



Division of Henry Ford Health System Completes Over 860 Changes in Just Two CBA 100 Day Workouts

»»»» CHALLENGE

Henry Ford Wyandotte, part of the Henry Ford Health System, was interested in improving the employee and physician experience as well as expanding its profit margins.

»»»» SOLUTION

CBA 100-Day Workouts

- Physician Experience
- LEAP (Employee Engagement)

»»»» RESULTS

Completed 96% of physician experience plans.

Physician Experience workout delivered \$376K in savings. That's impressive for a workout not focused on margin improvement.

Exceeded Employee Engagement targeted plans by 144% - with 506 completed plans.

Produced over 860 completed plans in just two workouts – an average of 9.8 per manager.

Situation

As a winner of the 2011 Malcolm Baldrige National Quality Award, patient satisfaction is important to the Henry Ford Health System, a not-for-profit corporation founded in 1915 by auto pioneer Henry Ford and consisting of hospitals, medical centers and the Henry Ford Medical Group of more than 1,200 physicians practicing in over 40 specialties. This study is part of a larger look at three hospitals in the system, and how each organization uses CBA 100 Day Workouts differently to drive change and solve challenges specific to each location.

Wyandotte Hospital is part of the larger Henry Ford healthcare system. Its CEO had heard about the success of West Bloomfield, its sister hospital in the system, and wanted to test CBA's 100 Day Workouts for solving Wyandotte's challenges.

These challenges included:

- Needed to boost physician engagement, referrals and appointments.
 - Splitter physicians – those not employed by the HF health system - were referring patients to other facilities.
- Organization was very finance-focused, but lacked structure for improving employee/physician experience.
- Overhead changes in the system with IT added several million in new expenses to an already challenged financial margin.
- While they had an internal performance (PI) support team, that group was not driving the change in metrics that were important to the organization.
- PI team did not engage the entire organization.
- Looking for a unique approach and methodology to get leaders to work differently and embrace change.
- Competitiveness between hospitals in the system.

Solution Applied

Henry Ford Wyandotte Hospital engaged CBA, tapping its expertise and 15 years of ensuring continuity and sustainable work through leadership coaching that delivers improved margins while driving change and overcoming obstacles.

Engaging Leaders

CBA's 100 Day Workout structure makes progress, or its absence, instantly visible, thus demanding a corrective response from leadership when unacceptable deviations from plans occur.

Each workout included a minimum of two (mandatory) successful process changes for all managers, directors, and senior leaders, per month. This creates a sense of urgency and encourages the commitment to change to run throughout the organization while moving the hospital toward its financial goals.

In all, Henry Ford Wyandotte Hospital has completed two 100-Day Workouts focused on the following high opportunity areas:

- **Physician Experience:** CBA delivers the structure and proactive methods that create sustainable improvements to strengthen partnerships with physicians to boost physician satisfaction, engagement and alignment.
- **LEAP (Leadership Effectiveness and Accountability Program)** to improve Employee Engagement: This leader development approach focuses on improvement plans in one of four domains – Reward & Recognition, Communication, Accountability and Employee Safety with each director/manager implementing eight change plans.

Building Sustainability with the Right Tools

Throughout this process CBA also taught Henry Ford Wyandotte Hospital's staff how to leverage its core programs like Rapid Cycle Testing and the resources of the CBA ToolBOX, so they could act on the information they were receiving to improve operating margin as a whole. This approach creates an experimental mind set, reducing the fear of failure, increasing speed and reducing barriers to change.

Most importantly, this introduced CBA's EXCEerator™ - an online accountability tool giving Henry Ford West Bloomfield Hospital a structure for:

- Validating process changes that affect the bottom line.
- Creating a sense of urgency.
- Taking ownership of changes, assigning accountability and tracking key plans.
- Providing a way to monitor implementation.

Results

Physician experience helped bring volume to the hospital by building loyalty with physicians while also increasing physician satisfaction scores in their Press Ganey Physician Engagement survey.

