

*Creating a Workplace of  
Choice*

**Froedtert Health**

**LEVERAGING  
LEADERSHIP**

November 13, 2012 | Chicago, IL



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# Froedtert Health

National Center for Healthcare  
Leadership

Human Capital Investment Conference  
November 13, 2012

# Health Care Delivery Platform – Acute Care



## Froedtert Hospital



<b>Licensed Beds</b>	655 Beds
<b>Staffed Beds</b>	500 Beds

**FY12 Net Patient Revenue** \$985.7M

<b>Admissions</b>	27,646
<b>Outpatient Visits</b>	665,597

<b>Total Medical Staff</b>	773
<b>Board Certified</b>	706



## Community Memorial Hospital



<b>Licensed Beds</b>	235 Beds
<b>Staffed Beds</b>	202 Beds

**FY12 Net Patient Revenue** \$177.4M

<b>Admissions</b>	8,888
<b>Outpatient Visits</b>	96,213

<b>Total Medical Staff</b>	263
<b>Board Certified</b>	243



## St. Joseph's Hospital



<b>Licensed Beds</b>	70 Beds
<b>Staffed Beds</b>	70 Beds

**FY12 Net Patient Revenue** \$84.9M

<b>Admissions</b>	3,529
<b>Outpatient Visits</b>	77,990

<b>Total Medical Staff</b>	80
<b>Board Certified</b>	79

# Health Care Delivery Platform – Physicians




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<b>Locations</b>	16
<b>FY12 Net Patient Revenue</b>	\$125.7M
<b>Physician Clinic Visits</b>	831,393
<b>Physician FTE's:</b>	
<b>Employed</b>	114
<b>Contracted</b>	7
<b>Mid-Level Providers</b>	67



## Clinical Ventures Group




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<b>Locations</b>	14
<b>FY12 Net Patient Revenue</b>	\$43.0M
<b>Physician Clinic Visits</b>	220,663
<b>Physician FTE's:</b>	
<b>Employed</b>	88
<b>Contracted</b>	4
<b>Mid-Level Providers</b>	19

# Affiliation with the Medical College of Wisconsin



- Froedtert Hospital is the major teaching affiliate of the Medical College of Wisconsin (the “Medical College”)
  - A majority of Froedtert Hospital’s medical staff is comprised of Medical College faculty members (773 faculty)
  - 326 full-time equivalent residents at Froedtert Hospital
  - 413 medical students
- Close working affiliation between the two organizations
  - Froedtert Hospital and the Medical College jointly operate and own a network of clinical sites for primary care and outpatient clinical initiatives
- Froedtert Hospital is utilized in the Medical College’s residency programs in:

Anesthesiology  
Dermatology  
Endocrinology  
Geriatric Psychiatry  
Infectious Disease  
Medicine-Pediatrics  
Neurosurgery  
Obstetrics/Gynecology  
Orthopedic Surgery  
Pathology  
Psychiatry  
Urology

Vascular Surgery  
Diagnostic Radiology  
Gastroenterology  
Geriatrics  
Internal Medicine  
Radiation Oncology  
Neurology  
Ophthalmology  
Otolaryngology  
Phys Medicine/Rehab  
Pulmonary/Crit Care Med

Cardiology  
Emergency Medicine  
General Surgery  
Hematology/Oncology  
Medicine-Geriatrics  
Nephrology  
Nuclear Medicine  
Oral/Maxillo Surgery  
Palliative Care  
Plastic Surgery  
Rheumatology



