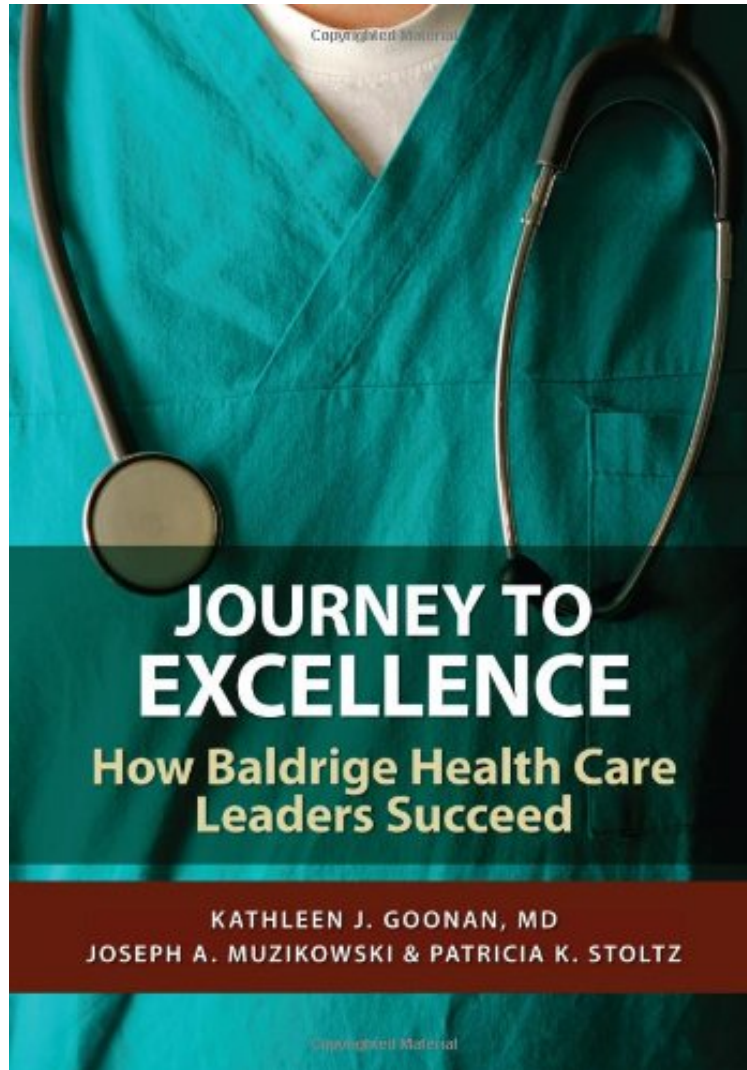


(Mobile ebook) Journey to Excellence: How Baldrige Health Care Leaders Succeed

Journey to Excellence: How Baldrige Health Care Leaders Succeed

Kathleen J. Goonan, MD, Joseph A. Muzikowski, and Patricia K. Stoltz

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Kathleen J. Goonan, MD, Joseph A. Muzikowski, and Patricia K. Stoltz : Journey to Excellence: How Baldrige Health Care Leaders Succeed before purchasing it in order to gage whether or not it would be worth my time, and all praised Journey to Excellence: How Baldrige Health Care Leaders Succeed:

0 of 0 people found the following review helpful. Four StarsBy ZGLaineyGood overview.0 of 2 people found the following review helpful. Implementing quality systemsBy Christine GoonanThe book was a clear and concise evaluation of how Baldrige process works and how organizations use the award process. The book can be applied to any type of organization including education.3 of 3 people found the following review helpful. Rational approaches that achieve resultsBy K. CohnThe premise of this book, as stated in the foreword, is that although there may be no

