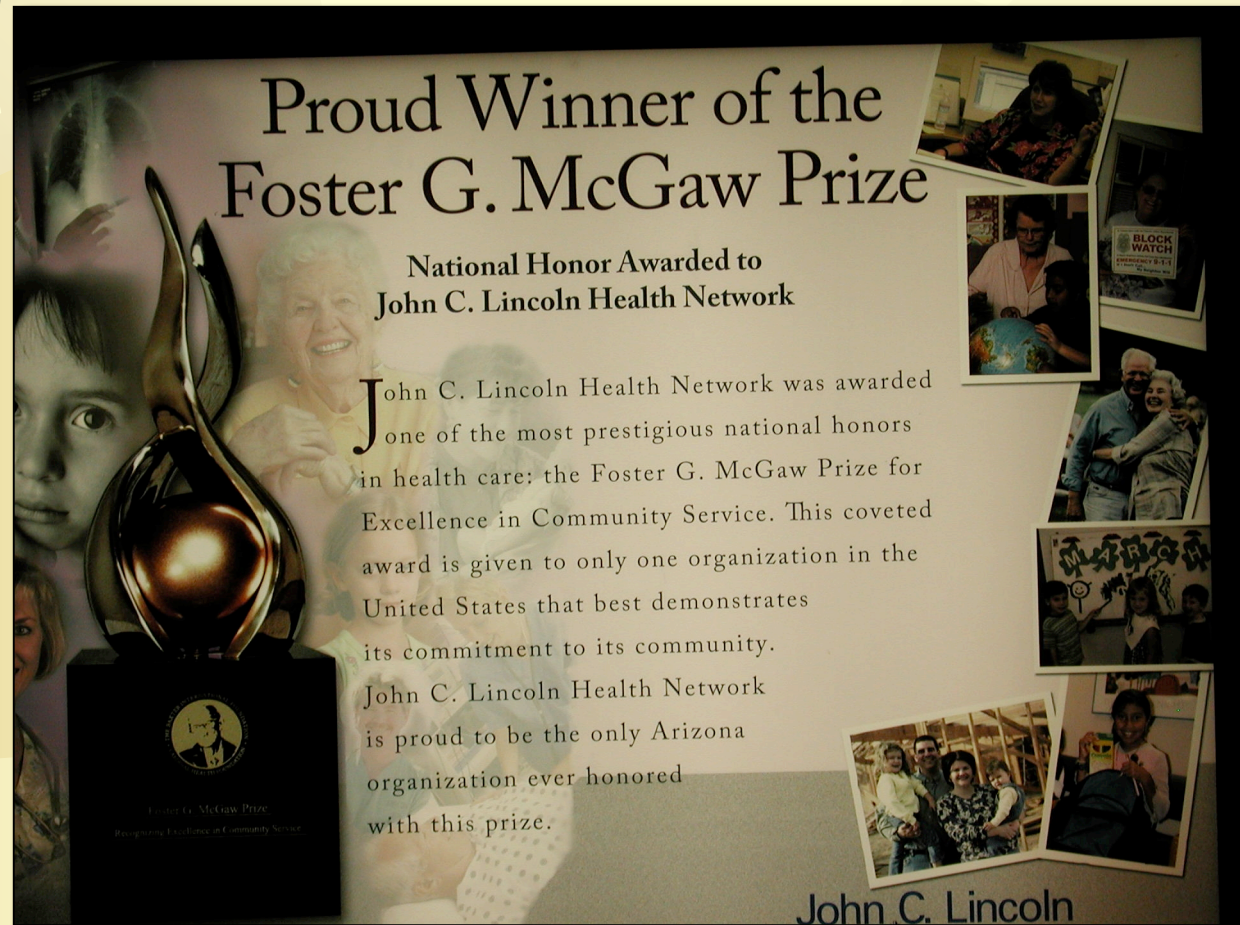


It becomes perfectly true to anyone who will think this thing through that there is no such thing as a management activity, Management and Men having different functions or being two different kinds of people. Why can't we think and why don't we think that all people are Management? Can you imagine any president of any factory or machine shop who can go down and manage a turret lathe as well as the machinist can? Can you imagine any manager of any organization who can go down and manage a broom - let us get down to that - who can manage a broom as well as a sweeper can? Can you imagine any secretary of any company who can go down and fire a furnace and manage that boiler as well as the man who does the job? Obviously, all are Management.

