

2014 Human Capital Investment Conference  
& Gail L. Warden Leadership Excellence Award

**Strategically  
Aligning  
Leadership  
Development**  
*Leading for Improvement  
Across Penn Medicine*



**Michele Volpe**  
Executive Director, Penn  
Presbyterian Medical Center



**Craig Loundas, PhD**  
Director, Leadership Practice &  
Organization Development



**Judy Schueler**  
Senior Advisor, Office of the  
CEO



**Beth Johnston**  
Executive Director, Clinical  
Practices



**Patricia Sullivan,  
PhD**  
VP, Quality & Patient Safety



**Ralph W. Muller**  
CEO

# Creating Strategic Alignment Through Leadership Development

# Leadership Development

---

A program with emphasis on organizational skills  
— applied to real challenges in the workplace.

1 A major force for change

---

2 Curriculum that Matters

---

3 Linchpins for Action Learning

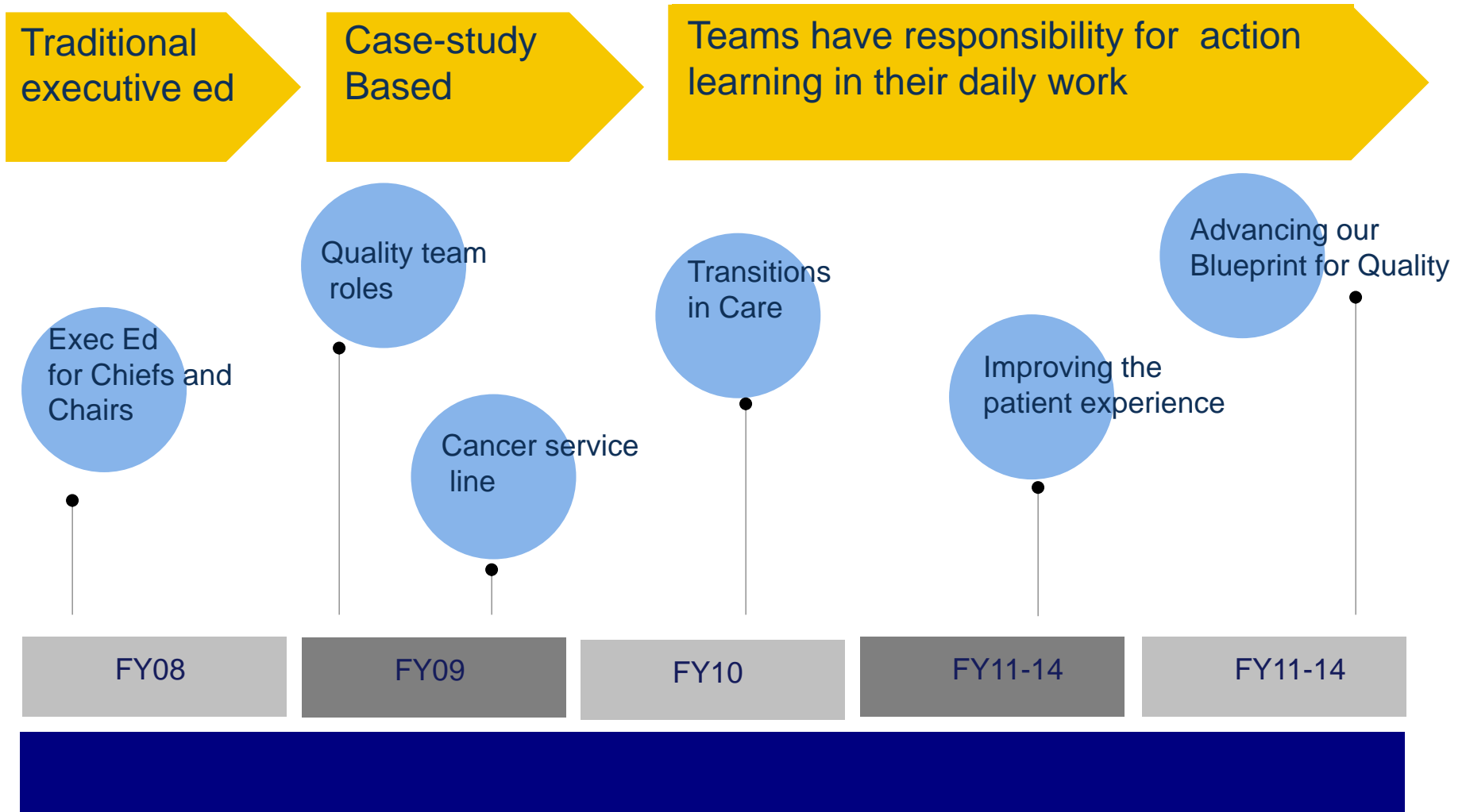
---

4 Outcomes Speak Louder than Words

---

Penn Medicine  
Leadership Forum

# A major force for change



# Curriculum that Matters . . .

## What I learn today, I can use tomorrow

- Financial links to sustain clinical strategies

“

**When people say ‘It’s not about the money,’ . . . they mean it’s about the money.**

”

