

## FLORIDA STATE HOSPITAL AWARDED GOVERNOR'S TOP QUALITY PRIZE

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Florida State Hospital (FSH), a 1000 bed licensed mental health hospital that provides state-of-the-art inpatient psychiatric treatment and rehabilitation services to citizens from throughout the state has been awarded the Governor's Sterling Award for Performance Excellence. The hospital, located on a 640-acre campus in Chattahoochee, Florida, was established in 1876 and is the largest and oldest public mental health hospital in the state. The facility employs over 2400 people, and has an annual budget of \$100 million. FSH serves approximately 1600 people annually, including persons committed under civil and forensic statutes, as well as special programs for mentally retarded defendants, the dually diagnosed, and geriatric individuals.



Engaged by Florida's Department of Children and Families in 1996, the Competitive Technologies, Inc. (CTi) consulting team, led by Bob Seemer, conducted a Malcolm Baldrige and Florida Sterling based assessment and developed an action plan to significantly improve the hospital's performance as measured by the Key Performance Indicators of the Leadership Scorecard. Elements of the CTi Success Plan included:

1. A Strategic Plan to strategically improve FHS's operation performance. The CTi Golden Thread process was used to connect every employee to strategic goals.
2. Process management to define and systematically improve all key processes.
3. Six sigma training to include the use of statistical tools and CTi's Quality Improvement and Control (QIC) Storyboard methodology.
4. Human Resource Planning to integrate the needs of the business with workforce capacity.
5. Systematic management reviews, based on CTi's "One-Page QIC Story" to evaluate progress and recognize success.

Following is a summary of the Florida State Hospital (FHS) management system.

### **FLORIDA STATE HOSPITAL'S VISION:**

"People who are experiencing a severe and persistent mental illness will come to Florida State Hospital to receive person-centered treatment and rehabilitation. While receiving services, many people who have lost hope will find it once again and then start or continue their journey toward personal recovery. Florida State Hospital staff and programs will assist people in choosing roles and environments that have personal as well as social value. There will be an emphasis in developing skills and supports that help with the real life challenges of living with a serious mental illness in the community. Florida State Hospital will take an active role in facilitating opportunities and resources required for success in the community. Residents will leave with goals they have chosen, symptom stability, skills, and service and support plans which they have helped to develop."

## **FLORIDA STATE HOSPITAL'S MISSION:**

"To be the best at enabling persons with mental illness to manage their symptoms and acquire and use the skills and supports necessary to be successful and satisfied in the role and environment of their choice."

## **FLORIDA STATE HOSPITAL'S CORE VALUES:**

- **Person-Centered** – We focus on residents and staff as individuals.
- **Self-Determination** – We assist individuals in making informed and responsible choices.
- **Functioning** – We help individuals to acquire skills and supports needed in preferred roles and environments.
- **Involvement** – We provide opportunities for individuals to participate in all programs and operations.
- **Advocacy** – We advocate for the needs and rights of the individual.
- **Teamwork** – We promote individuals working together.
- **Integrity** – We are committed to being fair, open and honest, and to treating each other with respect and dignity.
- **Support** – We facilitate the achievement of personal goals.
- **Safety** – We provide a safe and secure environment.
- **Quality** – We are accountable for quality results and individual satisfaction.

## **CORE SERVICES**

FSH provides a variety of services in a long-term residential setting. These include basic support, health care, psychiatric treatment, psychiatric rehabilitation, judicial competency training, behavior analysis, memory disorder services, enrichment services, and case management. A wide variety of professional and paraprofessional staff are assigned to 13 residential units, 8 clinical departments, and 16 support service departments. Each resident is part of a service team which typically includes a psychiatrist, psychologist, nurse, social worker, rehabilitation staff, a direct care staff member, and others as required. The team is led by a Qualified Mental Health Professional (QMHP) who coordinates the efforts of the team and operates as the single point of accountability for services to a resident.

