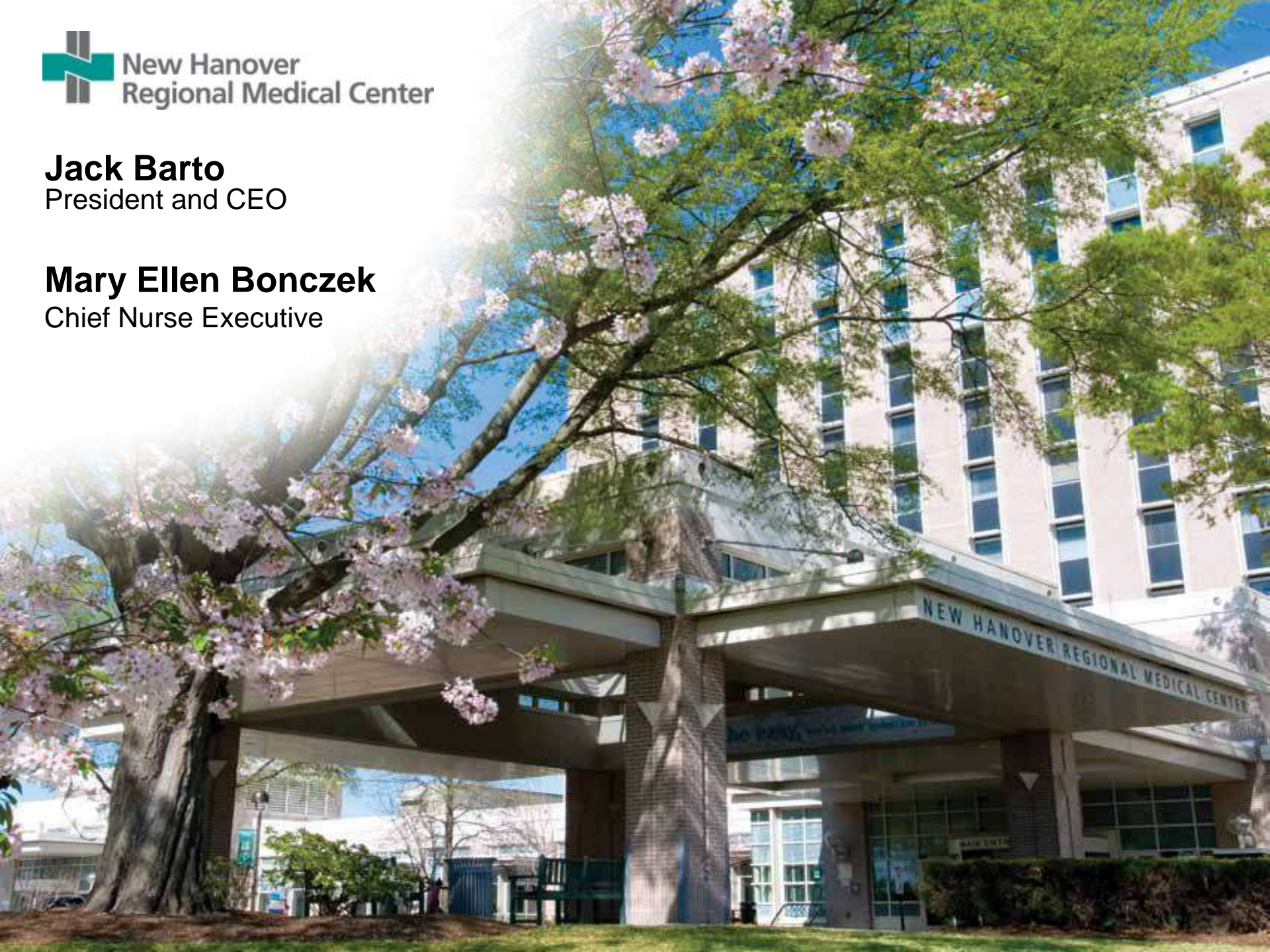


Jack Barto
President and CEO

Mary Ellen Bonczek
Chief Nurse Executive



Secrets to a Sustainable Culture:

– Real Life Success Stories

New Hanover Regional Medical Center

- Southeastern North Carolina
- Only facility in our region providing tertiary services
 - Heart and Vascular Center
 - Orthopedic Specialty Hospital
 - Orthopedic program recognized as ranking among nation's top 10%
 - Women's and Children's Specialty Hospital
 - High Risk Maternal and Neonatal Center
 - Excellence in Patient Care Recipient
 - Cancer Center
 - Accredited as a Teaching Hospital Cancer Program
 - Neuroscience Programs
 - Stroke and Spine Center
 - Level II Trauma Center
- Physician staff of more than 500 specialties
- Employer of more than 4,500 staff and 800 volunteers.



