



Organizational Excellence Journey

2009



**ADOPT
BALDRIGE
FRAMEWORK**

2009 - 2010

- Lean transformation begins
- Lean training for leaders
- Operation Warehouse (1st 6S Project)
- SPP for 2010-2013 plan
- 1st State (IRPE) Submission



**1ST STATE
(IRPE)
SUBMISSION**

2011 - 2012

- Standard Work Steering Committee
- Project Identification & Selection
- First Rapid Improvement Event (RIE)
- KaiNexus Project Management Software
- Adopt PHI



2013

- Process Mapping
- 6S Best Practice Tour
- RIE (13)
- VSM (5)
- A3 (hundreds)
- SPP for 2013-2016 plan



2014

- 100 Day Workout (V1)
- Systems Thinking
- Rebranding: new logo and tagline
- IP VSM
- Huddles
- Communication Boards
- LEM Transparency & Alignment



2015

- Daily Improvements
- 1st National Baldrige Application Submitted
- SPTF - SPP 2016-2019
- Admissions Navigator RIE
- ED Med Rec RIE

2016

- Senior leader SP Review Process
- Improvement & Innovation Council
- 100 Day Workout (V2)
- 2nd National Baldrige Application Submitted
- SPP 2016-2019
- Baldrige Experience Pilot



**CENTENNIAL
CELEBRATION**

2017

- 3rd National Baldrige Application Submitted
- Leader Business Review
- Midway USA Tour
- Work Systems Maps
- Employee Focus Group (V1)
- Big Dot Goals



2018

- 4th National Baldrige Application Submitted
- SPP for 2019-2022 Plan
- Employee Focus Group (V2)
- Magnet Application

Our journey continues...

Big Dot GOALS

- REDUCE PREVENTABLE HARM**
Goal: 95 (or less) ✓
- IMPROVE INPATIENT EXPERIENCE**
Goal: 85th Percentile ✓
- INCREASE EMPLOYEE ENGAGEMENT**
Goal: 77th Percentile ✓
- ACHIEVE OPERATING MARGIN**
Goal: 3.0% ✓