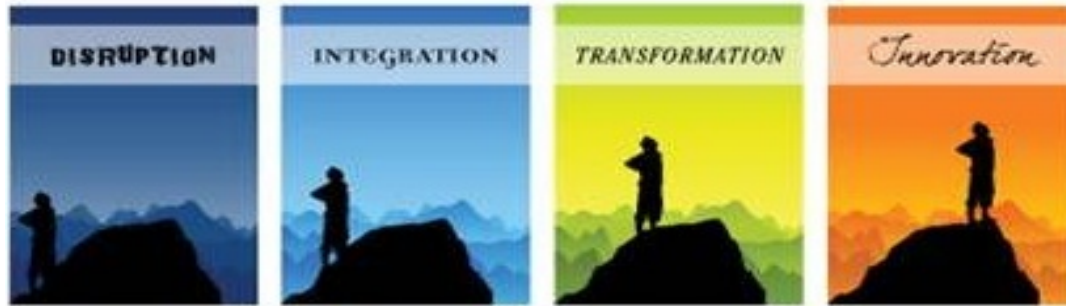


2013 HUMAN CAPITAL  
INVESTMENT CONFERENCE



LEADING  
NEXT

& GAIL L. WARDEN LEADERSHIP EXCELLENCE AWARD

***There's No Crying in Management!***  
**Bridgton & Rumford Hospitals**



**R. David Frum**  
President & CEO



**John Ludwig**  
Vice President, Operations

# There is No Crying in Management



**R. DAVID FRUM  
PRESIDENT**

**AND**

**JOHN A. LUDWIG  
VICE PRESIDENT OPERATIONS**

**BRIDGTON AND RUMFORD HOSPITALS  
CENTRAL MAINE HEALTHCARE**



# There's No Crying.....





## Central Maine Healthcare

### Bridgton Hospital

- > Bridgton, ME
- > 25 bed CAH

### Central Maine Medical Center

- > Lewiston, ME
- > 250 bed Tertiary Center

### Rumford Hospital

- > Rumford, ME
- > 25 bed CAH

## Bridgton Hospital



## Central Maine Medical Center



## Rumford Hospital



# Central Maine Healthcare



## Rumford and Bridgton's Strategic Goals:

- We will transform our culture to embrace excellence in service and engagement results
- We will be operationally reliable with specific attention to quality and our results therein
- We will capture volume to meet community needs and support our financial goals





## The New Guy Arrives....



Historically.....

**Bridgton Hospital has:**

- A 10% Operating Margin
- High employee engagement
- Press Ganey patient satisfaction scores in the 99%ile
- Excellent quality outcomes
- A waiting list for nursing employment

**And a Management Staff whose philosophy was:**

- “Resting on our laurels”  
To rely on one’s past achievements instead of working to advance one’s status.



## One Year Later.....

A Second Facility  
Managed by one  
President



## Two very different facilities, with some similarities.....

Rumford Hospital at the time has:

- A fluctuating bottom line
- Fair satisfaction scores
- Employees not engaged
- Fair quality outcomes
- Nursing recruitment issues



## The Bottom Falls Out...

- > \$500,000 Shortfall
- > Provider Turnover
- > Surgical Coverage Issues



And, a President going crazy with two different facilities and two different management styles:

- Abdicated decision making
- Uncommitted to results
- Not metric driven
- Disengaged
- “Because.. we’ve always done it that way”





## The President responds....

At this point he knew we needed to.....

- Cut expenses
- Target revenue growth
- Retain and enhance our tertiary relationship
- Create a standard management approach
- Create a culture of accountability at the lowest point of control





**Goals were  
established.....**

## **The future Leadership Team would need to.....**

- Help re-define the culture in a “true north” fashion
- Build organizational capacity
- Strengthen and create new community and cross organizational partnerships
- Transition key employees
- Maintain employee engagement
- While achieving.....financial stability and growth





## It all started with an idea.... and a napkin

One management  
team to run both  
facilities



## In order for the process to be successful it needed to be married to corporate initiatives

- “True North” = the Patient
- Exceptional accountability
- Metric focused
- Strategically driven
- CMOS centric (Central Maine Operating System)
  - ✦ LEAN Principles
  - ✦ Standard Work
  - ✦ Employee Huddles
  - ✦ Visibility Walls
  - ✦ A3 Thinking