769-Bed Regional Multi-Facility System

- 7-county region in Southeast North Carolina
- 35,000 admissions
- 69 adult critical care beds

- 140 bed Women's & Children's Hospital
 - Pediatric ICU
 - 45 private room NICU

- 75 ED treatment rooms
 - 120,000 visits in FY11

- Total surgeries 30,000
 - Surgical Pavilion
 - 24 operating rooms
 - Orthopedic Specialty Hospital
 - 7 operating rooms

- Level II Trauma Center
- Behavioral Health Hospital
- Rehabilitation Hospital

Mission

New Hanover Regional Medical Center is a team-centered, value-focused, teaching provider of quality health care to all in need of its services.

Vision

To be the **best** provider of **comprehensive** health services rendered with **value, dignity, and respect.**



Success Story



Thomas Walsh - Derrick James

From: Meri Battles
To: Conway, Joseph; Walsh, Thomas; Webster, Harry
Date: 10/4/2011 9:31 AM
Subject: Derrick James

A lady just called to relay an act of kindness from Derrick James. Derrick was in line at the Kona Coast and this lady was in front of him (her husband Donald was a patient here). She stepped out of line and Derrick let her back in front of him. When she got up to the register she realized she did not have her wallet with her and told the cashier she needed to go up to her husband's room and get her wallet. Derrick stepped up and paid for her and she would like to pay him back. She said he made her day and she was so touched by his act of kindness that she wanted to make sure we knew what a nice young man he is. I told her we would make sure Derrick received recognition.

Meri

Secrets to a Sustainable Culture



Visibility & Trust

Visibility & Trust



Standardization & Consistency

- AIDET
- Every Standard, Every Day

Standardization &
Consistency

Visibility & Trust



Modeling Behaviors at The Top

Modeling Behaviors
at The Top
Standardization &
Consistency
Visibility & Trust



Accountability & Ownership



- Owners vs Renters



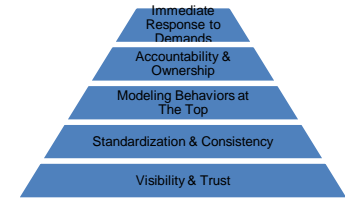
Accountability with Consequence = Operational Success



- Gained \$50 million plus in revenue and savings through “Geared up for Greatness” campaign, driven largely by ideas generated at LDI
- In recent economic downturn ...
 - No layoffs
 - No reductions in service
 - Maintained merit raises
 - Health insurance premiums flat for seven consecutive years
 - Bond Upgrade
 - <10% Turnover
 - Top Performer in DICON
- \$220 million expansion project finishing on budget ... and on time

