



Clinical Care | Education | Research



Journey to Excellence

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Agenda

- **Introduction to Duke Medicine**
- **Call to Action: The Jesica Santillan Story**
- **Duke University Hospital's Journey to Excellence**

Where is “Duke Medicine”?

Duke Medicine is located in Durham, North Carolina



What is “Duke Medicine”?

Duke Medicine conceptually integrates the Duke University Health System, the Duke University School of Medicine, and the Duke University School of Nursing



Duke University Health System (DUHS)

Duke University Health System, created in 1998, is made up of hospitals, physicians practices, home health/hospice care, and integrated support services.

- **Hospitals**
 - **Duke University Hospital**
 - Founded in 1930
 - **Duke Regional Hospital**
 - **Duke Raleigh Hospital**
- **Ambulatory Care**
 - **Private Diagnostic Clinic**
 - **Duke Primary Care**
 - **Outpatient Specialty Clinics**
 - **Duke HomeCare & Hospice**
 - **Duke Health & Wellness**
 - **Departmental Labs**
- **Support Services**
 - **Patient Revenue Management Organization**
 - **DUHS Corporate Services**
 - **DUHS Clinical Laboratories**

DUHS Hospitals - Duke University Hospital (DUH)

- Number of licensed beds: 957
 - 938 acute care
 - 19 psychiatric care
- Employees: 8,808
- Physicians with admitting privileges: 1,295 (*Duke Faculty only*)



Fiscal Year 13 Statistics

- | | |
|----------------------------|-----------------------|
| • Adult Discharges: 38,187 | • MRI: 33,479 |
| • OP Visits: 1,009,676 | • CT: 77,729 |
| • ED visits: 67,622 | • Diagnostic: 313,578 |
| • Surgical Cases: 37,322 | |

Duke University Hospital

What sets us apart?

Mission: Why do we exist?

*To provide exceptional and innovative care to patients, families, and the community through the **finest integration of clinical care, education, and research** while respecting the needs of the human spirit*

Vision: Where do we want to go?

To be the recognized leader in:

- Patient & family-centered care
- Clinical education
- Clinical research
- Collaborative work culture
- Supporting & Investing in our community



Values: How are we going to get there?

*Through
Excellence & Innovation,
Safety & Quality,
Teamwork & Diversity,
Learning & Leadership*

Call to Action: DUH Case Study

TIME

Thursday, Feb. 20, 2003

Learning from a Tragic Transplant Mistake

By Jessica Reaves

February 11, 2009 8:47 PM

Anatomy Of A Mistake

By **Carol Kopp**

It is estimated that as many as 100,000 people die every year from medical mistakes. Yet most of the time, very few people ever know about it.

That changed earlier this year when surgeons at Duke University Hospital transplanted a heart and two lungs into 17-year-old Jessica Santillan in a rare and difficult operation.

The hospital admitted what few hospitals ever admit: It had made a mistake. **Correspondent Ed Bradley** reports in this story that first aired last March.

