

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*

10.00 Calling Forth the Spirit of Leadership: Pathway to Organizational Transformation
Sister Mary Jean Ryan, SSM Health Care, St. Louis, MO, USA

Ryan, Mary Jean (USA), Member of the International Academy for Quality (IAQ)

Sister Mary Jean Ryan, Franciscan Sister of Mary, is Chair and Chief Executive Officer of SSM Health Care (SSMHC), one of the largest Catholic health care systems in the United States, with 23 000 employees and 5400 affiliated physicians serving in 20 hospitals and 2 nursing homes. In 2002, SSM Health Care became the first health care recipient of the Malcolm Baldrige National Quality Award, the nation's premier award for performance excellence and quality achievement.

During her 23-year tenure, Sr. Mary Jean has emphasized three key themes: preservation of the earth's resources; valuing ethnic and gender diversity; and commitment to Continuous Quality Improvement (CQI). She is the author of "On Becoming Exceptional: SSM Health Care's Journey to Baldrige and Beyond", 2007 and co-author of "CQI and the Renovation of an American Health Care System: A Culture Under Construction", 1997.

Sr. Mary Jean has received numerous honors, including the Juran Medal from the American Society for Quality, the C. Jackson Grayson Distinguished Quality Pioneer Medal (2009) from APQC, the Life and Breath Award from the American Lung Association, the Governor's Quality Leadership Award in Missouri (twice) and the Award of Honor presented by the American Hospital Association. She has been named one of the 25 Most Influential Women in Business in St. Louis and has been named one of the most powerful people in health care by Modern Healthcare Magazine for the past seven years. She was elected as an Academician to the International Academy for Quality in 2008 and serves on several national, state, local, civic and health care boards. She received a Master's Degree in Hospital and Health Administration from Xavier University in Cincinnati. She is a nurse and has been a Franciscan Sister of Mary for more than 50 years.

Presentation Abstract

**Sister Mary Jean Ryan, FSM
Chair/CEO
SSM Health Care
St. Louis, MO USA**

Title: Calling Forth the Spirit of Leadership: Pathway to Organizational Transformation

Organizational transformation is not for the feint of heart. It takes leaders who have the stamina to remain steadfast during difficult times. From the humble beginnings of five German religious sisters newly arrived in the United States in 1872, SSM Health Care has grown into a multi-state system with hospitals and nursing homes in four states with 23,000 employees, 5,800 physicians and more than 3,000 volunteers. Sr. Mary Jean Ryan will share the story of SSM Health Care's journey to become exceptional and how feedback from the Malcolm Baldrige National Quality Award -- the premier recognition for excellence in the United States -- helped transform SSM Health Care.

More than two decades ago, SSM Health Care implemented continuous quality improvement as a way to improve systems and processes. Several years later, the organization boosted its improvement efforts by using the Malcolm Baldrige National Quality Award criteria. This approach rejuvenated and refocused the organization's quality improvement efforts and provided a mantra: define, measure, monitor and improve.

After applying four times for the Malcolm Baldrige National Quality Award, SSM Health Care became the first health care organization to receive the award in 2002. However, the true reward was not the award itself, but rather the cultural transformation that resulted from using the Baldrige process to improve.

A commitment to quality improvement processes must be unwavering and made with an understanding that it will involve a significant investment of time, energy, resources and workforce. It involves recognizing that your organization is not as good as it could be and a willingness to place your organization under the microscope and invite the scrutiny of external bodies. It is not necessarily easy to hear the feedback you will receive, but it is one of the most valuable tools you have at your disposal.

Quality improvement tools have been instrumental in helping SSM make remarkable strides in improving the care it provides to its patients at every one of its hospitals. Not only have they proven relevant in delivering patient care, but also in cultivating leaders at all levels of the organization and encouraging an engaged workforce for the future.

SSM has learned that leadership is not about authority, control or giving orders, and it is not about job titles and executive benefits. Leadership happens at all levels of the organization. Employees simply need to know what is expected of them, and they will rise to the occasion. Every organization should evaluate how their leadership philosophy is communicated to employees. And a mission statement – especially one that is discovered by employees from within the organization – is an essential element in organizational transformation. When employees understand the mission and can describe what it means to the work they do each day, an organization can thrive. Knowing that your work has significant meaning to the organization is an incredible motivator.

In this session, Sr. Mary Jean shares how she inspires leaders at all levels of the organization to understand what they must do to deliver care breathtakingly better than it has ever been done before.