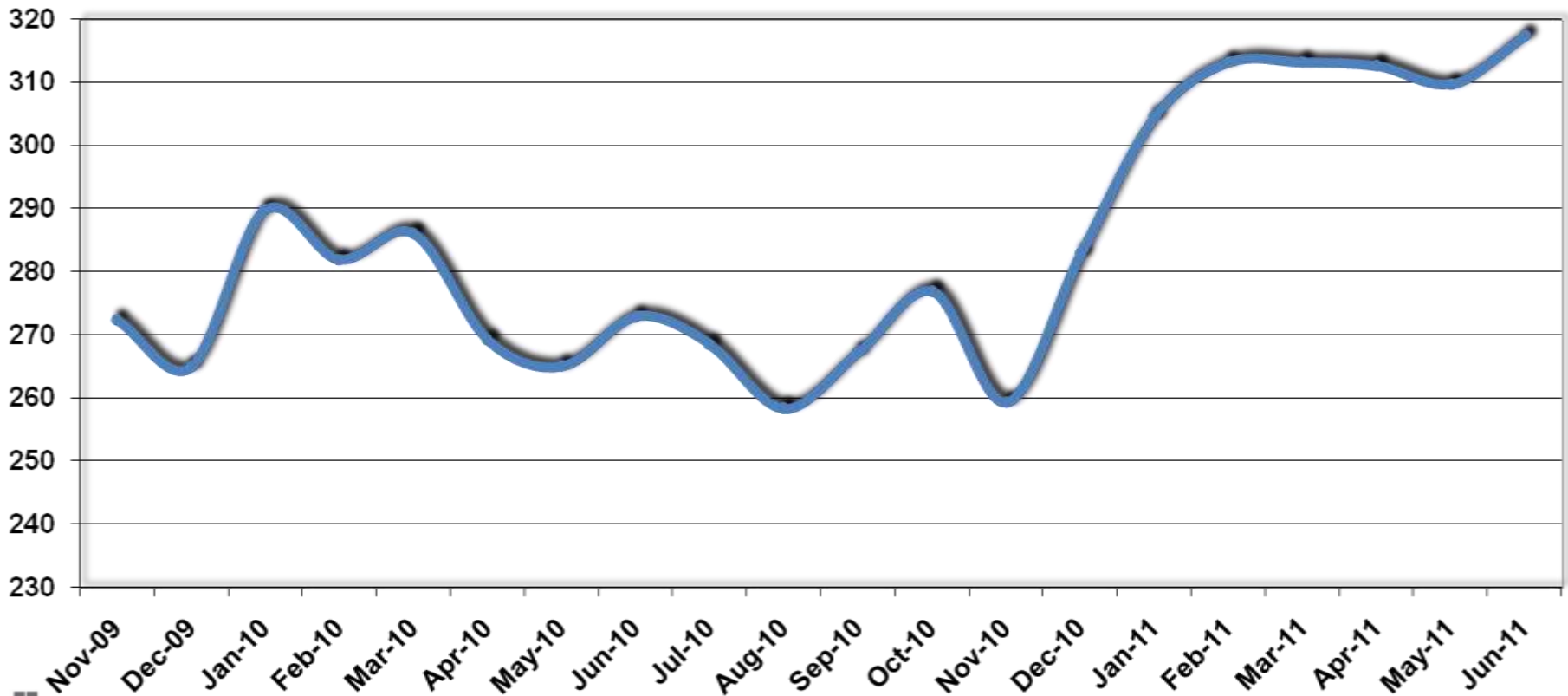


Immediate Response to Organizational Demands

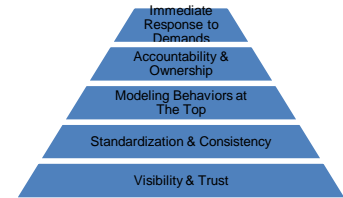


- Times of unusual demand are opportunities to be creative

Tower ADC, November 1, 2009 to June 18, 2011



Know Your Must Haves



- Our Must Haves
 - AIDET
 - Rounding
 - Leader rounding
 - Hourly rounding
 - Discharge calls
 - Communication
 - Bed Huddle
 - Communication Boards

What are yours ?

Empower Staff and Unlock Creativity



• LEAN: Continuous Improvement

The Perfect Nest

September 2011

Current Condition



Target Condition



A3 Methodology:

The A3 problem solving process provides a structured way to think and document specific problems and solutions.

An A3 identifies the following:

- A deep understanding of the activities of a specific process
- Development of a plan for a better way to work
- A tool for communication of issues between affected parties
- A springboard for even more innovative ideas

TEAM

- Kelly Bauman
- Brandi Page

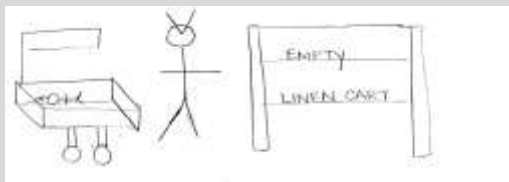
ISSUE

Developmental Supportive Linen is not available to "provide the perfect nest" for neonatal patients with every 24 hour linen changes.

BACKGROUND/MEASUREMENT

Positioning and containment helps infants learn to move in a smooth and coordinated fashion. The turn-around-time for developmental laundry ranges from 264 minutes to 1,865 minutes; and is not restocked on a regular schedule; leaving patients in the NICU without developmental linen for positional support.