—James Lincoln



# WOULD LINCOLN PRINCIPLES WORK IN A HEALTHCARE SETTING?



**Proud Winner of the  
Foster G. McGaw Prize**

**National Honor Awarded to  
John C. Lincoln Health Network**

John C. Lincoln Health Network was awarded one of the most prestigious national honors in health care: the Foster G. McGaw Prize for Excellence in Community Service. This coveted award is given to only one organization in the United States that best demonstrates its commitment to its community. John C. Lincoln Health Network is proud to be the only Arizona organization ever honored with this prize.

**John C. Lincoln**

Foster G. McGaw Prize  
Recognizing Excellence in Community Service

BLOCK WATCH  
Community's B-T-T  
By Patricia M.

MARCH

# PRODUCTIVITY “T’s”

## IMPROVING ORGANIZATION PERFORMANCE

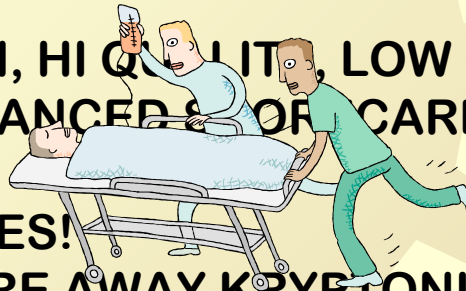
### 1. TIME—THE FIRST LAW!

- TIME & MEETING MANAGEMENT
- DEADLINES, SHORTEN CYCLE TIMES RUTHLESSLY



### 2. TARGET

- HI SATISFACTION, HI QUALITY, LOW COST, BEST PEOPLE
- KRA FOCUS, BALANCED SCORECARD, WORK PLANNING



### 3. TRASH—PARETO LIVES!

- RUTHLESSLY PARE AWAY KRYPTONITE KRAP
- STOP REDOs & RECYCLING



### 4. TASKS—SIMPLIFY!

- REENGINEER HI COST/VOLUME/VARIATION PROCESSES
- STANDARDIZE PROTOCOLS (STANDARDS & UNIFORMITY)
- STREAMLINE P’s— ↓ WORK STEPS & COST BY 30%

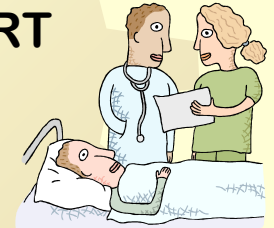
## **5. TOOLS**—BEST & ALL NEEDED

- RETHINK MATERIALS & SUPPLIER MANAGEMENT
- STANDARDIZE TOOLS, SUPPLIES, FORMULARY
- IT TECH—BUILD NEW WORK PROCESSES SPINE
- NETWORK, AUTOMATE & A.I.—REDUCE HUMAN EFFORT



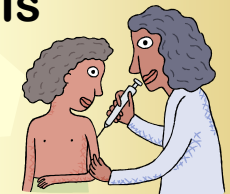
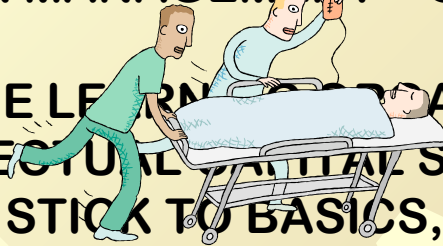
## **6. TALENT**—HIRE WINNERS, LOSE LOSERS

- SOLVE THE RETENTION NIGHTMARE—QWL
- OPEN BOOK & 3-R MANAGEMENT—GROW HUMAN CAPITAL



## **7. TRAIN**—BECOME TRUE LEARNING ORGANIZATION

- RELEASE INTELLECTUAL CAPITAL STORM VIA DIGs/JDIs
- HI ROI TRAINING: STICK TO BASICS, SKILLS
- TIE LEARNING/IDEATION TO PROMOTION & PAY