Duke Continues Review of Jessica Santillan Case

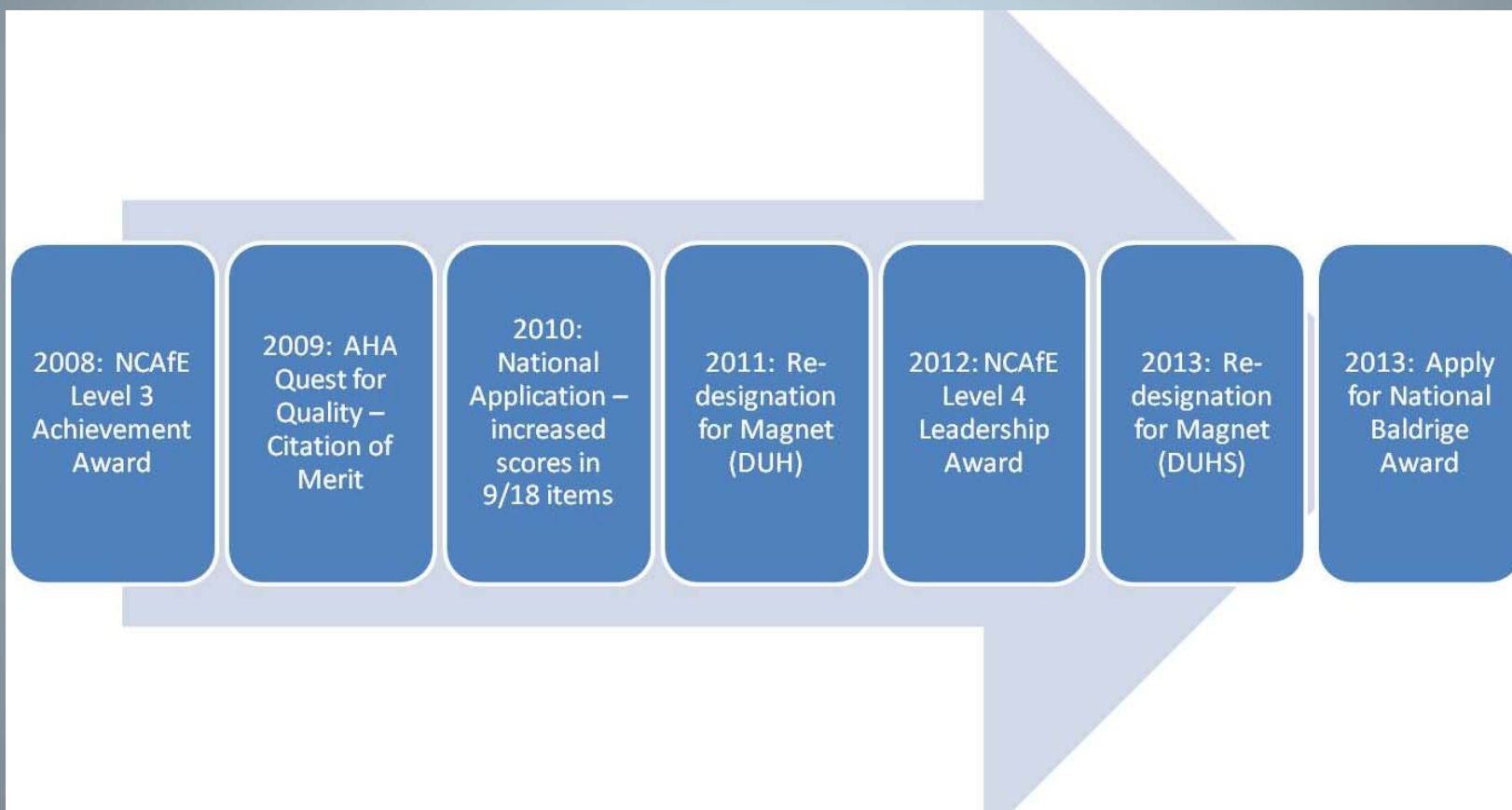
Case brought international attention to transplant issues

Jesica Santillan and Duke: What We Learned

Call to Action: 2003 - 2008



DUH's Journey to Excellence



Duke University Hospital

The Journey to Excellence...

The focus is on becoming a “high performing organization”...

The core values of high-performing organizations:

Visionary leadership	
Patient-focused excellence	Valuing workforce members and partners
Organizational & personal learning	Focus on the future
Managing for innovation	Management by fact
Societal responsibility & community health	Focus on results & creating value
Agility	Systems perspective

The Journey to Excellence

- For Duke Hospital, the Journey to Excellence includes:
 - Adopting Baldrige Criteria
 - Magnet Recognition Program
 - American Hospital Association: Quest for Quality



Malcolm Baldrige National Quality Award

- The Malcolm Baldrige National Quality Award is the highest level of national recognition for performance excellence that a U.S. organization can receive
- An organization must have a management system that ensures continuous improvement in the delivery of products and/or services, demonstrates efficient and effective operations, and provides a way of engaging and responding to customers and other stakeholders
- The Baldrige Criteria for Performance Excellence provide a framework that any organization can use to improve overall performance; the criteria are organized into seven categories:
 - **Leadership**
 - **Strategic Planning**
 - **Customer**
 - **Measurement, Analysis and Knowledge Management**
 - **Workforce Focus**
 - **Operations**
 - **Results**

Adopting Baldrige Criteria



Adopting Baldrige Criteria Leadership System



- **SPP** – Strategic Planning Process
- **BSC** – Balanced Scorecard
- **QPR** – Quarterly Performance Reviews
- **DPI** – Duke Process Innovation
- **VOC** – Voice of the Customer