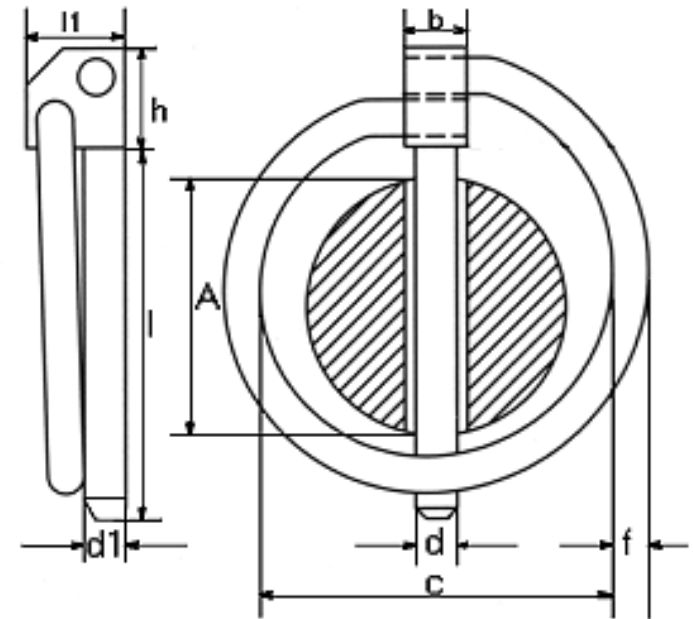
# Linchpins for action learning

- ◆ **Performance Improvement Coaches**

Help team leaders frame, execute, and communicate project outcomes

- ◆ **Leaders as Teachers**

Two way learning



# Outcomes Speak Louder than Words

---

**Keep the Main Thing the Main Thing**

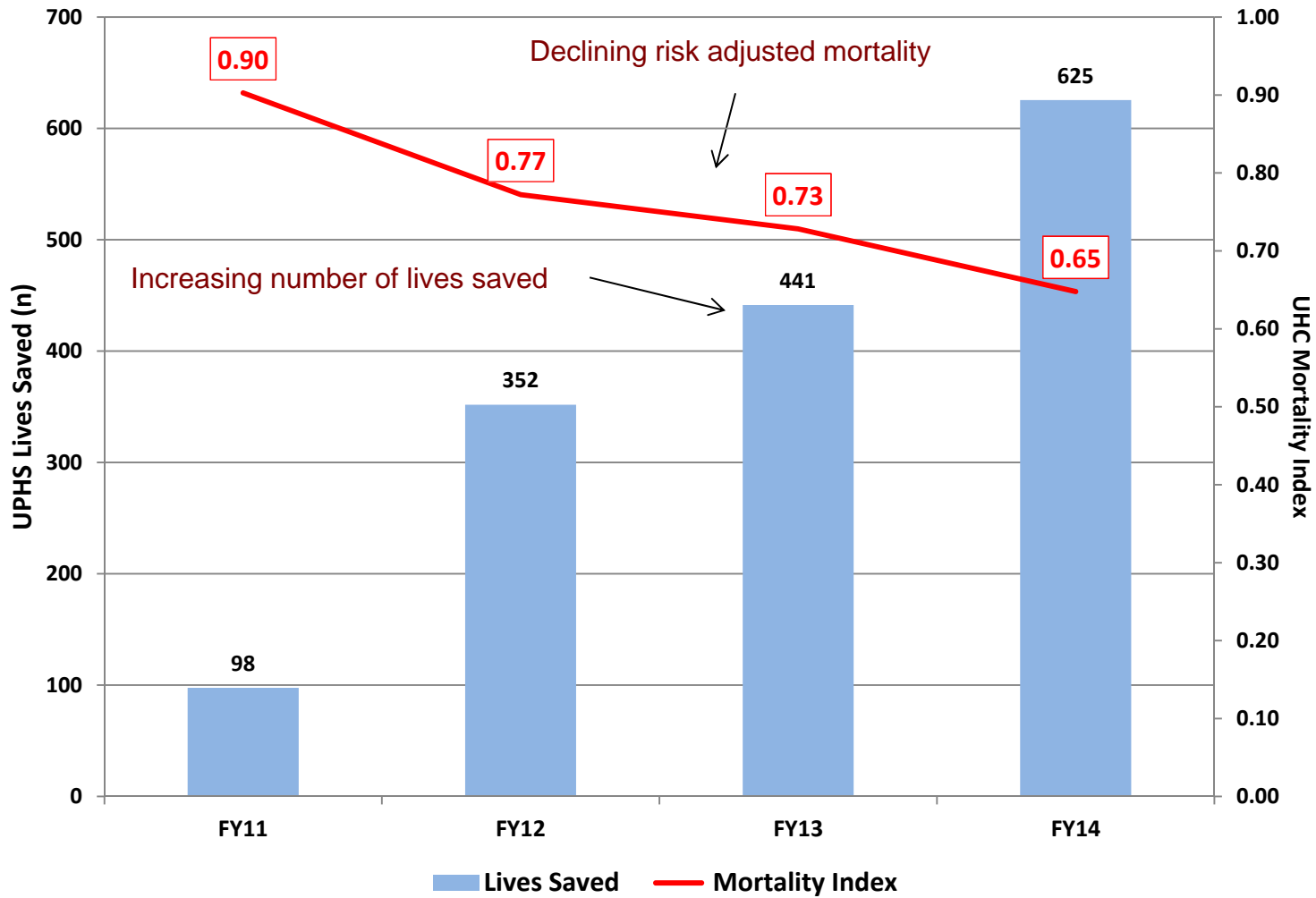
**Process is not the most important product**

