

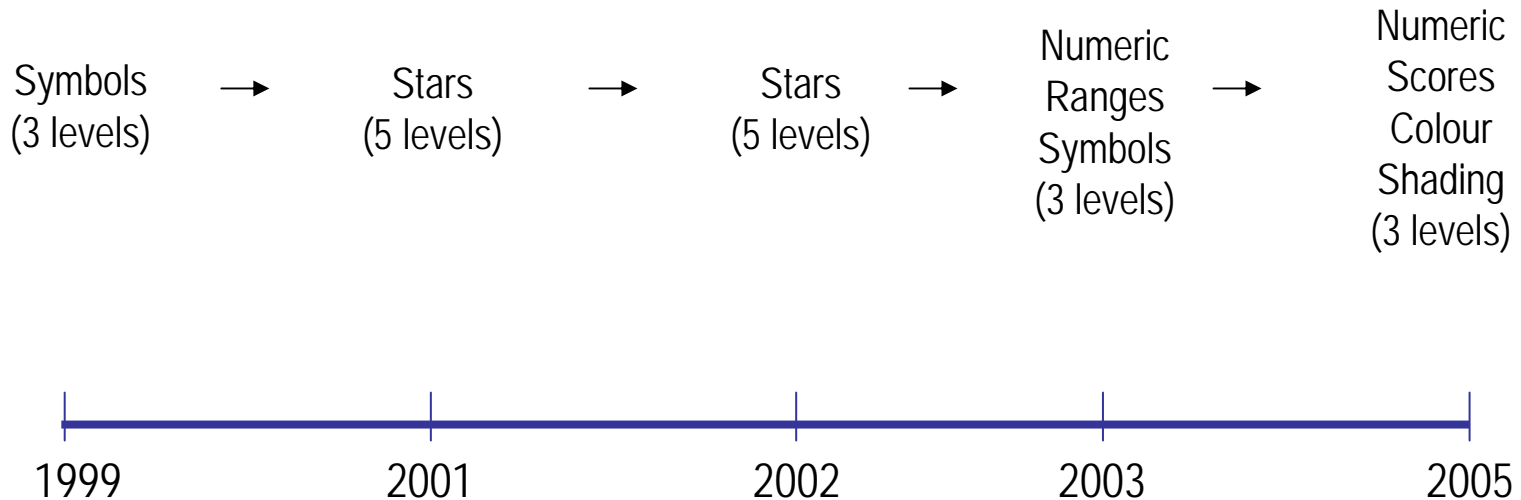
Strategies That Drive High Performance: Lessons from Ontario Hospitals

Leadership Conference: 21 September 2005

Why has HRRC identified high performers?

- Good performance should be celebrated
- By providing this type of information, news releases this year have shifted media attention from a focus on hospitals that do not do as well, to a focus on hospitals that perform well, on a relative basis
 - For example, 6 articles based on rehab release; all positive headlines such as:
 - *Kingston This Week – “PCCC earns top regional honours for client care”*
 - *Oshawa-Whitby-Clarington This Week - Hospital scores top marks in rehab (Lakeridge Health)*
- Sharing potentially best practice among hospitals is an important step in overall quality improvement

Identification of high performers is a natural progression in the assignment of performance classifications (above average, average, below average)...



How were high performers identified?

- Two types:
 - Met criteria for a single quadrant
 - Met criteria across two or more quadrants
- Algorithms vary by quadrant and sector, but in general: half or more indicators within a quadrant above average, and none below average
- Goal was to identify several hospitals per sector, causing criteria to be relaxed somewhat for some quadrants or made more stringent in others
- The methods for identifying high performers represent a first step and like other HR methods, may be modified in future years
- Will seek hospital feedback on this new component of HR

High Performing Hospitals by Sector (I)

- Defined as meeting high performer criteria in two or more quadrants

Acute Care	Guelph General Hospital Headwaters Healthcare Centre Kingston General Hospital St. Mary's General Hospital
Emergency Department Care	Children's Hospital of Eastern Ontario Deep River & District Hospital Grey Bruce Health Services Groves Memorial Community Hospital Huron Perth Healthcare Alliance Perth & Smith Falls District Hospital Quinte Health Care Ross Memorial Hospital West Lincoln Memorial Hospital

High Performing Hospitals by Sector (II)

Rehabilitation	Penetanguishine General Hospital Providence Continuing Care Centre St. John's Rehabilitation Hospital Trillium Health Centre West Park Healthcare Centre
Complex Continuing Care	Within quadrant only, due to issues related to data availability, number of hospitals participating

Additionally, there are numerous hospitals that met criteria within single quadrants of the reports.

Today's Session

- Today's session is intended to commence the dialogue about what constitutes "best practice" in enabling an organization to become a high performer
- Several of the high performer hospitals have been invited to share their thinking and practices

How were hospitals selected to present today? (I)

- Many of the 18 hospitals that met criteria across two or more quadrants in a sector were interviewed over the summer
- Interviews focused on organizational and project specific strategies that might have impacted indicators reflecting high performance; each hospital identified the individual/ team that participated in the interview
- Based on these interviews, 5 themes emerged:
 - Leadership to Support Quality
 - Organizational Support of Human Resources
 - External Integration
 - Patient Centredness
 - Focused Quality Improvement initiatives

How were hospitals selected to present today? (II)

Each hospital was asked to address the following types of information, as applicable.

Success Factors	Factors that contributed to your hospital's success
Organizational Process	Organizational processes followed to initiate change, realize improvement and achieve high performance
Specific Examples	Specific examples of relevant quality improvement strategies successfully implemented
Environmental Positioning	How your organization's performance (either overall or in relation to specific indicators) will help to position your hospital within the environment of health transformation in Ontario (eg. vertical integration, LHINs, etc.) in the future.

How were hospitals selected to present today? (III)

- Could only select 5 hospitals:
 - Implemented strategies relevant to at least 3/5 themes
 - Mix of hospital size, type, region
 - Balance among themes
- Each of the 5 has been asked to address 2/5 themes
- Conference represents the beginning of the process; all hospitals identified as doing well within and across quadrants should be contacted in future to support quality improvement