PI support is no longer the driver. Instead they support the leadership team with the use of tools and data gathering – a better use of their core competency.

▶▶▶ METHODS APPLIED

- 100-Day Workout Structure
- General introduction to Lean Concepts of:
 - Quality Waste Recovery (7 Categories of Waste)
 - In- and Out-of-Quality Staffing
 - Material & Information Movement
 - Over-Processing
 - Over-Inventory
 - Motion
 - Over-Correction/ Inspection
 - Waiting
- Rapid Cycle Testing
- Action Targets
- EXCEerator™
- 84 Proven Change Concepts

While specific financial metrics may not always be directly tied to patient experience or LEAP leadership training, the results can be measured in other ways, including in employee satisfaction scores and the overall margin improvements.

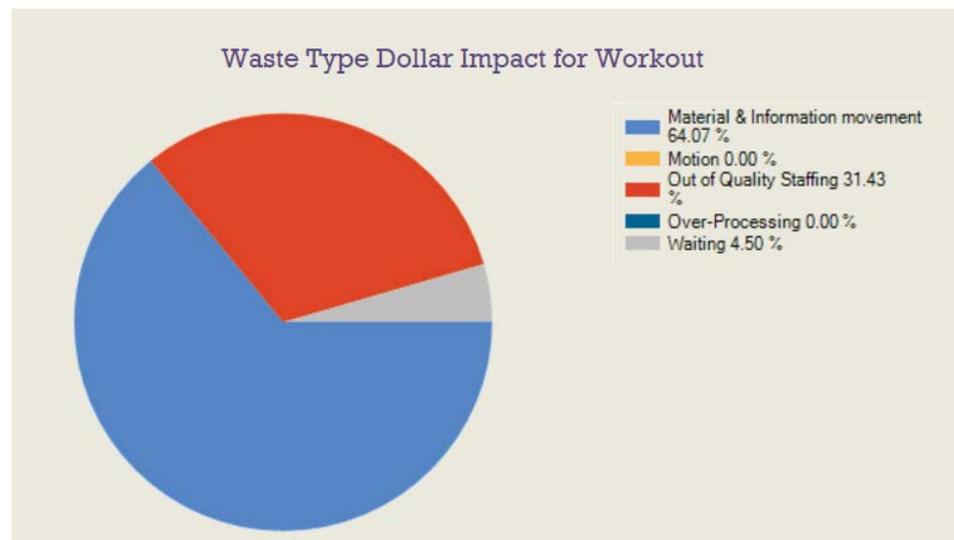
Plans were designed with a constant focus on implementation and accountability through coaching and mentoring for sustainable results beyond the initial engagement.

Below is a detailed look at Henry Ford Wyandotte Hospital’s results:

100-Day Workout 1: Physician Experience – Directors and Physician Leaders

The first 100-Day Workout produced 344 completed changes – 98% of targeted results. More importantly, this workout also delivered \$407,000 in savings from completed changes. That’s remarkable for a workout focused on physician engagement, not margin improvement.

Plans Completed	338 (96% of target!)
Targeted Plans	352
Savings from detailed plans	\$376K
Completed changes	\$376K (impressive!)
Director/manager changes	338: 7.68per manager
Percent Compliance Plans Completed:	96%