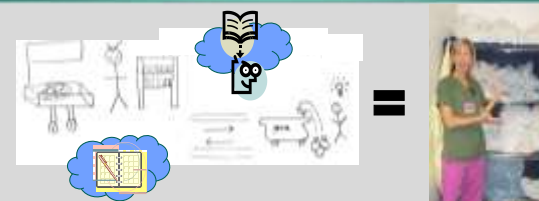
CURRENT CONDITION



PROBLEM ANALYSIS

1. Linen returns to the NICU are delayed
 WHY? Linen not placed in the soiled utility room
 WHY? Linen not pulled on standard schedule
 WHY? No Standardized schedule for linen pulls.
2. Clean linen was not consistently delivered to the NICU from Laundry
 WHY? No standard storage area for developmental linen in the laundry
 WHY? Laundry staff are not aware of what developmental products are
 WHY? NICU and Laundry staff work in silos

TARGET CONDITION



COUNTERMEASURES

1. Standardize process for linen removal from NICU patient rooms.
2. Educate Laundry staff about Developmental Laundry.

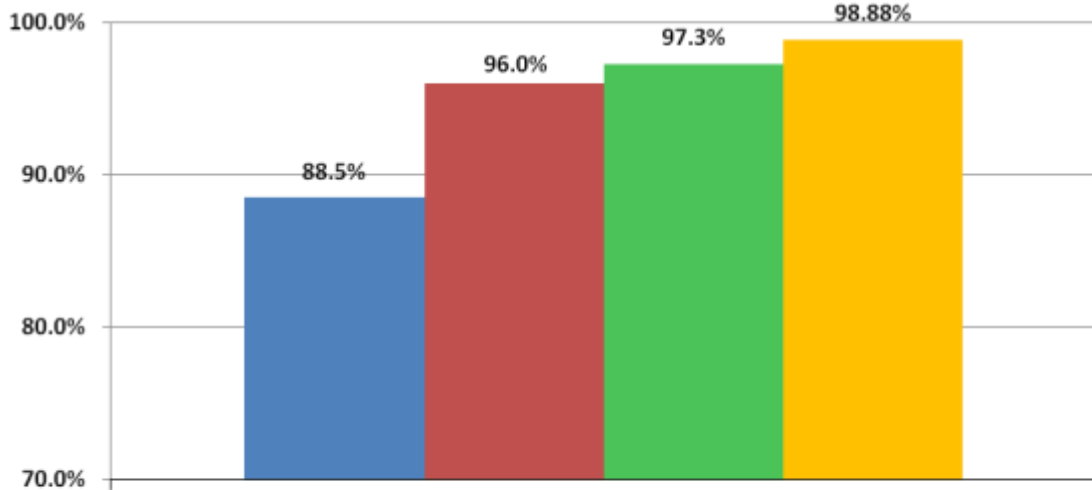
IMPLEMENTATION PLAN

1. Develop Survey to obtain input from PCT/HUC/Unit Cleaner to develop standardize schedule.
2. Develop Standardized Schedule.
3. Take pictures of Developmental Laundry to provide visuals for Laundry Staff.
4. Develop Education for Laundry Staff.
5. Educate NICU Staff on Standardized Schedule and importance of Developmental Supplies and Laundry.

METRICS / OUTCOMES

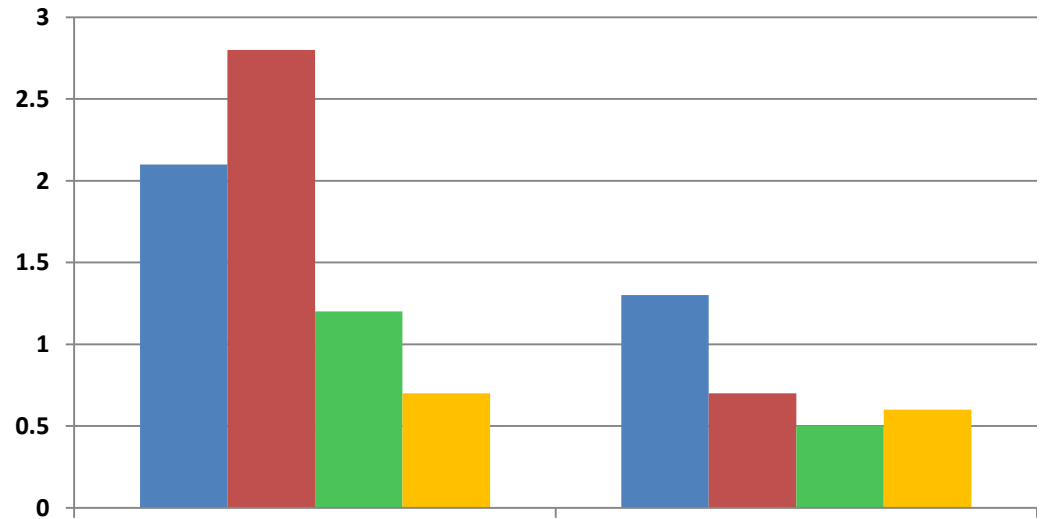
Service: Monitor the turnaround time for developmental linen, as well as the availability of linen at any given time.

