

Summary

The [AHCA/NCAL National Quality Award Program](#) sets high standards for quality based on the Baldrige Performance Excellence Criteria, a systematic approach to achieve results in key management areas. By applying the criteria, organizations improve in areas such as leadership, strategic planning, and customer and staff satisfaction.

Administrator Marnie Talamona of Glen Hill Center, Genesis Healthcare, describes how the criteria has assisted her organization in their improvement journey.

Background

Glen Hill Center, Genesis HealthCare, located in Danbury, CT, became involved with the AHCA/NCAL National Quality Award program approximately ten years ago. Our Interdisciplinary team was looking to adopt a quality framework to improve and sustain our results. We wanted to create great leaders and teams to sustain improvements and to motivate employees while improving systems and processes. Those goals led us to investigate the Baldrige criteria. Through the use of the criteria, we began implementing new processes into our day to day operations and we evolved from there.

One specific area Glen Hill was focused on is short term customer satisfaction. Customer satisfaction affects our clinical, financial and patient outcomes. We rely heavily on the recommendation of customers to grow short term business, improve financial results and budget expectations and to meet our strategic plan goals.

Glen Hill set a measurable goal of achieving 90% or more of short term customers recommending Glen Hill to others on our MyInnerview satisfaction survey. We also set a related goal of our financial operating results being above budgeted expectations and our skill mix above 30%. Our strategies to measure our progress included tracking/trending monthly short term customer satisfaction survey results, financial operating results and skilled mix results. This information is brought to our performance improvement committee for action planning, root cause analysis, evaluation and learning.

