

NORTHEAST FLORIDA STATE HOSPITAL WINS STERLING AWARD

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Tallahassee, Florida

Northeast Florida State Hospital (NEFSH), a 593-bed, licensed mental health treatment facility, operated under purview of the Florida Department of Children and Families (FDCF), has been awarded the Florida Governor's Sterling Award for Performance Excellence. The facility is the largest public civil mental health hospital in the state, serving approximately 800 people annually. Constructed in the 1950's, the facility officially opened in August of 1959. NEFSH employs 1250 full-time staff and has an operating budget of \$51,702,789. NEFSH serves citizens in five FDCF districts, comprised of 27 counties, representing 40% of Florida's total population.



In 1996, Florida's Department of Children and Families engaged Competitive Technologies, Inc. (CTi) and its consulting team, led by Bob Seemer, to conduct a Florida Sterling and Malcolm Baldrige based assessment and develop 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 significantly improve NEFSH's operating 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 Northeast Florida State Hospital (NEFSH) management system.

NORTHEAST FLORIDA STATE HOSPITAL'S VISION:

"NEFSH will be a nationally recognized leader in providing comprehensive treatment and rehabilitation programs to Florida's mentally ill people. Services will be provided based on individual needs and preferences in an environment that fosters normalization and maximizes opportunities for community integration. Residents and staff will be empowered to reach their maximum potential and will be satisfied with their living and working environment respectively."

NORTHEAST FLORIDA STATE HOSPITAL'S MISSION:

"The mission of Northeast Florida State Hospital is to provide comprehensive treatment, support and rehabilitation to ensure timely transition to the community in a manner proven to be customer driven, community integrated, cost effective and outcome oriented."

NORTHEAST FLORIDA STATE HOSPITAL'S CORE VALUES:

- **People:** All people have intrinsic value and merit dignity, courtesy and respect. We help people we serve overcome problems by building hope, self-respect and self-sufficiency and by developing the skills and resources needed to serve them well.
- **Partnership:** We are partners with families, individuals and communities to help them to be safe, stable and self-sufficient. As partners in our communities, we work to solve problems and create opportunities to deliver services more efficiently and effectively.
- **Quality:** Our work is vital, and we take pride in doing it well. We are committed to delivering quality services, producing positive results and achieving client satisfaction. We support continuous learning and professional growth.
- **Accountability:** We are accountable to the people of Florida. The public has a right to be informed of our successes and failures and to examine our decisions and actions. We freely admit our mistakes and learn from them to improve our services and results.
- **Teamwork:** Our most valuable asset is dedicated, well-trained staff, working together to meet any challenge. We work as a team to coordinate and integrate services for our clients. We respect differences of opinion and recognize that the best ideas result from open and honest communication.
- **Integrity:** We are fair, open and honest in our daily work with our fellow employees, the people we serve and our community. We do not allow our personal biases to influence our professional judgment.

ESSENTIAL SERVICES:

NEFSH provides individuals with a variety of person-centered services. Core services include health care, psychiatric treatment, psychiatric rehabilitation, vocational training, behavior analysis, and care coordination with the facility's partners. Assessment, diagnostic and treatment services are provided in concert with community mental health systems to transition individuals through the system of care in the most therapeutic and least traumatic manner possible. Multidisciplinary staff having a wide array of expertise provide services within seven residential units, eight clinical departments and 16 support service areas. Each treatment team is coordinated by a Qualified Mental Health Professional (QMHP), with team membership including the personal advocate, Northeast Florida State Hospital along with significant others as indicated or required by individual need. The people served are empowered and encouraged to make choices regarding treatment activities and goals. Services, therefore, are truly customer focused and designed with the customer to ensure his or her unique needs and desires are proactively addressed.

LEADERSHIP:

Working from the Mission, Vision, and Values statements, the leadership at NEFSH has strategically planned and guided development of methods to provide services based on individual needs and preferences in an environment that fosters normalization, and maximizes opportunities for community integration in a cost-effective manner.