Quality: Raising the Bar on Care



Core Measure Composite

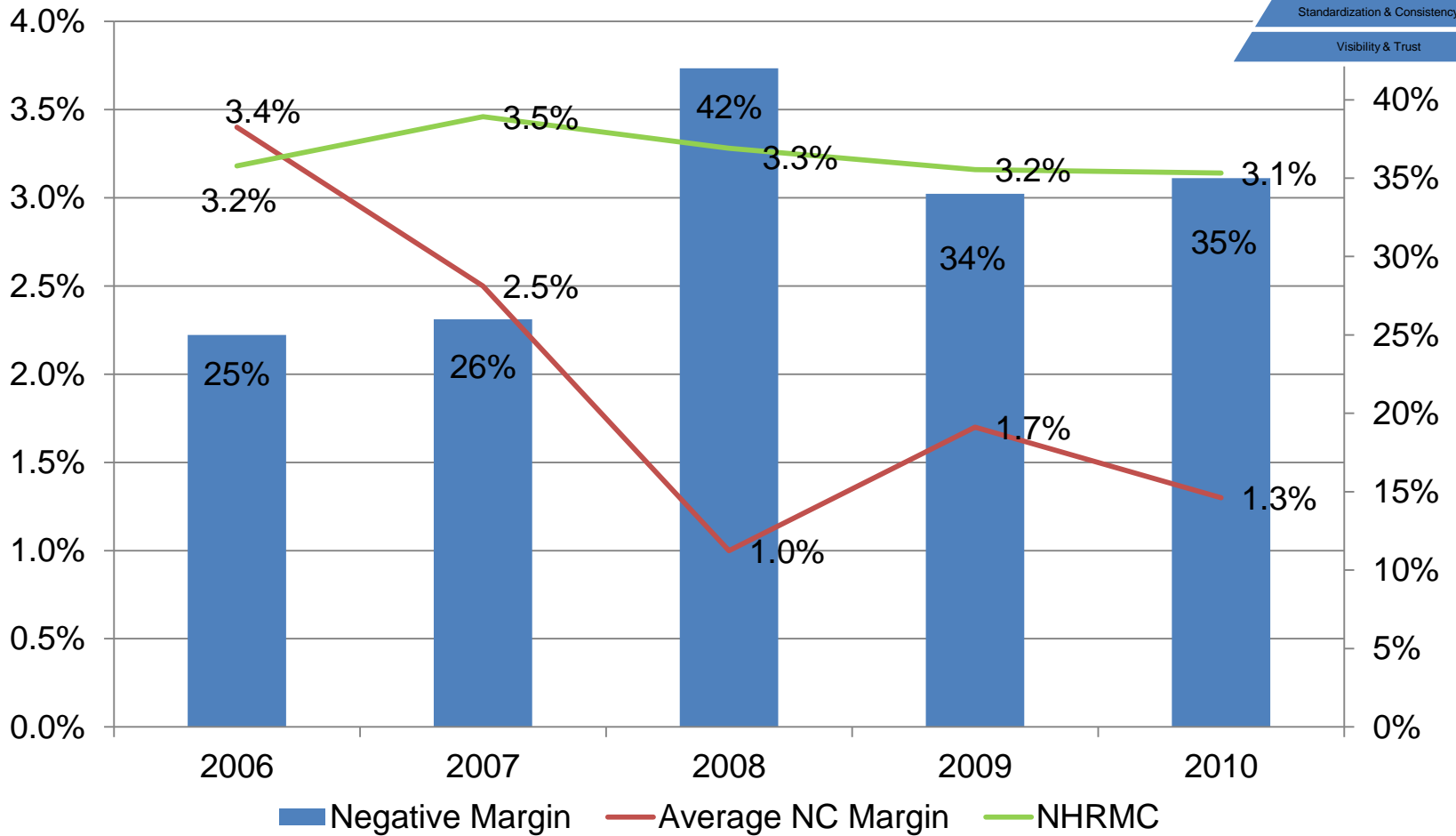
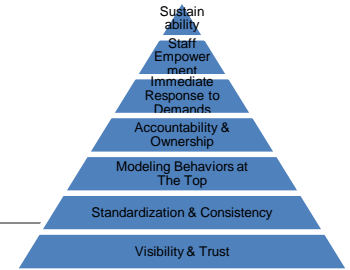
■ 2008 ■ 2009 ■ 2010 ■ 2011