## **SUCCESS COMPONENTS FOR ORGANIZATIONAL EXCELLENCE**

**Leadership:** The FSH Senior Leadership Team (SLT) is comprised of the Hospital Administrator and his direct reports. Each member of this diverse team has had extensive training in total quality management principles and techniques. The team meets weekly to share information, determine policy and programmatic direction, and to ensure that operational requirements are met. Employees are given opportunities to provide feedback after each SLT meeting and through employee satisfaction surveys. The FSH employee recognition program was completely revised recently based on survey results. In addition, all SLT members participate in a 360-degree feedback process in which they use quality management techniques to improve their personal leadership performance. The SLT also reviews hospital-wide key measures on a monthly basis, approving countermeasures submitted by performance improvement teams, which are designed to make the measures exceed targets.

**Strategic Planning:** FHS utilizes CTi's ten-step strategic planning process to develop an annual plan which systematically aligns FSH' long-term goals and strategic objectives with those of the Agency, taking into account FSH programs, resources, and capabilities. A key component of the plan is an annual SWOT analysis, which consists of input from key stakeholders, including residents and their families, employees, advocacy groups, program experts, suppliers and partners, and legislative interests. This information is combined with indicator performance data to select and prioritize areas requiring strategic improvement. Each strategic objective is assigned a champion who conducts a QIC Story analysis and makes recommendations for performance improvement team initiatives. The strategic objectives are then deployed throughout the hospital and reviewed at department and unit levels at least monthly utilizing specially designed performance boards.

**Customer Focus:** FSH has adopted a person-centered service model which strives to empower individual residents to make real and meaningful choices regarding their goals and the activities which impact their lives. Customized service goals must reflect the unique strengths, needs, and preferences of the resident. The goals are developed in partnership with staff in an environment of mutual respect. Service planning is designed to achieve the resident's personal goals by identifying services and supports to meet individual needs, rather than matching residents with a predefined service plan. FSH has taken the leadership role among state mental health hospitals in implementing a state-of-the-art psychiatric rehabilitation program known as Role Recovery. This program emphasizes placing the resident at the center of service planning and integrates treatment, rehabilitation, and enrichment services for the purpose of assisting the resident in meeting service goals. This program has received national exposure, and it is now beginning to be utilized in other Florida mental health hospitals with consultation from FSH staff experts. Multiple listening and learning approaches are utilized in order to ensure that resident needs and the requirements of other stakeholders are met. Satisfaction surveys are conducted with residents on a monthly basis that incorporate items from each core service. Transactional surveys are conducted in food service, security, fire department, and the work order system. Other important customers, such as families, community providers, and the judicial system are surveyed at least quarterly to determine satisfaction levels. All survey data is stratified, and indicators that are not performing to target are analyzed for root causes and countermeasures are put into place. Additional feedback methods include Resident Government, the Resident Grievance System, and the Personal Advocate Program.

**Process Management:** FSH has adopted CTi's seven-step process management approach (The Quality Delivery System) which is designed to improve service quality, cycle time, and cost in each core and support process. Core processes and selected support processes are managed by a "process owner." Each process has outcome indicators that drive the hospital's overall key measures. A seven-step problem solving process is often used to analyze gaps in performance and develop/implement countermeasures to improve performance. Extensive training in CTi six sigma and TQM concepts and principles has been provided to a wide range of employees who are currently utilizing their skills to resolve problems and improve processes throughout the hospital. Many employees have been certified by CTi as six sigma "blue" belts.

**Business Results:** FSH employees have created a culture of performance excellence. Resident satisfaction has increased from 66% to over 90% over the past 4 years. Non-resident satisfaction among key stakeholders approaches 100%. Resident injuries have decreased steadily and are currently 60% better than the industry average. Decreasing employee injuries has resulted in a 43% decrease in cost of worker's compensation claims in the past three years. Employee turnover rate is 82% lower than comparable community hospitals competing for the same qualified medical personnel. Multiple clinical performance indicators have demonstrated steadily improving trends. Overtime cost has been reduced by 25% for the past four years. These results have been achieved while operating within 0.3% of variance from budget for the past three years! In being recognized as a Role Model for Organizational Excellence, FSH has become the only government-run mental health hospital in the southeastern United States to receive the top-level award from a Malcolm Baldrige Based Criteria state award program. This is a great honor and we are looking forward to continuing our quality journey to ensure that we will always be the best for our residents, our employees, and our community!

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