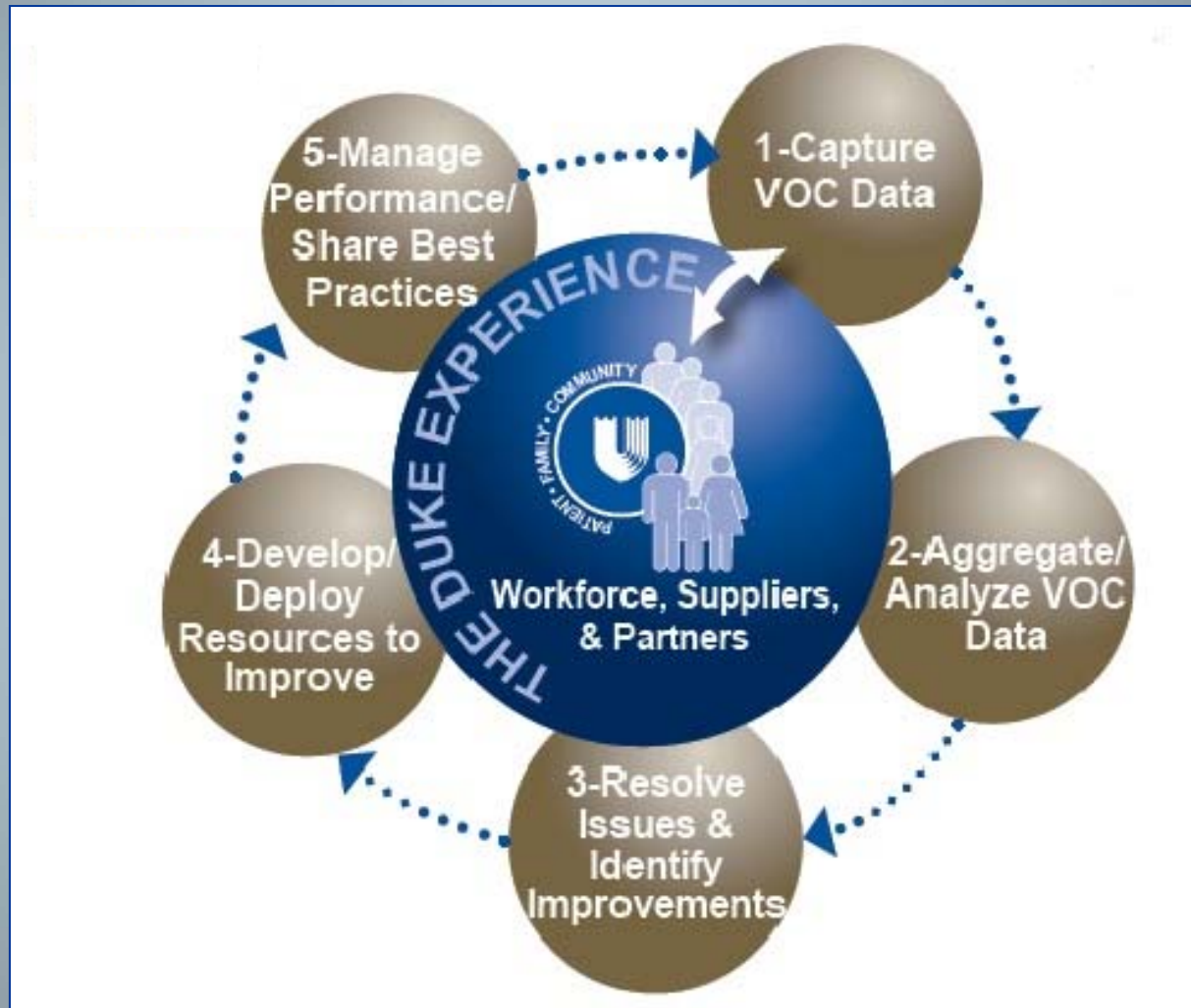
Adopting Baldrige Criteria

Strategic Planning Process

DUH STRATEGIC PLANNING PROCESS				
STRATEGY DEVELOPMENT	1	Validate MVV & CC	SST, HLC/MD	WINTER RETREAT- DECEMBER
	2	Analyze Key Inputs/Perform SWOT/ Validate SA, SC	SST, HLC/MD	
	3	Finalize DUH SO and Goals by BSC Quadrant/Initiate Financial & HR Planning	SST, HLC/MD	JANUARY- FEBRUARY
	4	Cascade/Alignment of SO and Goals	SST, HLC/MD	APRIL
STRATEGY DEPLOYMENT	5	Finalize Tactics to Address SO and Goals	SST, HLC/MD	SPRING RETREAT-MAY
	6	Develop/Finalize CSU/Department Workplan Tactics	HLC/MD, Dept. Heads	JUNE
	7	Align Individual Expected Job Results (EJR)	SST, HLC, MD, Dept. Heads, All Staff	JULY
	8	Performance Evaluation and Improvement	SST, HLC/MD, Dept. Heads, All Staff	JULY-JUNE