## **8. TEAM LEADERSHIP**—PEOPLE FIRST!

- 3-R MASTER, PACER, BUILDER
- RELEASE JOB MOTIVATION

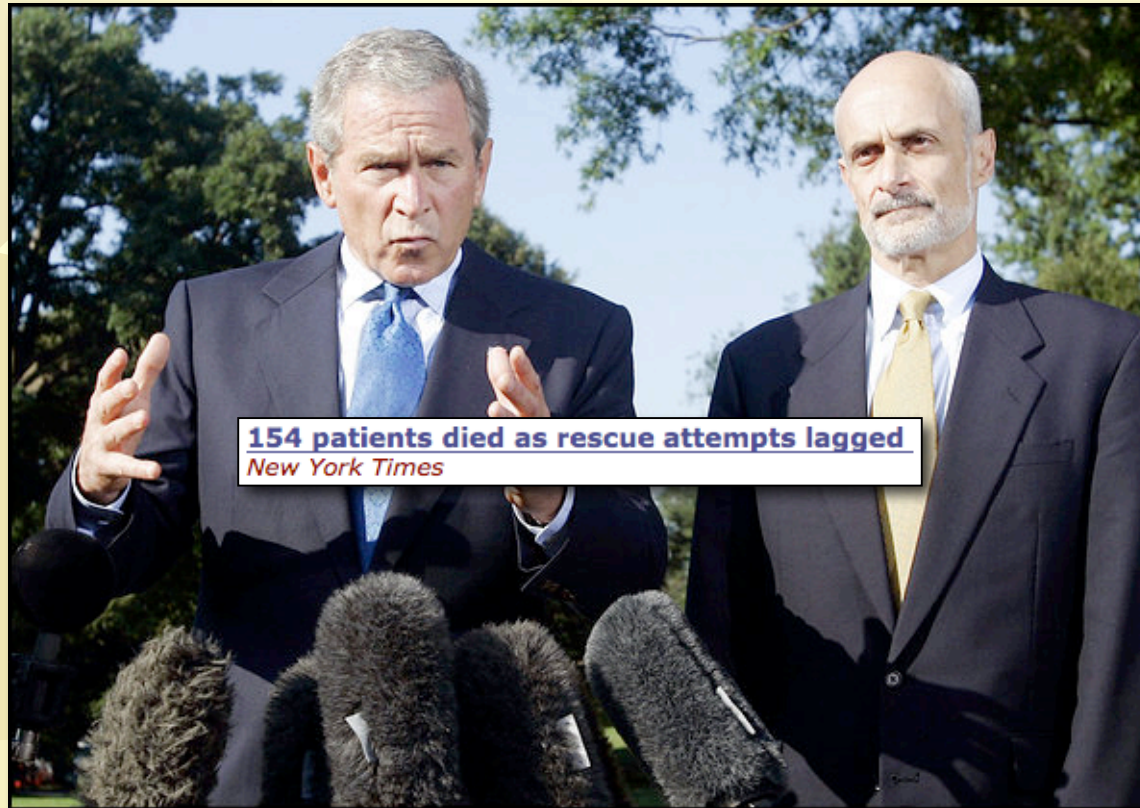
- *OUT OF CLUTTER, FIND SIMPLICITY*
- *FROM DISCORD, FIND HARMONY*
- *IN THE MIDDLE OF DIFFICULTY LIES OPPORTUNITY*

*—Einstein's Work Rules*



# An Embattled Bush Says 'Results Are Not Acceptable'

—*Washington Post*, September 3, 2005



**154 patients died as rescue attempts lagged**  
*New York Times*

**ARE *OUR* RESULTS ACCEPTABLE?**



# **BHAG PRODUCTIVITY**

## ***WORK EVOLUTION WITHIN THE ORGANIZATION***

1. RANDOM DIGs (GROUP PROCESS + DO-IT) →
2. CLUSTERED DIGs AIMED AT KEY ISSUES (CUSTOMER, HR) →
3. ADDED CI TOOLS (DATA + RIGOR, DEEPER DIGGING) →
4. REENGINEERING (LARGER SYSTEM EMPHASIS) →
5. BHAG GOALS, MEASURES, STANDARDS, & INITIATIVES

### **GROUP ASSIGNMENT**

#### ***THINK STRATEGICALLY TO WIN IN THE MARKETPLACE***

- GOALS—RIGHT ONES? ANY MISSING? ANY BHAGs?
- MEASURES—ACCEPTABLE? ADEQUATE?
- STANDARDS—ACHIEVABLE? REALISTIC?
- INITIATIVES—WHAT APPROACHES NEEDED TO HIT GOALS?