**Rapid Experimentation**

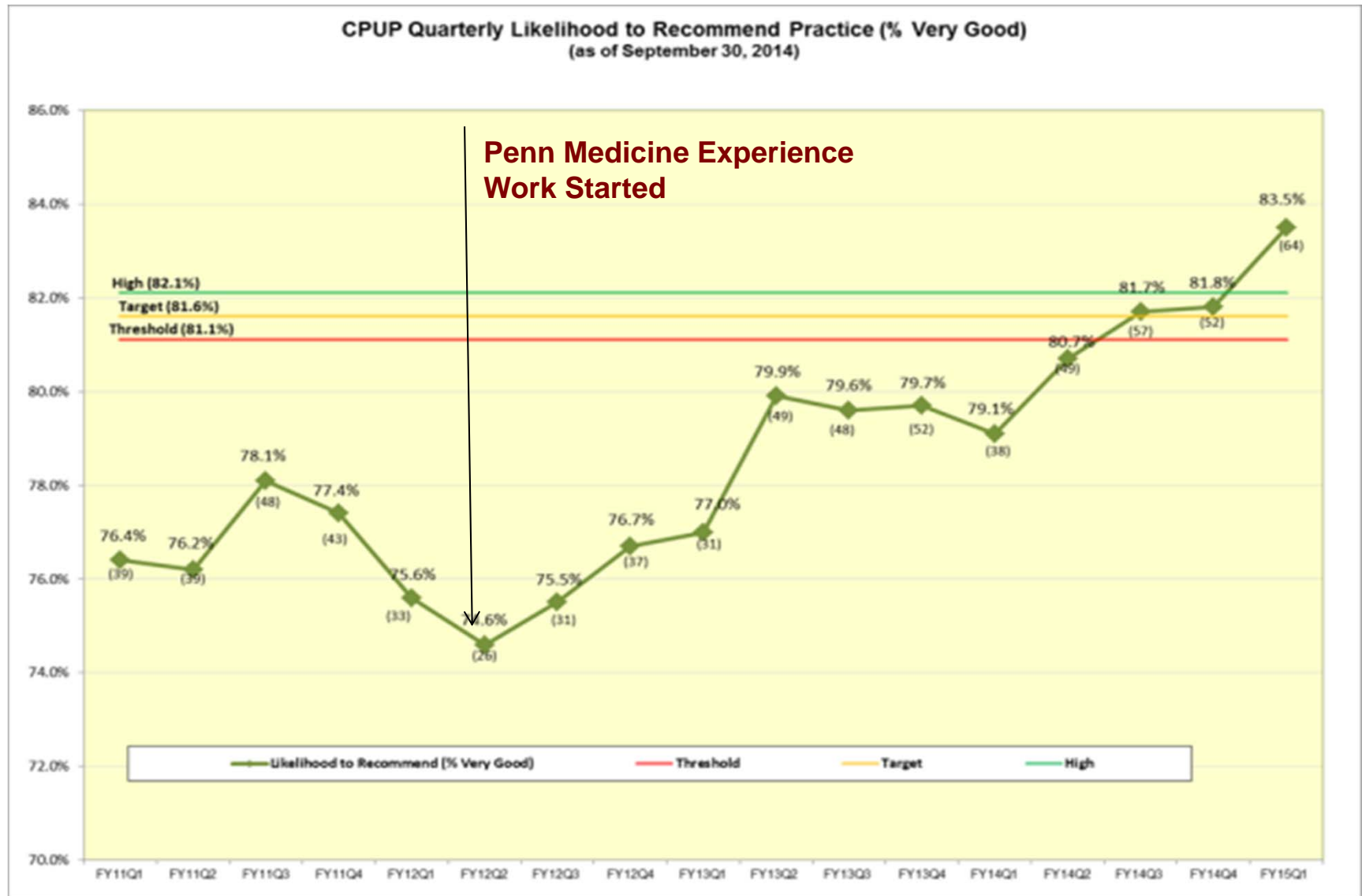
# PERFORMANCE RESULTS



# Reducing Mortality and Saving Lives

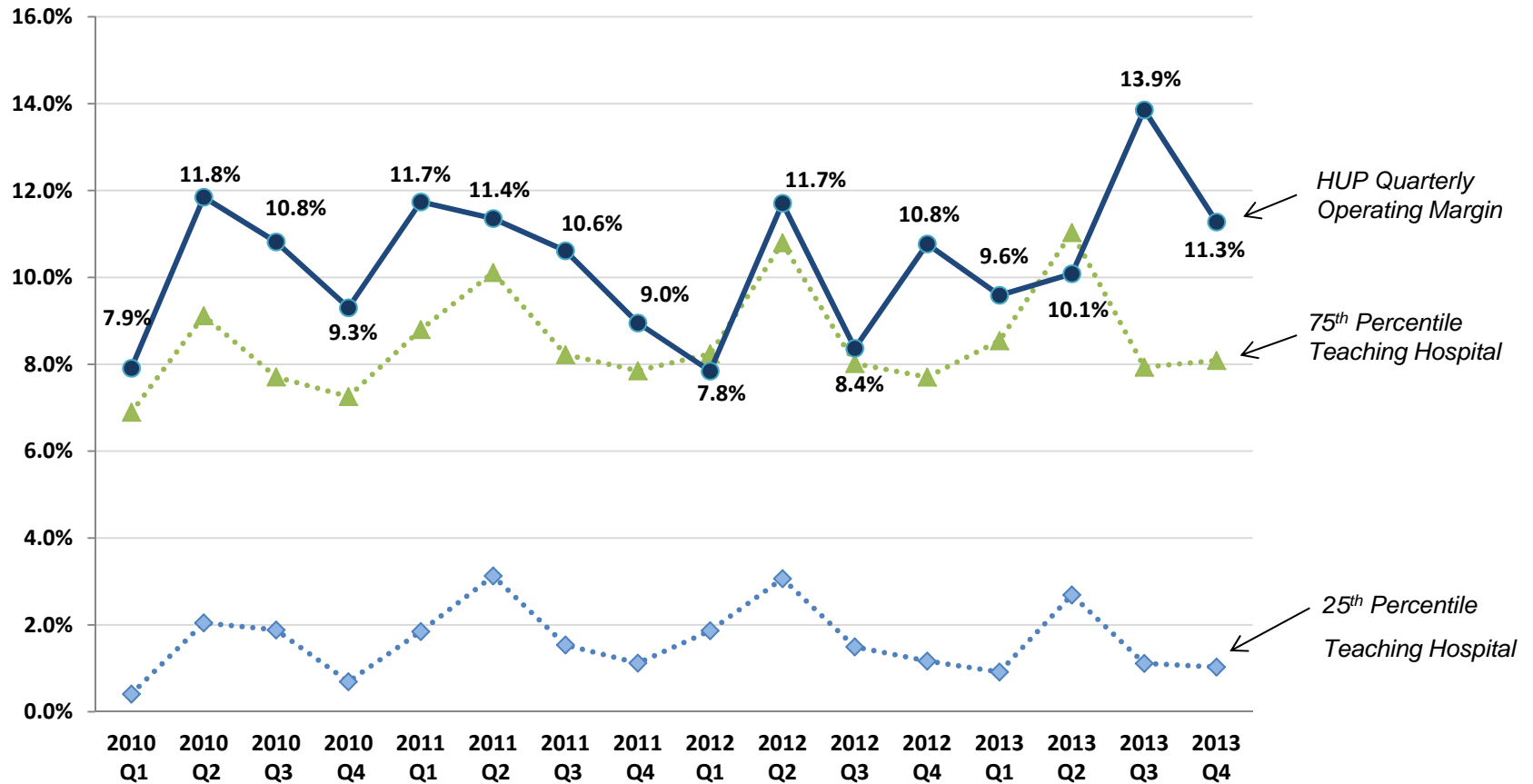


# Improving the Patient Experience



# Financial Performance Benchmarking

## HUP Margins vs. AMC Peers



# Who We Are

---

## **Panel**

- Ralph Muller, CEO
- Pat Sullivan, Vice President, Quality and Patient Safety
- Beth Johnston, Executive Director, Clinical Practices
- Michele Volpe, Executive Director, Penn Presbyterian Medical Center
- Craig Loundas, Director, Leadership Development and Talent Management

## **Penn Medicine Academy Team**

- Monica Heuer, Senior Organizational Development Consultant
- Christopher Klock, Performance Improvement Advisor
- Denise LaMarra, Director, Standardized Patient Program
- Cindy Morgan, Vice President for Learning and Organizational Development



Penn Medicine will improve the health of our patients and assure safe care.

▶ **ENGAGEMENT**

Involve faculty and staff as partners with patients and families to achieve goals of care.

▶ **CONTINUITY**

Deliver seamlessly coordinated care across all settings and service lines.

▶ **VALUE**

Provide high quality, efficient care and the best outcomes for all patients.