Adopting Baldrige Criteria

Customer



Adopting Baldrige Criteria Operations



- Define: Identify Opportunity
- Measure: Gather the Facts
- Analyze: Develop Solutions
- Improve: Implement Solutions
- Control: Monitor, Sustain & Share

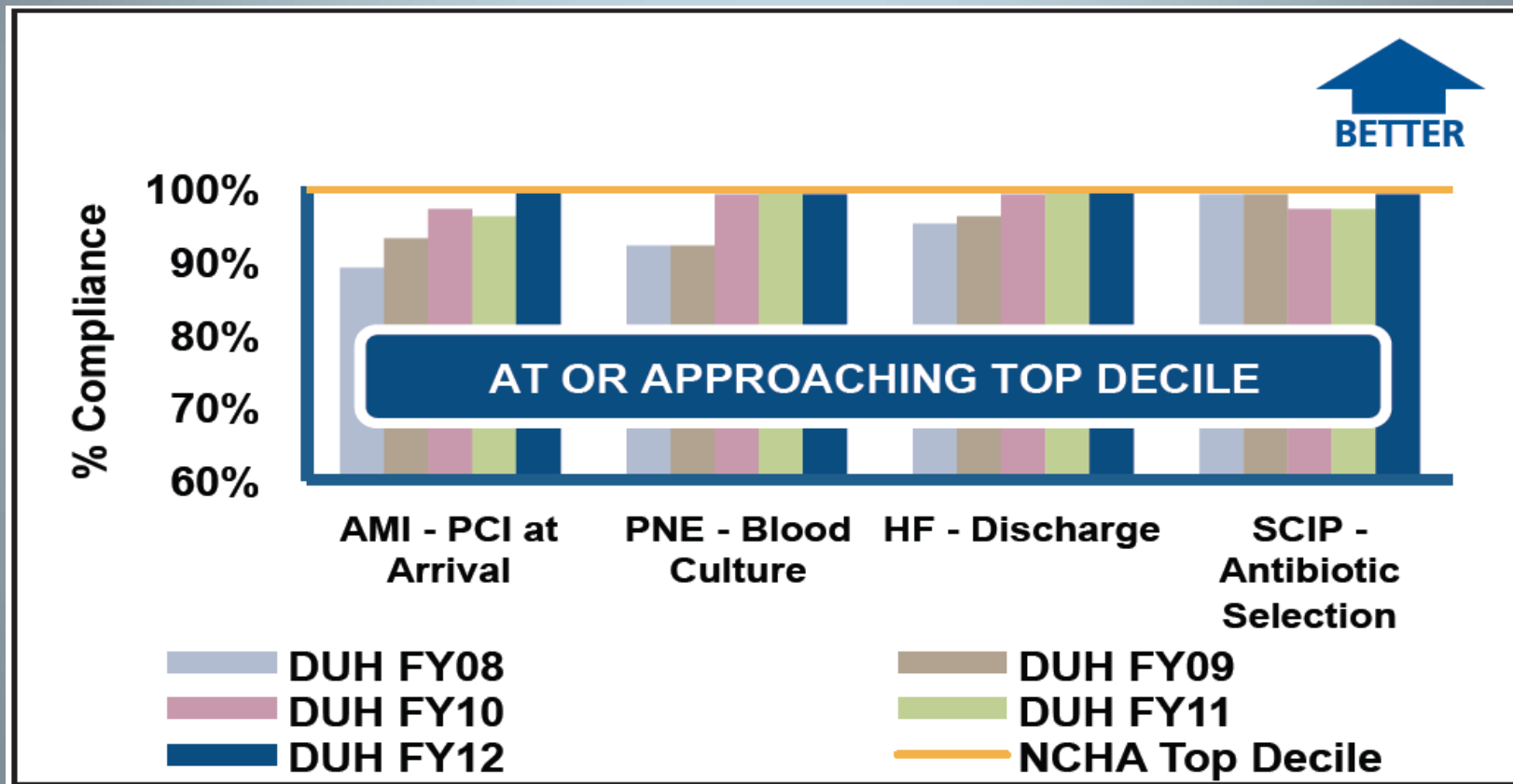
Adopting Baldrige Criteria

Results

- Duke University Hospital strives to deliver the “Duke Experience” to every patient, every time
- This includes efforts across all areas of performance excellence
 - **Quality & Patient Safety**
 - **Customer**
 - **Work Culture**
 - **Finance & Growth**
- The DUH culture is one of excellence and continuous improvement and strives to meet or exceed the top decile of appropriate data sources for its key measures
- In some instances, top decile information is not available so DUH uses benchmark information that represents the top quartile or identified best practice.

