

55th EOQ Congress
World Quality Congress
Budapest, Hungary - June 20-23, 2011

"Navigating Global Quality in a New Era"



June 20, 2011 (Monday)

Pre-Congress Seminars

KEMPINSKI HOTEL CORVINUS
REGINA BALLROOM I.

Erzsébet tér 7-8, Budapest V.
Monday 10:00 – 18:15

2.1. QUALITY IN HEALTHCARE

Seminar Chair: *Sister Mary Jean Ryan, SSM Health Care, St. Louis, MO, USA*

10.25 High Performance Healthcare: Achieving and Sustaining Performance Excellence

Paula Friedman, SSM Health Care, St. Louis, MO, USA

Friedman, Paula (USA), Associate Member of the International Academy for Quality (IAQ)

As Senior Vice President, Strategic Development for SSM Health Care, Paula Friedman is responsible for strategic planning, quality, performance reporting, satisfaction monitoring and systems improvement across the 4 states in which SSM Health Care operates. In her 18 years service at SSM, Paula has served in a variety of roles including physician-hospital organization management, strategic planning, business development, as well as she managed contracting and operations and performance improvement. She served more than 6 years as a Malcolm Baldrige National Quality Award examiner and just finished her role as one of the 12 national Baldrige judges who evaluate high performing organizations on the use of the Baldrige performance excellence criteria. In 2010, Paula was named one of the 25 Most Influential Women in Business in St. Louis. She was recently elected as an Associate to the International Academy for Quality. Paula has a bachelor's and master's degree in business administration.

Presentation Abstract for:

Paula Friedman

Senior Vice President- Strategic Development

SSM Health Care

St. Louis, MO

USA

Title: High Performance Health Care: Achieving and Sustaining Performance Excellence

What does it take to achieve high performance? Is it talent identification? Persistence?

Consistency of strategy development or implementation? Or is it the tools we use to assess ourselves and improve across the entire organization? Nearly two decades ago, SSM Health Care looked for a way to ensure consistent, positive outcomes throughout its large and complex organization. Continuous quality improvement (CQI) was hailed as a way to improve systems and processes. Several years later, the organization bolstered its improvement efforts by using the Malcolm Baldrige National Quality Award (MBNQA) performance excellence criteria. These tools have been mainstays in helping SSM make remarkable strides to improve care and service across 20 hospitals and related businesses in 4 mid-Western states within the U.S. In 2002, SSM became the first health care system in the United States to earn the prestigious Baldrige Award and it continues to use the framework for performance excellence to sustain high performance.

In this session, Paula Friedman will talk about the journey to excellence that SSM Health Care has pursued for nearly 20 years and describe the use of the MBNQA performance excellence criteria as a means to evaluate and improve organizational effectiveness. The session includes a plain-language overview of the criteria and examples of application within SSM Health Care, a \$4.1 billion, not-for-profit Catholic health care system. Lessons learned from SSM Health

Care's 20+ hospitals will be shared with participants on how to improve across all aspects of an organization.

Achieving organizational transformation through the application of the Malcolm Baldrige National Quality Program's performance excellence framework consists of a process to address approach, deployment, learning and integration through 7 categories:

- Leadership
- Strategic Planning
- Customer Focus
- Measurement, Analysis and Knowledge Management
- Workforce Focus
- Process Management
- Results

In this presentation, Ms. Friedman discusses the SSM Health care journey of translating Mission into strategy and actions throughout the organization. She touches on how to bring clarity out of chaos in creating a deeply integrated culture of performance improvement by using continuous quality improvement methods to achieve performance improvement at all levels of the organization. Intensive focus on measurement and monitoring of what is fundamentally important to the organization is highlighted. The SSM Mission calls for the provision of exceptional health care services, so development and implementation of indicators to evidence exceptional performance is expected and achieved.