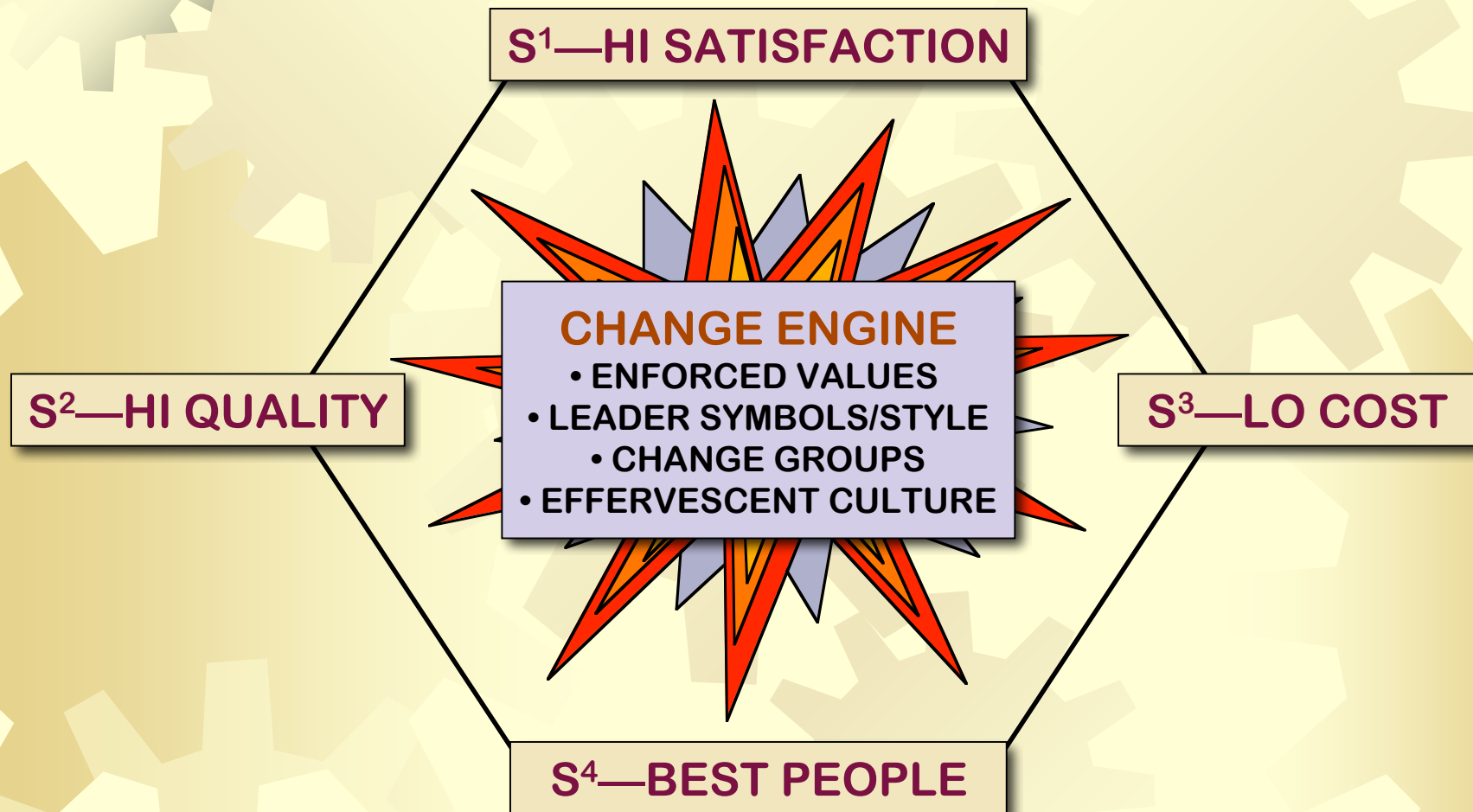




# **NMH 2006 TACTICAL PLANNING**

**WHAT DO WE THINK OUGHT TO BE DONE  
TO MAKE THIS A BETTER ORGANIZATION, A  
BETTER PLACE TO WORK, AND A BETTER  
HEALTH CARE PROVIDER?**