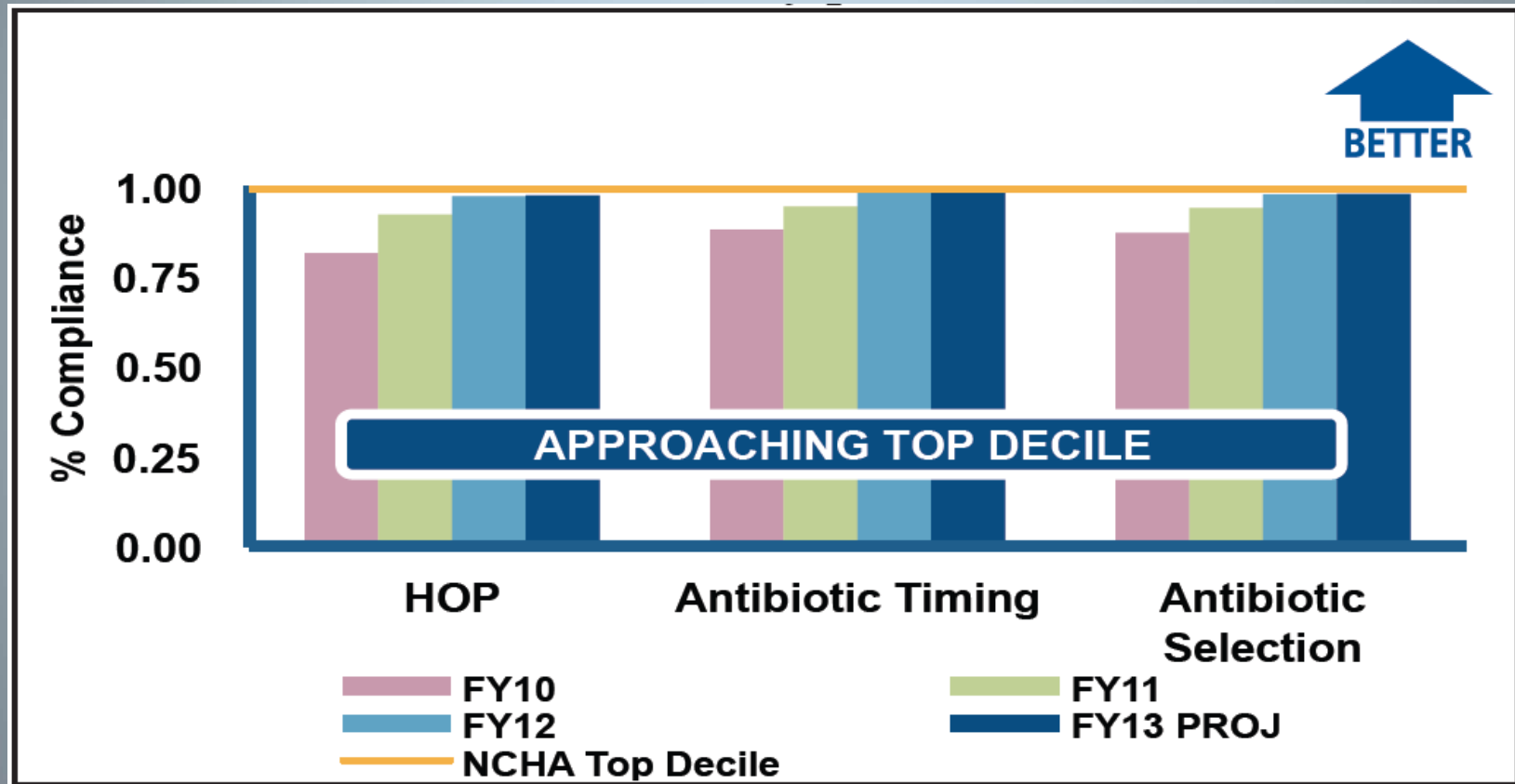
Healthcare and Process Results:

Acute Myocardial Infarction , Pneumonia, Heart Failure, and Surgical Care Improvement Project