# Challenge to Performance Improvement

---

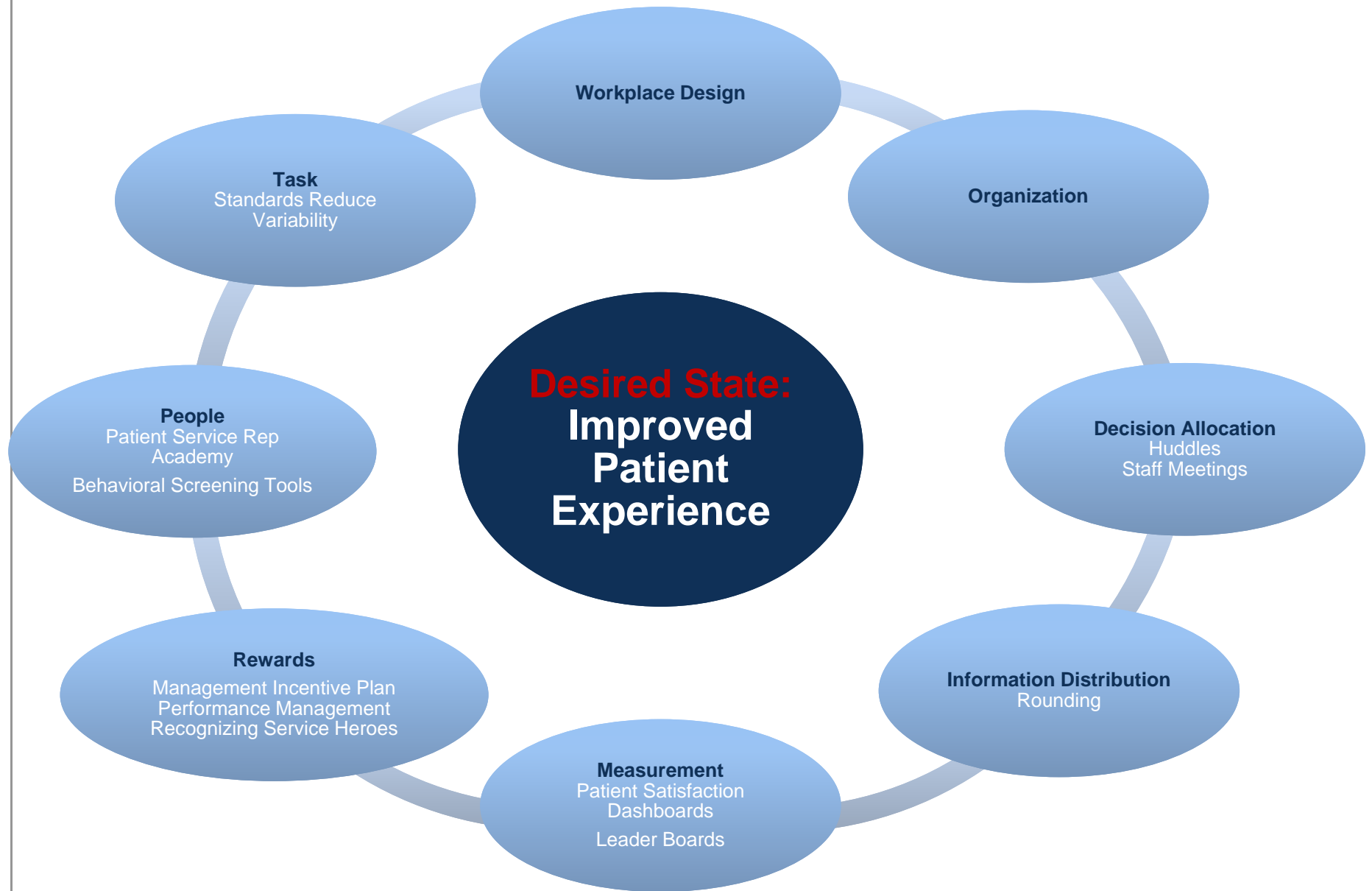
- Rapid Experimentation
- Value of Fast Failure
- Rapid Deployment

# Learning Labs Yields Outcomes

- ◆ New PI cohort is launched every 100 days
- ◆ 134 PI projects
- ◆ 1,206 participants

