

## Why Most Initiatives Fail— and how CHI Succeeds!

*Catholic Health Initiatives*

### HealthStream Research

HealthStream Research is a national leader in the measurement of physician, employee, patient, and community satisfaction for healthcare organizations. We currently work with more than 1,100 facilities nationwide, including many of the nation's largest for-profit and not-for-profit health systems and specialty healthcare companies.

Certain observations remain fresh and vital, no matter how long ago they were made. The 80/20 Rule (also known as Pareto's Principle) speaks of the "vital few and trivial many," the principle that the 'vital few' 20 percent of virtually *any* endeavor are responsible for 80 percent of the results. Catholic Health Initiatives (CHI) is a system with more than 70 hospitals, yet they've managed to succeed system-wide with impressive results time and time again—their Overall Patient Satisfaction results currently stand at 4.28, an improvement from an already-impressive score last year of 4.26. By focusing on the 'vital few', the core drivers that create the very foundation of patient satisfaction, over the years they have built excellence from the ground up.

“Most hospitals fail to make or sustain dramatic improvements, and the reason is simple: over-investing in problems while under-investing in goals and accountability,” said Susan Allmond, Director of Customer Loyalty Measurement.

### What Causes Initiatives to Fizzle Out?

#### Over-Investing in Fixing Service Quality “Problems”

- Too much focus on the measurement and not enough on desired behaviors
- Too many committees
- Too many initiatives
- Too many prescriptive solutions
- Too little triaging among problems

#### Under-Investing in Goals and Accountability

- No clear standards set regarding expected employee behavior
- Inadequate performance tracking systems
- Limited managerial accountability
- No culture of consequences

*Source: Health Care Advisory Board*

### The Prescription for Excellence

What about CHI, then? “We knew that to succeed and maintain that success, we had to place behavioral performance and stakeholder alignment on equal footing with the focus on financial, operational, and clinical outcomes. We also knew that we couldn't let ourselves get bogged down

## Success Story: Catholic Health Initiatives

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with an endless infusion of service committees, initiatives, and programs,” said Allmond.

### Investing in Goals, Accountability and Performance

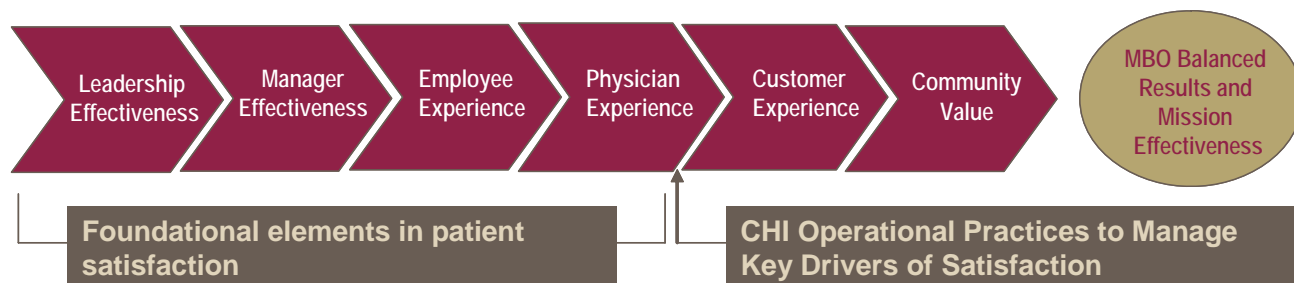
- Clear executive ownership and investment in change management
- Clear standards and accountability regarding executive, managerial and employee behavior
- Effective performance tracking
- “Balanced” Consequences: Reward & Recognition, Accountability

### Less Investment in “Fixing” Service Problems

- Fewer Committees
- Fewer “Initiatives” and “Programs”
- Fewer Off-the-Shelf “Solutions”

Source: Health Care Advisory Board

Recognizing that many factors impact an organization’s results, the CHI Value Chain was created as a framework of organizational alignment of key stakeholders and processes that impact performance.



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With this model, improvements in the patient experience are contingent on two critical success factors:

- Strength and improvements in “up-chain” foundational elements, such as leadership vision and strategic focus, effective middle management, employee satisfaction, and turnover
- Operational practices to proactively manage the patient experience in the key areas of patient satisfaction

CHI continues to produce some of the best scores among all of HealthStream Research’s clients—in fact, CHI is a strong performer when compared to virtually *any* hospital or system in the nation. “As long as we take care of the value chain, we’ll keep redefining excellence,” said Allmond.

CHI shows that you’ll get more from watering and fertilizing the soil than the leaves; don’t fix problems where they surface—focus on where problems are created. Measure to discover what’s most important to your patients, and build a foundation to deliver precisely that. Take care of that ‘vital few’, and your 20% will build an amazing 80%. Pareto’s Principle has much to say to hospitals that want to *truly* succeed.