**What came  
next?.....**

- **Identification of leadership skills**
  - 9-block assessment tool
  - Caliper profile
- **Development of organizational structure**
  - Organizational chart
  - Bi-weekly, structured Senior Team meetings
- **Team building**
  - Quarterly offsite retreats





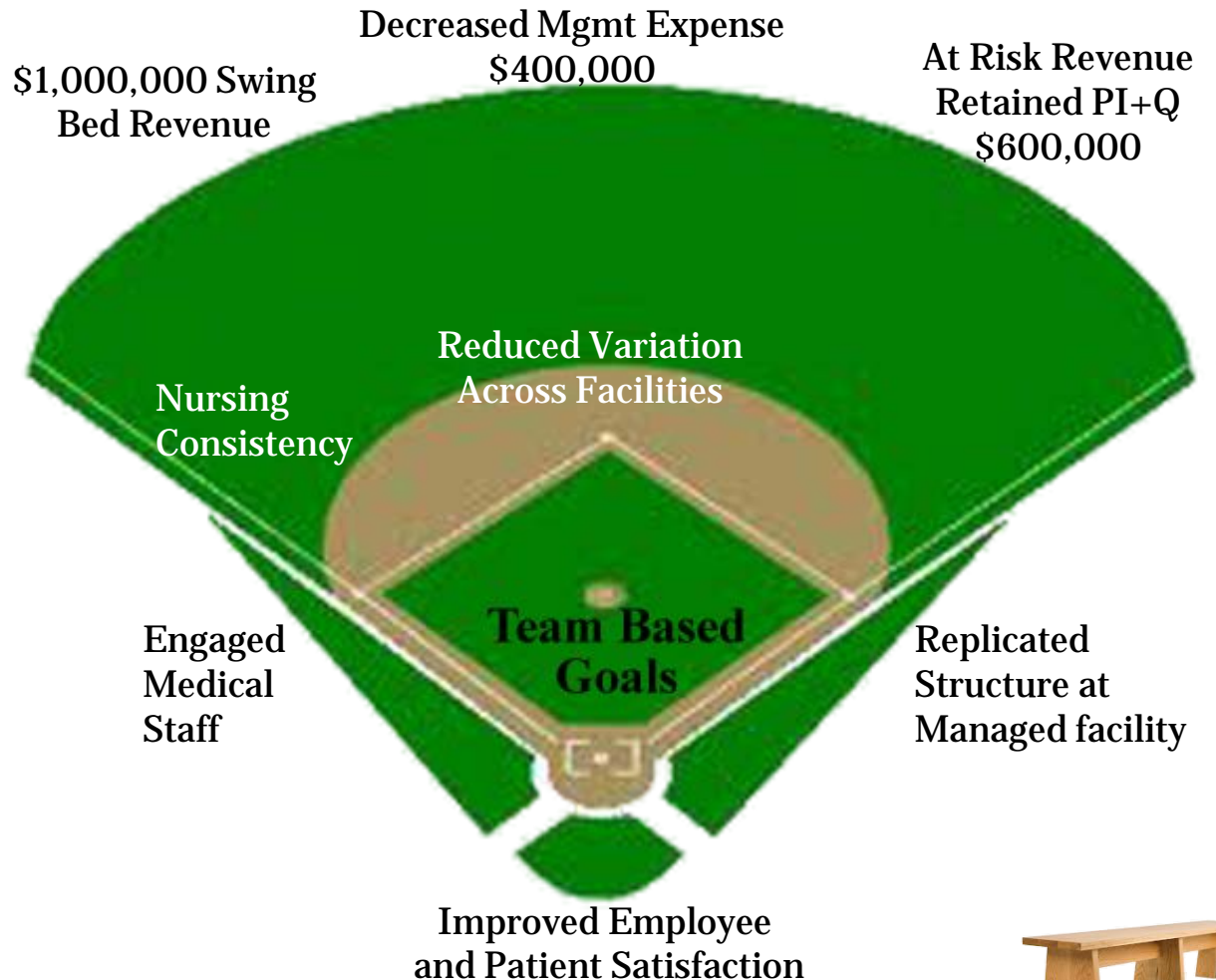
**What came next?.....**

- Use of *The Five Dysfunctions of a Team* (Patrick Lencioni)
- Identification of strengths/weaknesses and transference of opportunity
- Some luck!!!