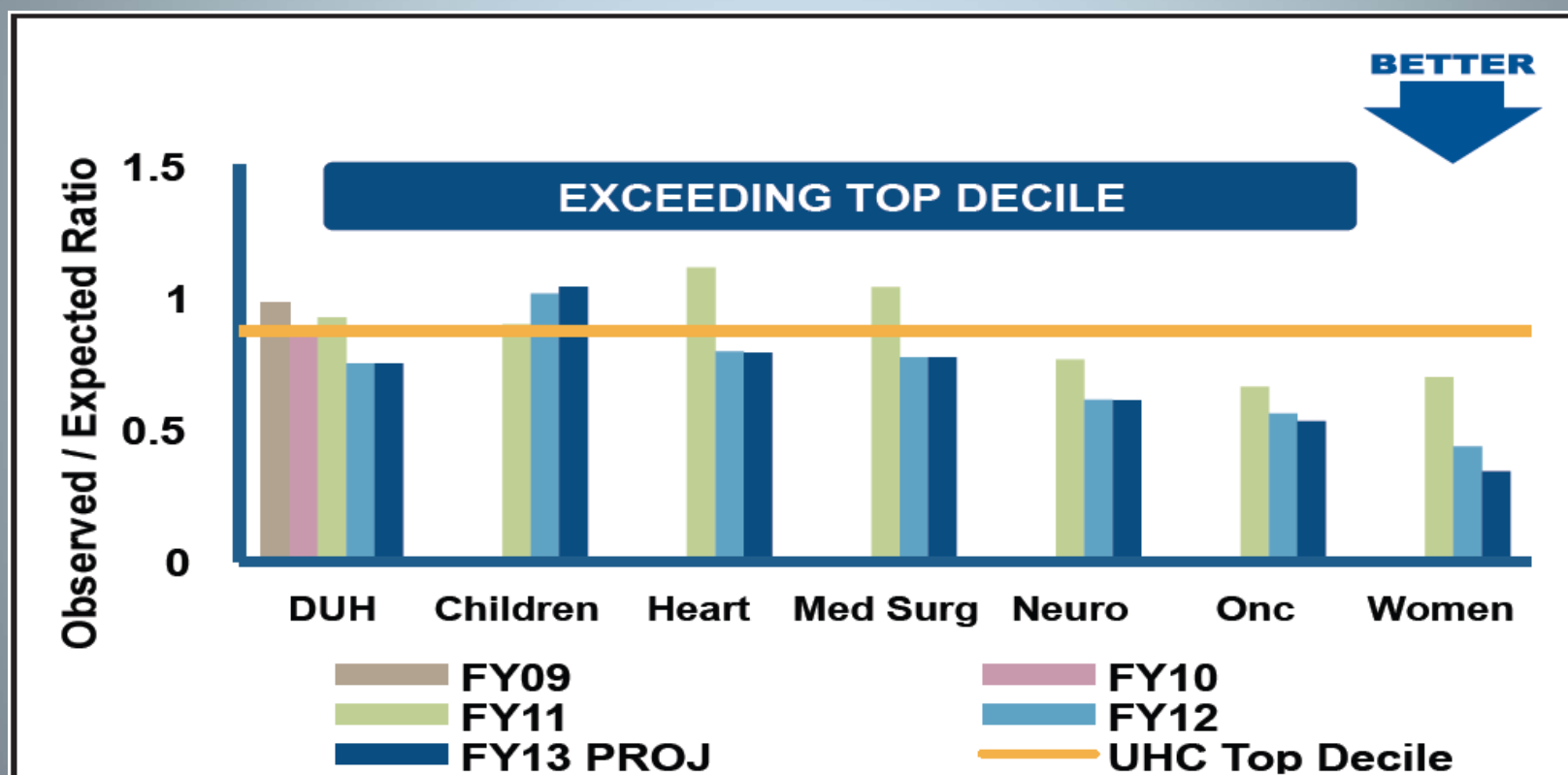
Healthcare and Process:

Centers for Medicare & Medicaid Services' Evidence Based Care Score – Outpatient Surgical Core Measure



