Making Health Care *Better*

The Story of *The Sharp Experience*
Sharp HealthCare
San Diego’s Health Care Leader

• Largest health care system in San Diego
  – 4 Acute Care Hospitals
  – 3 Specialty Hospitals
  – 2 Affiliated Medical Groups
    Sharp Rees-Stealy Medical Group

• Largest private employer in San Diego
  – 15,000 Employees
  – 2,600 Affiliated Physicians
  – 2,100 Volunteers
Going From **Good-to-Great**

Sharp in 2000 – a **Good** Organization:

- Fortunate to have a stable leadership team
- Financially healthy
- Planning to build and expand facilities
- Recognized as #1 integrated health care delivery system in California
Listening to the Voice of our Customers

Focus Group Results

• The experience at Sharp was OK
• No differentiation
• Much room for improvement in ALL health care experiences
Lighting the Spark of Possibility
The Journey Begins . . .

National Best Practice Investigation:
Studying the *Best of the Best* (in and out of health care)

– Experience Economy
– The Disney Institute
– Studer Group
– Ritz Carlton
– GE
– Other Hospitals & Health Systems
– And more…
Making Health Care Better
The Infrastructure

NEW VISION
NEW STRUCTURE
NEW MODEL FOR CHANGE
A Vision to Make Health Care Better
Starting with Ourselves

Sharp’s Vision to transform the health care experience and make Sharp:

– Best place for employees to work
– Best place for physicians to practice medicine
– Best place for patients to receive care
– Ultimately, the best health care system in the universe!
7 Pillars of Excellence

Quality ▪ Safety ▪ Service ▪ People ▪ Finance ▪ Growth ▪ Community
A Model for Change

Performance & Experience Improvement
- 100 Action Teams
- 1,000 Action Team Members

Accountability
- Report Cards & Measures
- Hardwiring

The Sharp University
- Leadership Development
- Employee Development
- Physician Development
12 Behavior Standards

- It’s a Private Matter
- To “E or Not to “E”
- Vive La Difference
- Get Smart
- Attitude is Everything
- Thank Somebody
- Make Words Work
- All for One, One for All
- Make it Better
- Think Safe, Be Safe
- Look Sharp, Be Sharp
- Keep in Touch
Attitude is Everything

• Create a Lasting Impression — We treat every customer as if he/she is the most important person in our workplace. Our behavior and attitude create a positive first impression that is lasting. We strive to exceed expectations.
Does it Make a Difference?

↑ Market Share
↑ Employee Satisfaction
↑ Employee Retention
↑ Patient Satisfaction
↑ Quality Clinical Outcomes
↑ Physician Satisfaction
↑ Net Revenue
↑ Bond Rating
↑ Philanthropic Support
At Sharp Rees-Stealy

• Sharp Experience journey
• Complete Transparency
• Press-Ganey and CG-CAHPS
• Compensation
  15% of end of year bonus
  Overall Care Provider Mean PG score
  95 or greater - all 15%, Less than 88 - None
Sharp Experience at SRS

What we have done at Sharp Rees-Stealy:

– Increased patient satisfaction from the 12th percentile to the 90th percentile
– One of the Top Medical Groups in the State of California in patient experience
– Consumer Reports Health 2nd in state
– 4-time honoree AMGA Acclaim Award
– Malcolm Baldrige National Quality, 2007