Medical Device Infection Surgical Site Infection

■ 2008 ■ 2009 ■ 2010 ■ 2011

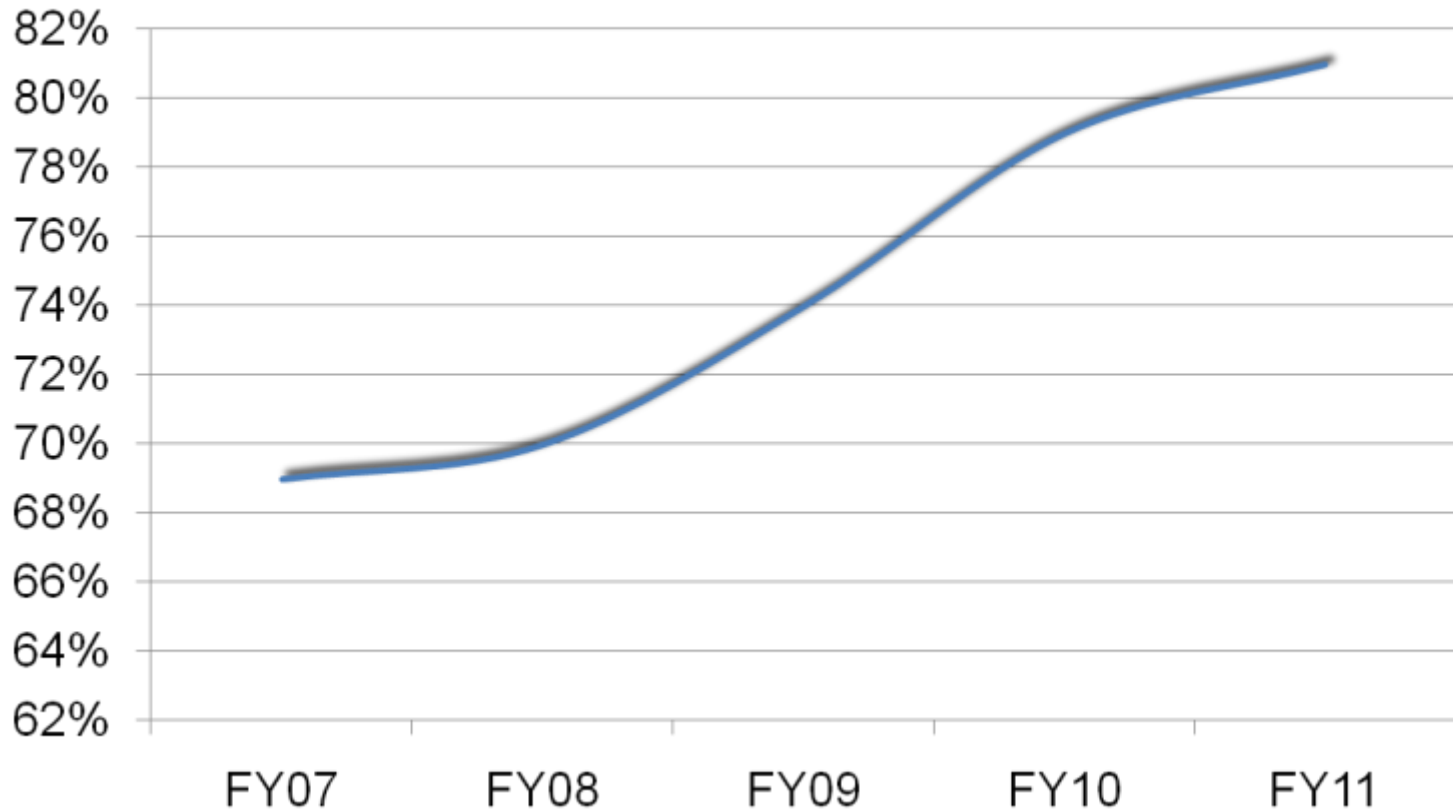
Finance: NC Hospital Operating Margins



HCAHPS % Rate Hospital 9 or 10 by Fiscal Year



— Recommend this Hospital



Secrets of a Sustainable Culture

1. Visibility & Trust
 - a) Rounding
2. Consistency
 - a) AIDET
3. Modeling Behaviors at the Top
 - a) Be Relentless
4. Accountability & Ownership
 - a) Discharge Phone Calls
 - b) Communication
5. Immediate Adaptability to Organizational Demands
 - a) Gain Trust
6. Empowerment
 - a) LEAN
 - b) Shared Governance



Questions

Thank You