STRATEGIC PLANNING:

The NEFSH Business Planning Process has, over the years, become highly refined, used to create and deploy long-term (strategic) and short-term tactical plans. The Strategic Planning Process is based upon a five-year cycle designed to align the

hospital's Strategic Goals and Objectives with those of the parent organization, the FDCF, as well as with the expectations and recommendations of various customer groups, individuals served, and staff. On an annual basis the Executive Management Team analyzes external and internal information leading to the development of the facility's key initiatives. Using CTI's 10-step Strategic Planning Process, each year's annual business objectives are developed to target areas identified through the analysis of this information, along with consideration of gaps in critical business indicators.

CUSTOMER AND MARKET FOCUS:

Northeast Florida State Hospital is legally mandated to serve individuals with mental illness from 27 counties within Northeast Florida. Executive managers spend many days annually in communities and outside agencies engaged in listening and learning activities to determine the needs of customers and partners. In collaboration with its primary customer and target groups, NEFSH solicits input to determine annual needs and requirements. Primary customer satisfaction is obtained using monthly surveys, which measure a variety of treatment and support variables. The Customer Satisfaction Review Team operates throughout the year collecting and analyzing important needs and preferences. A formal Complaint Management Process deals with day-to-day issues, and strives to resolve complaints quickly to satisfy the customer. In addition, internal customer (staff) satisfaction is regularly surveyed via transactional approaches by a number of core and support departments.

INFORMATION AND ANALYSIS:

Northeast Florida State Hospital uses a wide variety of data and information to plan, manage and improve operations throughout the organization. Comparative analysis and benchmarking are key to ensuring that hospital processes satisfy targets and expectations of each customer. Information and process performance are analyzed using process management, a 10-step Continuous Quality Improvement Process, and other quality management tools and techniques. Organizational performance is systematically reviewed and improved through a variety of meetings and workgroups. For example, the Quality Council meets monthly to review progress on Annual Business Objectives, as well as to analyze and critique the many ongoing Continuous Quality Improvement projects active in the hospital.

HUMAN RESOURCES:

NEFSH employees are the organization's greatest asset in the delivery of quality treatment and support. NEFSH's work is designed and organized to promote individual initiative and flexibility in responding to the needs of our customers. Supervisors encourage employees to become involved in the day-to-day improvement activities to enhance performance, promote efficiency and increase morale. Employees assist in developing their job specific standards, designed to directly support strategic and annual objectives. Annual reviews by supervisors track and document progress made in attaining these standards. Additionally, Individual Development Plans are used to track skills, abilities, and knowledge employees need to advance in their careers. Learning events are scheduled and attended to address these needs. Exemplary performance is reinforced daily, monthly and annually in a number of ways, from simple recognition certificates from co-workers to Davis Productivity Awards from a state-level review board.

PROCESS MANAGEMENT:

NEFSH utilizes CTi's process management methodology to align core and support activities with the customer and market requirements identified in the Strategic Planning Process. The NEFSH macro flow chart describes the overall operation, while core process owners at the departmental level oversee micro process flows that support the overall macro. The macro process flow, along with the departmental micro flows, allows all levels within the hospital's management system to review the status of performance associated with their respective core and support processes. Here the in-process (P) and end of process (Q) indicators are tracked to ensure quality levels of performance are maintained. When it is determined that the people being served require a new or improved process, a design team format is utilized to develop new services. Design teams are appointed based on a combination of individual staff competencies and/or managerial expertise. Processes are improved using CTi's six sigma QIC Story methodology.

BUSINESS RESULTS:

Over the years, NEFSH has developed and implemented a culture of quality that permeates all areas of the business. As a testimony to these efforts, the business results obtained indicate that NEFSH is a leader in the provision of services to persons with mental illness. For example, on a statewide tool measuring customer satisfaction, in just two years NEFSH has improved from 80% to 99.5%, currently ranking first among the state mental health treatment facilities. On a family satisfaction measure, NEFSH has outscored its nearest competitor, a previous Sterling Award winner. A two year comparison on the improvement of people served indicated that NEFSH again performed best, and significantly better than the statewide average. The use of emergency procedures has steadily declined over the past six years. In the financial arena, NEFSH's bed cost per day is substantially lower than the state average and the rate for private community hospitals. NEFSH's bed utilization rate has been among the best in the state for several years running. All of these very positive results have been obtained while achieving the highest staff satisfaction statewide. In recognition of these high caliber results, Northeast Florida State Hospital received this year's Governor's Sterling Award for Organizational Performance Excellence.

For more information, please contact NEFSH at (904) 259-6211.