**OPERATIONAL EXCELLENCE = CE + 4S's**





# S<sup>1</sup>—HIGH SATISFACTION

*CUSTOMER FRIENDLY, + COMMUNICATION, NO HASSLES/WAITS, ALL “WOWS”*

## WHAT DO WE NEED TO DO?

- IS CUSTOMER SERVICE STRATEGY RETROFIT GOING FORWARD?
- TARGET HIGH CUSTOMER PRODUCT LINES/SYSTEMS/IMPACTS
- INSTALL CUSTOMER COUNCILS & CSTs?
- GAIN PHYSICIAN SUPPORT/BUSINESS CONNECTIONS?
- DOES STRATEGIC/MARKETING PLAN DRIVE CHANGE? SIMPLIFY?
- TIE NAH  $\Delta$  TO VISION OF MANAGED COMPETITION
  - LESS MARKETING: RETHINK BUSINESS & RELATIONSHIPS
  - CARE NETWORKS: BUILD SEAMLESS WEB OF DATA & CARE
  - LAUNCH NEW SERVICES, INCREASE THEIR % SALES



## **S<sup>2</sup>—HIGH QUALITY**

*NO ERRORS, STANDARDIZED PRODUCT, RELIABLE, INTEGRATED, SIMPLIFIED*

### **WHAT DO WE NEED TO DO?**

- **IDENTIFY & SUPPLY ALL TOOL & TRAINING NEEDS**
- **I.T. LINK ALL UNITS, UNIVERSAL PATIENT DATABASE**
- **CUSTOMER PROCESS FLOWCHARTS—SERVICE LINE MGMT?**
- **ARE WE DRIVING QUALITY UP & COST DOWN AS STRATEGY?**
- **PURSUE CQI TEAMS ON LARGER SYSTEM PROBLEMS**
- **OUTSOURCE TO STANDARDIZED SERVICE PROVIDERS**
- **STANDARDIZE CLINICAL PROTOCOLS WITH DOC INVOLVEMENT**



# **S<sup>3</sup>—LOW COST**

*EFFICIENCY FOR LOWEST POSSIBLE PRICE, QUICKNESS IN TRANSACTIONS*

## **WHAT DO WE NEED TO DO?**

- **TARGET HIGH \$ WASTE & PRODUCTIVITY PRIORITIES**
- **HAVE THERE BEEN ENOUGH KILLS/ZAPS?**
- **ATTACK HIGH VOLUME, COST, VARIANCE ITEMS**
- **INSTALL/FIX PRODUCTIVITY MANAGEMENT SYSTEM**
- **INSTALL ACCELERATED BUDGETING CYCLE**
- **INSTALL ACTIVITY-BASED COST ACCOUNTING SYSTEM**
- **REBUILD BUDGETING, FINANCIALS, MIS TOOLS**



## **S<sup>4</sup>—BEST PEOPLE**

*STRONG DEVELOPMENT, BRILLIANT IDEAS, AGGRESSIVE TEAM*

### **WHAT DO WE NEED TO DO?**

- RECYCLE ASSOCIATE OPINION SURVEY—HOW'S MORALE?
- HAVE WE WON THEIR HEARTS & MINDS?
- STRATEGY SENSIBLE—"BEST TRAINED WORK FORCE"?
- GUEST RELATIONS TRAINING/M.O.T. SYSTEM
- NAH SEMINAR DAY—ASSOCIATES, PHYSICIANS, BOARD
- ID JOB SKILLS NEEDS & DEVELOPMENT PLAN
  - LITERACY, MATH, BASIC SKILLS
  - CULTURAL DIVERSITY & COMMUNICATION SKILLS
  - COMPUTER SYSTEMS, CLINICAL SKILLS
- SAWTs, SDWTs, GREATER ROLE CHANGES
- MANPOWER PLANNING & ID STAFF REDUCTION LEVELS