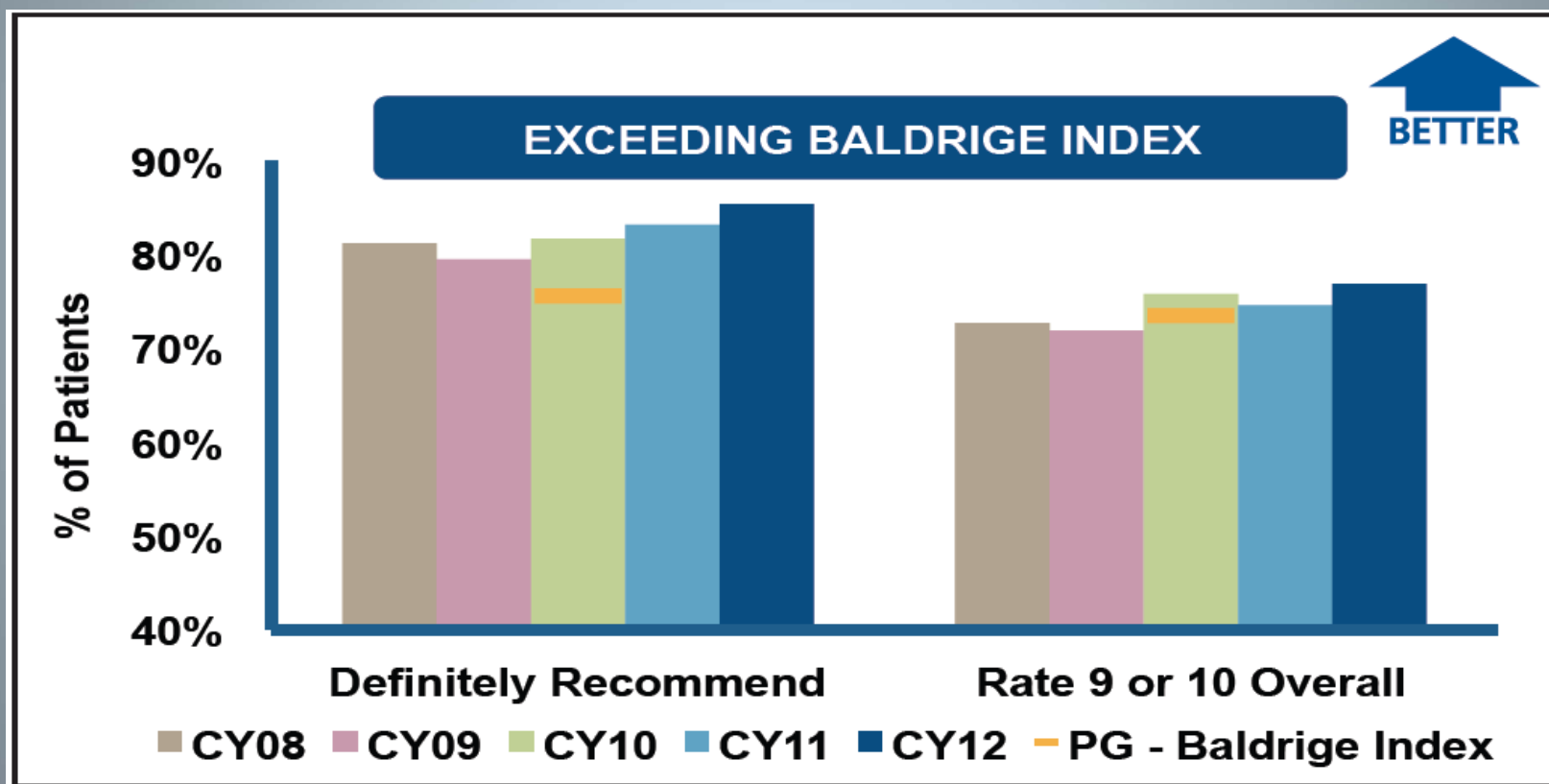
Healthcare and Process Results:

Inpatient Mortality by Applicable Clinical Service Units



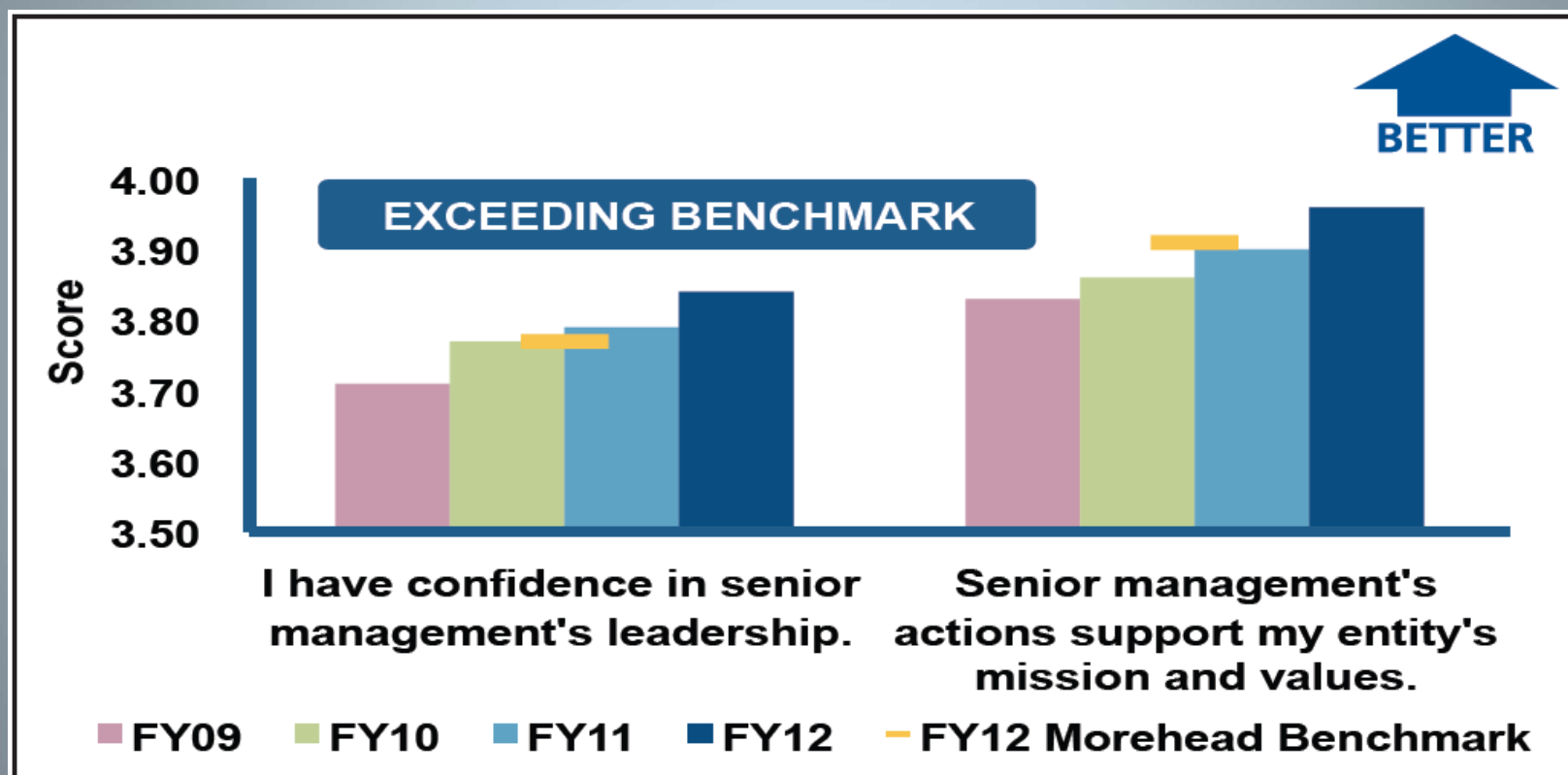
Customer Focused Results:

Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) Outcome Measures



Leadership and Governance Results:

Leadership's Support of Mission and Values



Magnet Recognition Program



- The American Nurses Credentialing Center's Magnet Recognition Program recognizes healthcare organizations for quality patient care, nursing excellence and innovations in professional nursing practice
- Duke University Hospital has succeeded in achieving Magnet recognition, signifying successful implementation of the national Magnet standards for nursing excellence
- This voluntary credentialing program for hospitals recognizes excellence in nursing, and only 3 percent of U.S. hospitals who attempt redesignation are successful in reaching the goal

American Hospital Association: Quest for Quality

- The American Hospital Association-McKesson Quest for Quality Prize is presented annually to honor leadership and innovation in quality, safety and commitment in patient care
- In 2009, Duke University Hospital was honored to receive the Quest for Quality Citation of Merit for its commitment to quality care as defined by the IOM's six quality aims
 - **Safety**
 - **Patient-Centeredness**
 - **Effectiveness**
 - **Efficiency**
 - **Timeliness**
 - **Equity**



Balanced Scorecard / Alignment Strategy



Performance Improvement with Duke

- **There are three key aspects of Performance Improvement at Duke**
 - Strategic Alignment: All projects must align with the organizational priorities which are measured on the BSC
 - Structure/Leadership: Organizational leadership must provide direction and resources necessary to solve the problems identified
 - Tools: Leadership must invest in advanced statistical training and software to achieve significant results



The Language of Healthcare Today...

Common “Buzz” Terms

- Quality improvement
- Patient-centered care
- Population health
- Meaningful use
- Care redesign
- Bundled payments
- “Always” events
- Value-based purchasing

Bottom Line

- Quality/Safety
- Collaboration
- Efficiency
- Service excellence
- Standardization

The Journey Continues...

- The Health care industry undergoing unprecedented change
 - It is a Transformative time in the history of the health system, and Duke University Hospital has undertaken many initiatives to retain our position as a leading healthcare system in the USA
 - As external influences evolve, we must continue on our journey as a learning organization to improve the population health status
 - Implementing proactive changes will improve care delivery and align the organization to do what our patients and their families deserve



Thank you!

Questions?