# The results.....



Two lowest cost facilities in Maine  
BH Top 100 CAH Hospital  
RH Top Rural Hospital-Leapfrog  
RH Pathway to Excellence





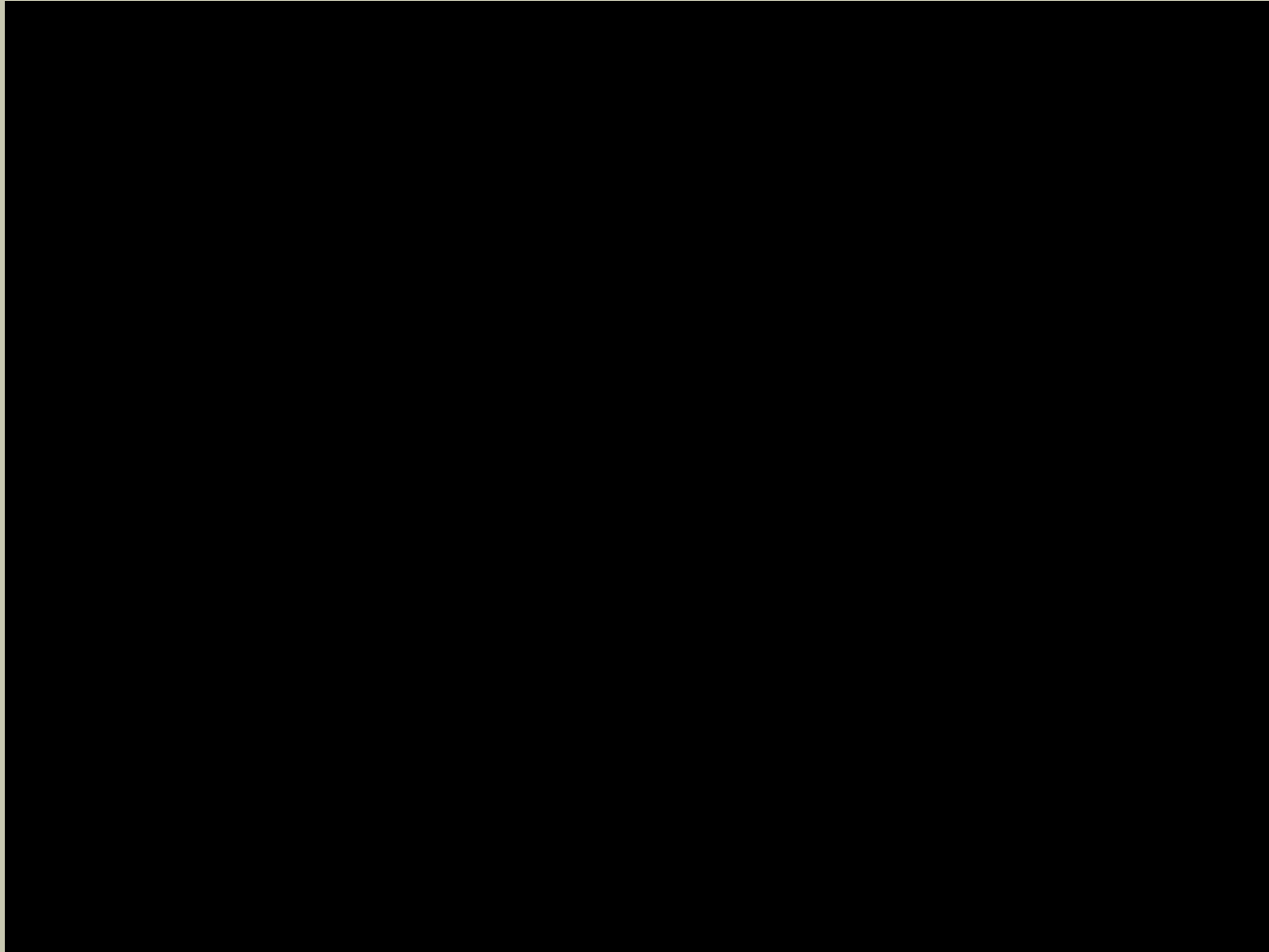
**And at the  
bottom of the  
ninth.....**

**Renewed Management  
Philosophy.....**

**PROCEED UNTIL  
APPREHENDED!!**



And the crying stopped!.....





Thank You



**QUESTIONS**