

Baldrige Performance Excellence Program...How the Criteria Helped the CAMC Health System to Become a Better Organization

Glenn Crotty Jr., MD
Executive Vice-President and COO
Charleston Area Medical Center



The CAMC Health System is a better organization today because we made the choice to use the Baldrige criteria as a guiding framework for quality improvement. This performance improvement framework helps us to achieve our mission of "striving to provide the best healthcare to every patient every day." The Baldrige criteria helped us become a process driven organization focusing on results.

Our leadership process sets the requirements for all leaders in the CAMC Health System. Leadership competencies are clearly identified and include how we set direction, align and cascade this direction, implement and achieve our plans, mentor and develop people and change systems and structures. Our planning process creates a direct line of sight from our corporate goals not only to each department but also to each employee's performance planner. In addition, performance improvement projects are identified in each department aligned with the goal cascade and reported through the Top 5 Board. These Top Five Boards are displayed openly on each unit and show how department teams are using the Define, Measure, Analyze, Improve and Control (DMAIC) process for each of the Top 5 problems.

Performance improvement at CAMC is everywhere. In 2000, we began focusing on the use of six sigma to reduce variation and error. We added Lean in 2007 to help remove waste and inefficiency. We have continued with a focus on value stream mapping and improving processes. ISO was added in 2015 to create a systematic audit process to move us from corrective problem solving to problem preventive actions.

CAMC has created a learning environment to study problems and find solutions while systematically reviewing processes to ensure our process are delivering patient value and results. The utilization of Lean tools helps with standardization and work flow. Redesign based on Lean principles saves our staff wasted time and motion in locating needed supplies, forms, equipment, and medications. Our knowledge transfer process deploys Single Point Lessons and Job Instructional Training tools to effectively and efficiently deliver new processes or process changes to our workforce.

The Baldrige criteria helped us align all components of our organization (leadership, strategic planning, customers, knowledge management, workforce and processes) to create the synergies needed to achieve new levels of results. We have achieved top decile performance in observed to expected mortality, and in overall safety and quality of care. At the same time, we have decreased length of stay, and achieved cost reductions of \$177 million over the past 12 years.

Baldrige has helped us create sustainability for the future.

Glenn Crotty, Jr., MD, FACP, with a subspecialty of Endocrinology, is Executive Vice President and Chief Operating Officer of the Charleston Area Medical Center (CAMC) located in Charleston, West Virginia. Dr. Crotty oversees the operations of a four-hospital system with 1100 open-heart procedures per year, an American College of Surgeons Certified Level One Trauma Center and a Women and Children's Hospital with the highest level Neonatal Intensive Care and Pediatric Intensive Care Units. Dr. Crotty serves as a Senior Examiner for the Malcolm Baldrige National Quality Program and oversees CAMC's efforts in their quality journey that ultimately achieved recognition as the 2015 Malcolm Baldrige Recipient.