# **CE—POWER UP NEW $\Delta$ DRIVERS**

*WHERE WILL THE PUSH COME FROM?*

## **WHAT DO WE NEED TO DO?**

- **HAVE WE COMMUNICATED THE BIG PICTURE TO STAFF?**
- **DRIVE OUT MANAGEMENT VARIANCE & DEVIANCE**
- **ESTABLISH AN AWARDS OF EXCELLENCE PROGRAM**
- **ORGANIZATION REDESIGN FOR IMPROVED RESPONSE**
- **RETHINK/RESTRUCTURE  $\Delta$  AGENCY (BHAG COUNCILS)**
- **CREATE YEAR 2 OD ROADMAP— $\Delta$  DIRECTION + D, M & P**
- **ANNUAL SCHEDULED REINVENTION—CALENDAR OD TASKS**
- **DIGs—FIX, EXPAND, REQUIRE PARTICIPATION?**
- **ONSET THE IDEA ENGINE WITH CUSTOMER INVOLVEMENT**



# **CE—MANAGEMENT MARINES**

## *IS THE MANAGEMENT MACHINE LEAN & MEAN?*

### WHAT DO WE NEED TO DO?

- NEED TO ROTATE/REMOVE SOME MANAGERS?
- NEED ADVANCED MGMT PROGRAM IN YEAR 2? TOPICS?
- IDPs FOR EXECUTIVE & HIGH POTENTIALS
- ESTABLISH MANAGEMENT INSTITUTE/PRESIDENT'S ACADEMY
- REBUILD MEETINGS, EVALUATION COMMITTEE STRUCTURE
- REQUIRE MANAGER REAPPLICATION, 360 EVALUATIONS
- IS ORGANIZATION CHART IN NEED OF RESTRUCTURING?





# PRODUCTIVITY & PERFORMANCE IMPROVEMENT

## Discussion Topics

1. BOARD DECISION: ALL QUALITY DECISIONS ARE TO BE MADE BY NON MGMT COLLEAGUES. HOW WILL YOU CONTROL THE OUTCOME OF THIS DUMB IDEA?
2. TIME BASED COMPETITION: WHERE WOULD FASTER TURNAROUNDS OR CYCLE TIME REDUCTIONS ALONE YIELD A COMPETITIVE ADVANTAGE?
3. ARE OUR EDUCATION MECHANISMS SUPPORTING CHANGE TOWARD QUALITY & PRODUCTIVITY? HOW MUCH BEEFING UP IS NEEDED? WHAT SHOULD BE DONE?
4. WHAT TOOLS ARE NEEDED THAT PROBABLY MEET THE 90% TOOL/TIME TEST? CREATE A SHOPPING LIST!
5. WHAT PEOPLE APPROACHES MAKE MOST SENSE FOR OUR APPROACH TO PRODUCTIVITY? WHAT BARRIERS TO “TEAM” STILL NEED TO BE OVERCOME AMONG US THAT WOULD POSITIVELY IMPACT ON PRODUCTIVITY?
6. WHAT NAH CHANGES HAVE WE MADE THAT HAVE IMPROVED PRODUCTIVITY? WHAT CHANGES NEED TO BE FURTHER REFINED TO REALLY YIELD RESULTS?
7. P = WORKING BETTER, FASTER, MORE EFFICIENTLY ON THE WORK WORTH DOING. WHAT AREAS NEED THE MOST ATTENTION IN OUR ORGANIZATION—BE SPECIFIC.
8. WHERE DO OUR CURRENT PRODUCTIVITY & MANPOWER STAFFING MODELS NEED REVISION TO ACCOUNT FOR CHANGES IN ACUITY, NAH DEMANDS OR OTHER CHANGING VARIABLES. WHERE NEED GREATER CONTROL OVER SYSTEM?

# NAH CHANGE SUMMARY

## NAH RENEWAL ACTION PLAN (NAH CHECKLIST)

MODULE/SEMINAR SESSION #	0	1	2	3	4	5	6	TTL
# TASKS	33							33
# IN PROCESS								0
# DONE								0
% DONE								

## LEADER ASSIGNMENT COMPLETIONS

MANAGERS > 90%							
GRAD REQUIREMENTS %							

## IN-HOUSE INNOVATION (DIGs & JDIs)—CUMULATIVE

### INNOVATION

# IDEAS RECEIVED							0
# IN PROCESS							0
# DONE (APPROVED/IMPLEMENTED)							0

### ASSOCIATE PARTICIPATION

% NAH/VALUES TRAINED							
% DIG TRAINED							
% ON 1 DIG/JDI							

## RESULTS

### R.O.I. ESTIMATE

HARD TANGIBLE \$							0
------------------	--	--	--	--	--	--	---

### CUSTOMER SATISFACTION

% ABV AVG & EXCELLENT							
% EXCELLENT							
% RECOMMEND ORG							

### ASSOCIATE MORALE

% RECOMMEND ORG							
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# ORGANIZATION GOALS