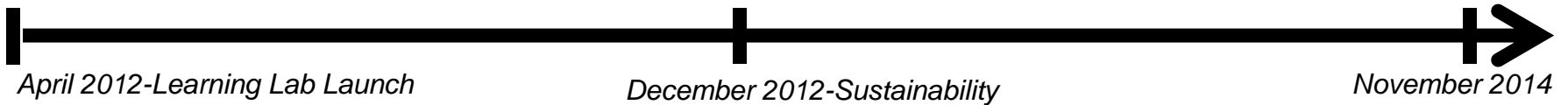
Entity	Project	Outcomes
CPUP	My Penn Medicine Contact your Care Team	<ul style="list-style-type: none"><li>• Patient &amp; Physician Satisfaction has increased</li></ul>
HUP	Surgical Care	<ul style="list-style-type: none"><li>• 100% compliance for 12 months</li></ul>
PAH	“Green” OR	<ul style="list-style-type: none"><li>• Reduced Regulated Medical Waste by approximately 80,000 pounds</li></ul>
PPMC	SICU: Early Extubation	<ul style="list-style-type: none"><li>• Full Adoption of new process into the practice of the SICU</li></ul>

# Our Approach: the Work System Model





# Penn Medicine Patient Experience



## Transforming the Patient Experience

- **Leader and manager preparation**
- **Dynamic, four-hour, classroom experience**
- **Standardized Patient simulations**
- **Leader rounding**

# Optimizing our Facilities and People

---

- ◆ Need for a different configuration of space among our hospitals
- ◆ Leveraging the Penn Medicine Academy for change management
- ◆ Building vs. buying talent

# Increasing our Capacity to Care

Moving the *Trauma Program at Penn* to PPMC to optimize inpatient capacity across Penn Medicine