# Exceptional Care, Exceptional Staff



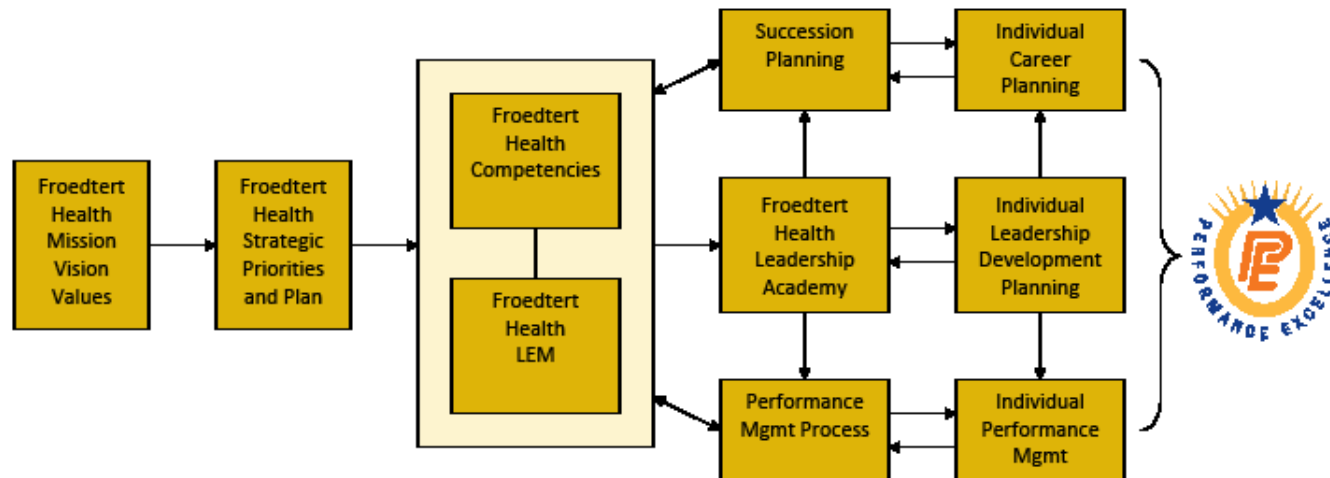
# Froedtert Health Vision Statement

Froedtert Health will be the region's premier health system by demonstrating superior value through an academic-community partnership and aligning health care delivery across the region.

# Leadership Development at Froedtert Health



## Leadership Development Model



## PERFORMANCE EXCELLENCE

*Organizational Development aspires to provide a strategic leadership development experience by partnering with Senior Leaders, Human Resource Leaders, other key stake holders and the individual learner in order to help drive our mission, vision, values and strategic priorities.*

# Leadership Competencies

- Service Management
- Business Accountability
- Change Facilitation
- Process Improvement
- Conflict Management
- Relationship Management
- Quality & Safety Management

# Strategic Goals

- Accomplish Froedtert Health vision
- Displayed in Strategy Map
- Meet annual strategic goals in 5 priority areas of service, quality, people, finance, growth
- Provide best possible patient experience
- Support the development of leaders and staff to provide exemplary service to customers
- Leader Evaluation Manager

# Leadership Development Program

- Performance Excellence Philosophy
- Leadership Academy
  - competencies
  - classes, face-to-face & on-line
- Leader accountability
- Leader coaching

# Audience

- 425 formal leaders
- New leaders – Performance Excellence Certificate
- 100+ aspiring leaders
- Physician leaders



# Investment

- Initial investment - \$450,000 includes OD staff and supplies, purchased services, expenses for Leadership Academy
- Leader faculty time
- Internalize new curriculum from external vendors

# Affinity groups

- Performance Excellence Service Champions
- Inclusion Advocates
- Green Champions
- Shared Governance in Nursing

# Results & Outcomes

# Employer award history

- 2008 – “Best Place to Work” – Milwaukee Magazine
- 2009 – “Top Milwaukee Workplace” – Business Journal
- 2010 – “Top Workplace” Milwaukee Journal Sentinel
- 2011 – “Top Workplace” – Milwaukee Journal, top ranking healthcare employer
- 2012 – “Top Workplace” Milwaukee Journal - ranked 4<sup>th</sup> in large companies; Manager specialty award – highest score on 4 manager questions
- 2012 – Notified by Workplace Dynamics Froedtert Health is part of inaugural “National Top Workplaces” list

# Other Results

- AA- Bond rating maintained
- Rising staff engagement scores, now at 81st percentile for system
- UHC Quality ranking for Froedtert Hospital increased from #23 to #12
- HCAHPS top box scores among highest in SE Wisconsin, above state and national averages



# Success factors

- Leader accountability for staff engagement action planning and improvement
- Coaching for leaders requiring or seeking assistance
- Wealth of educational offerings for staff and leaders
- Dissatisfaction with status quo – culture of continuous improvement

# Barriers

- Constantly changing environment
- Financial pressure
- Coaching resources
- Need to revisit competencies & create more focused curriculum

# Next Steps

- Review & revise leader competencies
- Business/finance curriculum for clinical leaders
- Physician leadership development
- Succession planning
- Human Capital Strategic Plan