## HIGH SATISFACTION

OBJECTIVES	MEASURES	ACTUAL		TARGETS			INITIATIVES
<i>KRA: Customer Satisfaction</i>		MO	YTD	1997	1998	1999	
"Wow" Service	Overall % "Excellent" Rating			84%	86%	88%	
	Percentile Rating Against Other Hospitals			95%	97%	98%	
Zero Defections	% of Repeat Customers						

## HI QUALITY

OBJECTIVES	MEASURES	ACTUAL		TARGETS			INITIATIVES
<i>KRA: Quality</i>		MO	YTD	1997	1998	1999	
Zero Defects	Mortality, Risk Adjusted* (Top 100)						
	Complications, Risk Adjusted* (Top 100)						
Comparative Performance	Progress Toward Top 100 Status (%tile)			60%	80%	95%	

## LOW COST

OBJECTIVES	MEASURES	ACTUAL		TARGETS			INITIATIVES
<i>KRAs: Productivity, Economics</i>		MO	YTD	1997	1998	1999	
High Output/Input Ratios	Average Length of Stay* (Top 100)						
	Index Outpatient Revenues* (Top 100)						
Expense Control	Expense per Adjusted Discharge* (Top 100)						

## BEST PEOPLE

OBJECTIVES	MEASURES	ACTUAL		TARGETS			INITIATIVES
<i>KRAs: People Growth, Org Climate, Innovation</i>		MO	YTD	1997	1998	1999	
Optimize People Growth	# Hours Training/Associate			20	40	45	
"Best Place to Work"	% Excellent Overall on Attitude Survey			80	90	95	
High Innovation	# of Implemented DIGs & JDIs			1500	1800	2000	

\* Denotes a Top 100 Hospitals Measurement

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**Supplemental**



**TIME IS MONEY**



# **COST CRUNCH CONTROL**

## ***PROFIT CREATION & PROTECTION***

### ***1. MAXIMIZE REVENUES***

- “WOW” SERVICE—95th PERCENTILE SATISFACTION
- ZERO DEFLECTIONS—ATTITUDES, WAITS, COSTS, QUALITY
- VOLUME— ↑ MARKET SHARE, FULL BEDS, BUSY
- COMPETITION-LEADING QUALITY, SERVICE, PRICE
- NO LOST CHARGES                      • VENDOR QUALITY IDEAS

### ***2. MINIMIZE EXPENSES***

- COST CONTAINMENT AUDIT
- REENGINEERED WORK PROCESSES—R<sup>4</sup>
- LABOR—NO O.T, AGENCY STAFF, ↓ TRAVEL/WAIT TIMES
- STANDARDIZE SUPPLIES—REDUCE COSTS, VARIATION
- AUTOMATE TO ↓ PAPER/ADMINISTRATIVE BURDEN

### ***3. INVEST PROFITS & ROI***

- NEW/EXPANDED SERVICES INVESTMENT, KILL DOGS
- INTELLECTUAL CAPITAL MAXIMIZATION
- TOOLS                      • TRAINING

## ***THE GLASS IS...***

**OPTIMIST—THE GLASS IS HALF FULL**

PESSIMIST—THE GLASS IS HALF EMPTY

**REALIST—THE GLASS IS**

IDEALIST—THE GLASS SHOULD BE FULL

**FEMINIST—MY GLASS SEEMS LESS FULL THAN HIS**

CHAUVINIST—MY GLASS OUGHT TO MORE FULL THAN HERS

**ANARCHIST—BREAK THE DAMN GLASS!**

CAPITALIST—LET'S SELL THIS GLASS

**CHEMIST—IT'S 50% H<sub>2</sub>O, 40% N<sub>2</sub>, 10% O<sub>2</sub>**

ENVIRONMENTALIST—SAVE THE WATER!

**PROCESS ENGINEER—THERE'S TWICE AS MUCH GLASS AS NEEDED**

***NAH LEADER—THE GLASS IS OVERFLOWING!***