**Pennsylvania Hospital (PAH)**

OB/GYN                      Neurosciences  
Orthopaedics



**Penn Presbyterian Medical Center (PPMC)**

Cardiovascular      Orthopaedics  
*Ophthalmology*

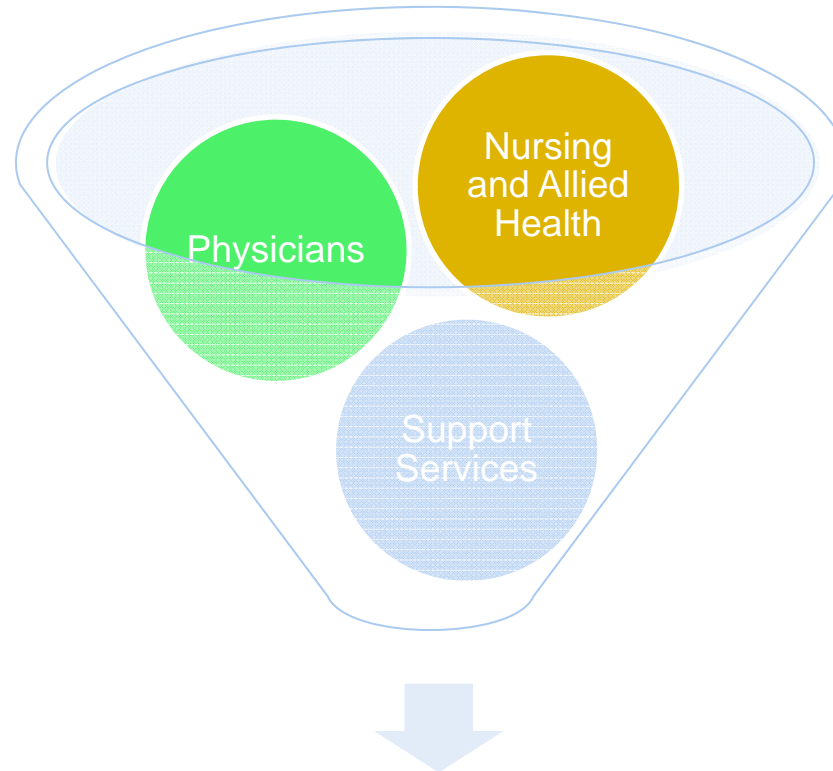


**Hospital of the University of Pennsylvania (HUP)**

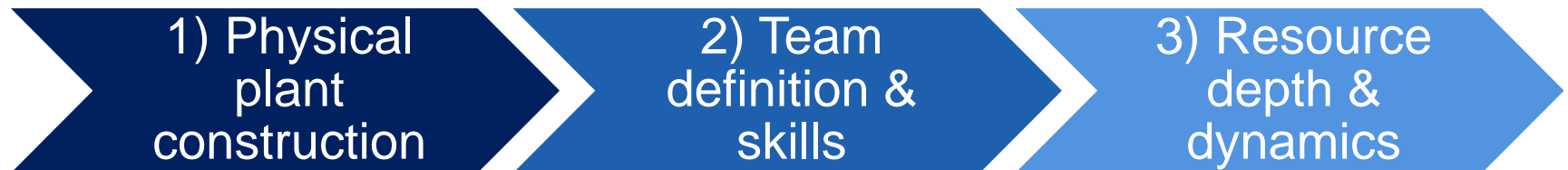
Cancer                      Cardiovascular  
Neurosciences              Transplant  
*and others*



# A Collaborative Team Planning Process



Brought together the collective expertise to define the future of care in three primary areas:



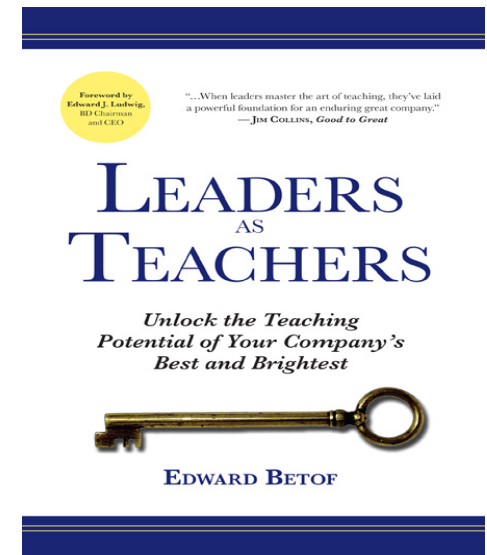
# The Penn Medicine Academy

---



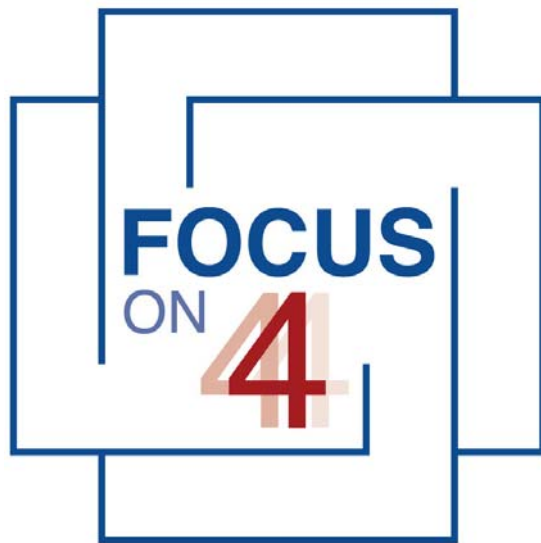
# Leaders as Teachers Model

- ◆ **Teachers of strategy, innovation and change**
- ◆ **Multi-prong benefit:**
  - Identify key leadership expectations and behaviors
  - Engage regularly with front-line supervisors and managers
  - Assess new talent



# Core Leadership Curriculum

- ◆ Common Core Leadership Curricula for 850 Managers
- ◆ Learning Lab Environment with Rapid Experimentation
- ◆ Focus Courses on four key result areas:



1. People and Employee Engagement
2. Service
3. Finance
4. Quality and Patient Safety

# Developing Managers Through Simulation

- Each participant manages three cases utilizing a standardized employee
- After the simulation, the manager receives a full debrief on strengths and opportunities for improvement





# Questions and Comments