magic bullets, there are rational approaches that achieve results. The Baldrige approach that Dr. Goonan and her co-authors elucidate provides guidance and checklists to embark and persist on the iterative journey of improvement based on the LASER framework:- Leadership consists of 3 steps: recognizing that fundamental change is necessary to achieve one's vision, welcoming objective evaluation and "brutal facts" feedback, and committing to build a culture based on organizational learning and improvement- Assessment reflects the decision to systematically evaluate processes and practices to view the organization from the perspective of patients and families- Sensemaking describes the critical role leaders play in interpreting and explaining disruptive marketplace changes and framing what is required for successful healthcare delivery- Execution refers to the focused action necessary to achieve results, which includes: formalizing informal processes, setting priorities, discontinuing unproductive activities, establishing accountability with action plans, and integrating the Baldrige process into strategic and operational planning- Results includes strong performance on a comprehensive set of measures important to patients, stakeholders, and markets; beneficial trends over time relating to the organization's mission; key results that show good-to- excellent relative performance on benchmarks; alignment with organizational strategies

On page 102, the authors quote Karl Weick, who introduced the concept of sensemaking by writing, "What is good for sensemaking is a good story." I like this concept because it underscores the cyclical journey of improvement including assessment, interpreting feedback, learning, and implementing improvements. The discipline of being committed to a continuous process allows an organization's members to dive deeper into making sense of disruptive changes, using candid feedback to improve clinical and financial processes and outcomes. Sensemaking leads people to go beyond narrow silos to focus on processes that they need to perform well to achieve desired outcomes. It begins with answering questions and addressing inconsistencies. The authors cited an example of Sister Mary Jean Ryan, CEO of SSM Health Care, regarding a disconnect evaluators noted: "You say that human resources are your most important asset, but you don't cover them in your strategic plan." Once she became aware of her organization's failure to link its vision and values with strategy development and human resource management, she was able to lead her team to breakthrough performance. In short, sensemaking drives organizational maturity because it fosters system thinking (rather than finger-pointing and blamestorming) and facilitates team learning and collaboration. This is a great book for any healthcare leader serious about facilitating a lasting culture of improvement at his or her organization. Kenneth H. Cohn, M.D., MBA, author of *Better Communication for Better Care: Mastering Physician-Administration Collaboration and Collaborate for Success! Breakthrough Strategies for Engaging Physicians, Nurses, and Hospital Executives*, [...]

This book is based on several years study of the nine Baldrige Award winners from health care. It describes how these organizations approached their Baldrige journey and what other health care leaders should do to reap similar benefits. To fully understand the journey for these nine organizations and their return on investment, the authors studied each of their 50-page award applications, presentations at national and regional meetings, and other publications by or about them. Additionally and most importantly, CEOs and other senior leaders were interviewed at length. The questions asked of these leaders followed three basic themes: How did you successfully use the Baldrige framework to drive improvement? What would you recommend other organizations do to gain the value you have from a Baldrige journey? What can we learn from you that would help other organizations manage their improvement journeys to maximize the value they gain?

Health reform is making it clear: healthcare organizations improving to great clinical, financial, and experience outcomes will win and thrive for the communities they serve. Yet research teaches us that most change fails. *Journey to Excellence*, through brutal truth, inspirational storytelling, courageous journeys, disciplined research, and sustained results, shows us the way, the very hard way, as well as the awesome possibility. --Jim Conway, SVP, Institute for Healthcare Improvement

W. Edwards Deming spoke of consistent, business-driving quality as arising from a system of production. At best, health care delivery in most places today is bubbling chaos. The Malcolm Baldrige Quality Award supplies the only practical, comprehensive outline for health care as a system of production in existence today. It is about time that health care leaders had a comprehensive guide. Taught by experts, this volume is drawn from careful analysis of those who have succeeded. You hold the future in your hands at least, for those who will not only survive, but thrive in the coming turmoil of health care reform. --Brent James, MD, Intermountain Health Care

Journey to Excellence is an insightful synthesis of the powerful Baldrige framework and the real life journeys of the healthcare award winners. Their stories will deepen understanding both for those new to and experienced with the Baldrige Criteria. This book is a major contribution to achieving healthcare excellence! --Louise Liang, MD, Former Chair, Institute for Healthcare Improvement