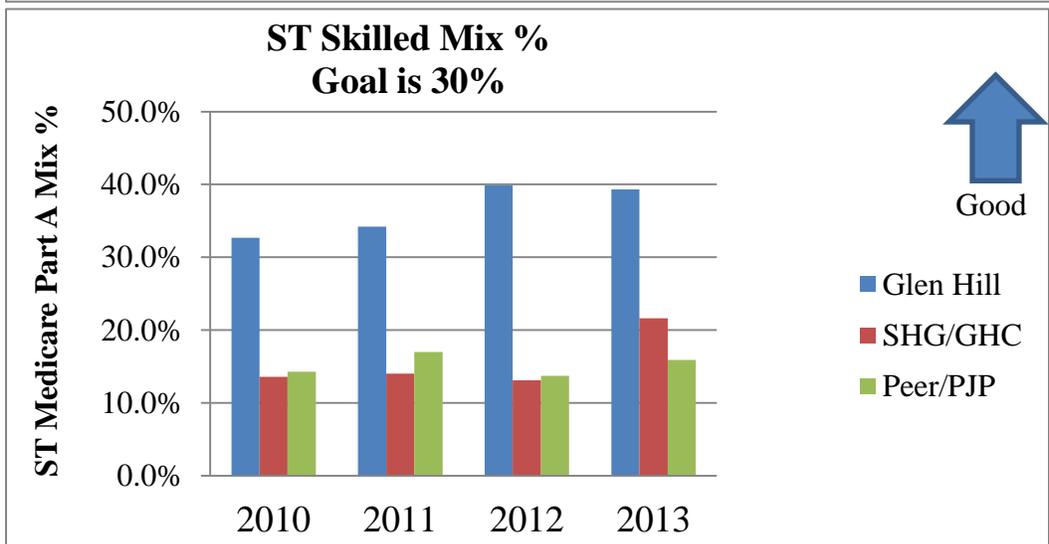
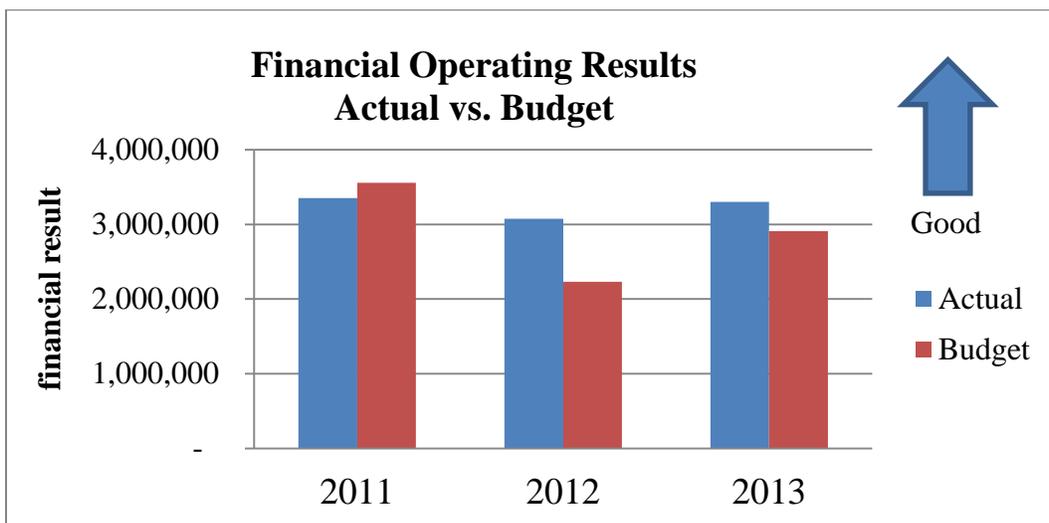
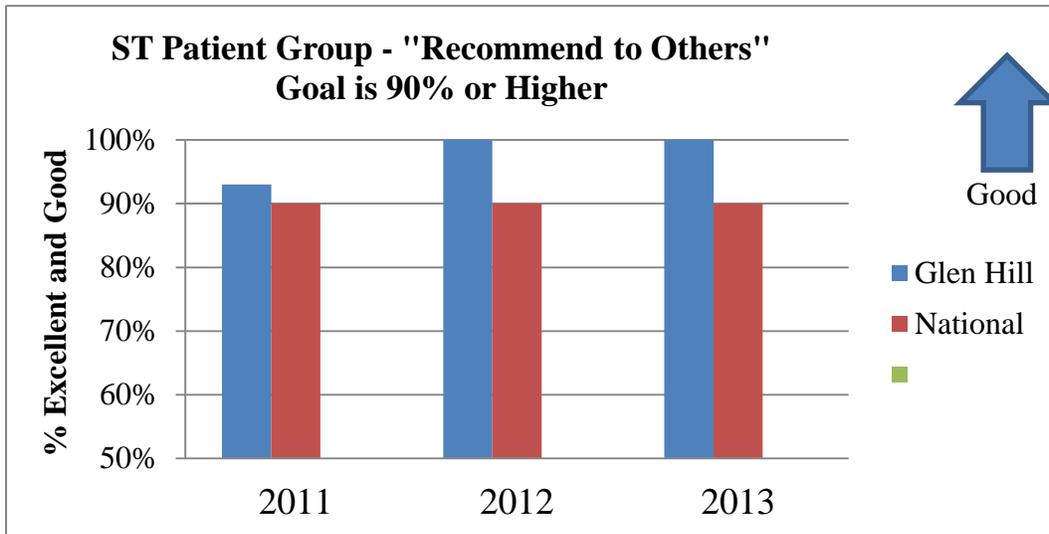
Strategies the Organization Took to Improve

Glen Hill implemented each category of the Baldrige criteria into our day to day operations. This includes Leadership, Strategic Planning, Customer Focus, Measurement, Analysis and Knowledge Management, Workforce Focus, Operations Focus and Results.

Glen Hill Center focused on the voice of our customer. We developed a customer excellence committee and looked at how we were listening and gaining information from our customers. We changed our culture with our employees to a customer focused customer culture. We implemented several customer satisfaction programs. This included assignment of an ambassador to each admission, 72 hour Interdisciplinary team meeting, senior leader rounding and bedside customer care. We empowered our employees to not only find a problem but to have the autonomy to fix it so customer issues are resolved promptly. We analyzed and measured data and conducted a root cause analysis prior to implementing a plan of correction. All plans were evaluated and monitored for success, effectiveness and learning.



Key Improvements



Conclusions

Our biggest lesson learned was that the AHCA/NCAL National Quality Award journey isn't really about the award. It's about how to live and breathe quality and having systems and processes in place to sustain it. The entire team has to be engaged. 90% of our employees are involved with a committee that supports quality.

We have completely implemented the Baldrige criteria into our day to day operations. This has assisted us in achieving our goals and improving our results. Our plans are aligned with our stakeholders and processes and are integrated throughout our organization.