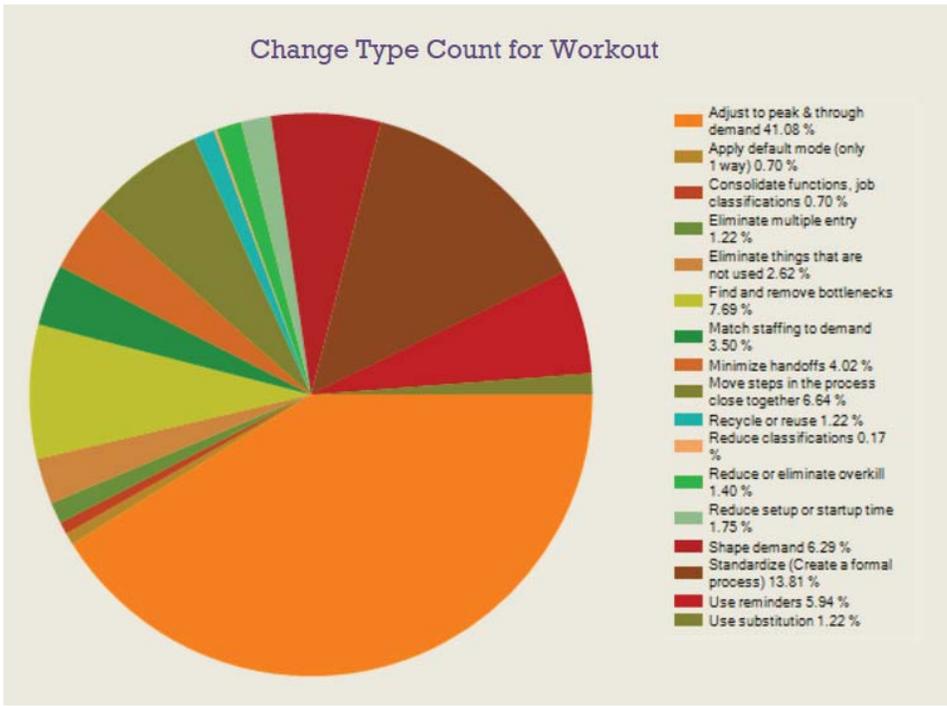


100-Day Workout 2: LEAP Employee Engagement

For their second workout, Wyandotte wanted to ensure its leaders were focused on employee engagement and ensuring staff were satisfied.

Plans Completed	525 (tremendous!)
Targeted Plans	352
Average Plans Per Manager	11.93 (well above average)
Patient Compliance Plans Quantified:	149%

Change Type Count for Workout



Summary of all Henry Ford Wyandotte Workouts

Plans Completed for All Workouts	863 (in just 2 workouts!)
Targeted Plans	704
Average Plans Per Manager	9.8

The CBA Advantage

CBA is the nation's leading expert in successfully leading transformational initiatives and margin improvement for healthcare. For the past 15 years, CBA has conducted national research and published its findings on the methods of top performing organizations to improve performance. These proven methods have been field-tested and CBA has refined these concepts into proven tools you can deploy in your organization.



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Caldwell Butler & Associates, LLC

Caldwell Butler & Associates is an innovative firm specializing in strategic deployment of Lean-Six Sigma resulting in cost position improvement, financial turnarounds, and patient throughput optimization. Caldwell Butler & Associates has assisted hundreds of clients increase productivity, maximize patient throughput, and improve patient satisfaction. Our team is exclusively dedicated to healthcare and brings extensive practical experience in hospital operations to each project. Our knowledge of the healthcare environment allows us to implement effective performance improvement programs tailored to the specific needs of your organization. Caldwell Butler & Associates is the trainer of choice for both the American College of Healthcare Executives and the American Society of Quality. During the past decade, Caldwell Butler & Associates has personally trained thousands of senior hospital executives in the effective healthcare application of Lean-Six Sigma.

Unlike traditional consulting firms, Caldwell Butler & Associates believes on-site mentoring and apprenticing are the most effective methods for achieving sustainable gains in performance. Our on-site programs empower your employees by providing them with the tools to attain new levels of performance. We offer proven techniques and methods for enhancing personal accountability, monitoring progress of initiatives and tracking your ROI on each project. Where most consulting firms are satisfied with finding "identified savings," Caldwell Butler & Associates works along side your team throughout implementation thus providing you with a sustainable process for managing the entire productivity improvement cycle.

Caldwell Butler & Associates apprenticing and mentoring programs include:

- Effective use of aggressive benchmarking data
- Proven techniques for non-negotiable goal-setting
- Methods of identifying waste and generating cost savings strategies
- Creation of implementable 100-Day Action Plans
- Flawless execution of performance improvement projects
- Creation of internal tracking methods for enhancing personal accountability