

Leader Evaluation Manager[®]: Connecting to Purpose Through Connecting to Mission

Michael S. Rosenblatt, MD, MPH, MBA, FACS

Lahey Clinic
(Burlington, MA)

Lahey Clinic

- Physician-led multispecialty group practice started in 1920 in Boston
- In 1979, built their own hospital 12 miles northwest of Boston
- Now has 2 hospitals and 16 outpatient sites
- 500+ employed physicians and total of 5000 colleagues
- Now part of a new Lahey Health System

Context

- Introduction of Studer Group® principles and practices doesn't happen in a vacuum
- New Senior Leadership Team arrived in Oct 2010
- Evolving and Incompletely Communicated Strategy
- Simultaneously Lahey Clinic rolled out new Incentive Compensation Program to all physicians and managers (N=850) December 2010
- Engaged Studer Spring 2011
- Challenge of Integrating and Aligning around Strategy, Compensation Plan, and Studer Group® Simultaneously

Context

- October 2011- Quarterly Lahey Leadership Development program (LLD*)
- Studer Group[®] presented a generic overview of the Leader Evaluation Manager[®]

*LLD is Lahey's term for the Leadership Development Institute

Context

- The cart before the horse
- Lacked clear linkage to Lahey Clinic
- LEM needs to be driven by strategy which to that point was poorly articulated
- Metrics Examples and 1-5 ranges of accomplishment didn't match our new Incentive Compensation metrics and High Performance, Target, Threshold nomenclature

- This created confusion over how our evolving strategy was linked to our incentive compensation model and how LEM fit in to it all
- Real disappointment and urgency for correcting this critical issue

Out of Confusion- Opportunity

- I saw an opportunity to bring Strategy, Incentive Compensation and LEM together by introducing a new performance management system based on the underlying cascading nature of LEM and monthly meetings
- The LLD gave us a forum to:
 - Articulate the Organization's Strategy
 - Link Strategic Initiatives to Strategy
 - Link Departmental and Individual Actions to Strategic Initiatives
 - Connect Incentive Program to Strategic Initiatives
 - Re-introduce Lahey's Use of LEM

- My qualifications are:
 - Member of Medical Staff since 1993, Member of Board since 2001, CMO-Hospital since June 2011
 - Pursued an MBA out of residency (1997) with established administrative experience as a “fixer”
 - Led a “skunk works” on developing a Balanced Scorecard that unfortunately never saw the light of day in the previous senior leadership administration
 - 7 years of national Baldrige Examiner experience including 3 years on the Judges Panel
 - Kaplan-Norton Balanced Scorecard™ Certified

Re-Introducing the Leader Evaluation Manager[®] (LEM)

LEM Team- Mike Rosenblatt, Tim O'Connor, Jeff Holden,
Dick Nesto, Lynn Malloy Stofer, Joan Robbio, Mary Anna
Sullivan, Connie Crowley-Ganser, Jeff Doran, Rich Bias

Presented February 2012

Context

Context

Mission, Guiding Principles (Values)

Context

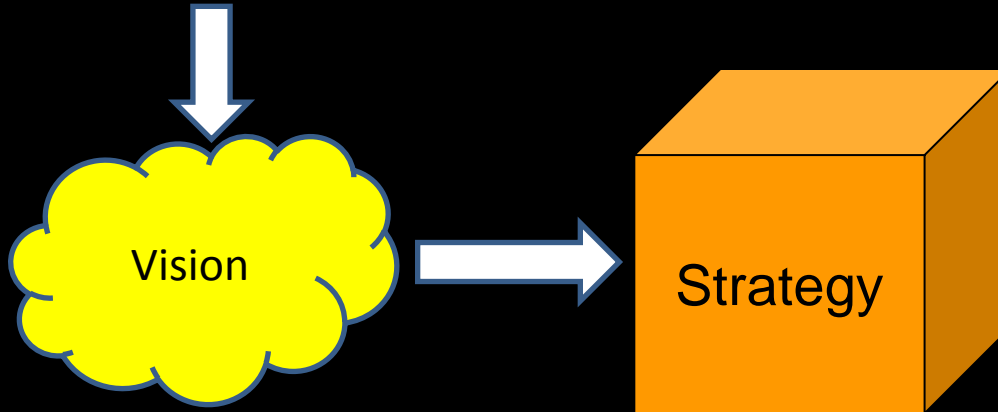
Mission, Guiding Principles (Values)



Vision

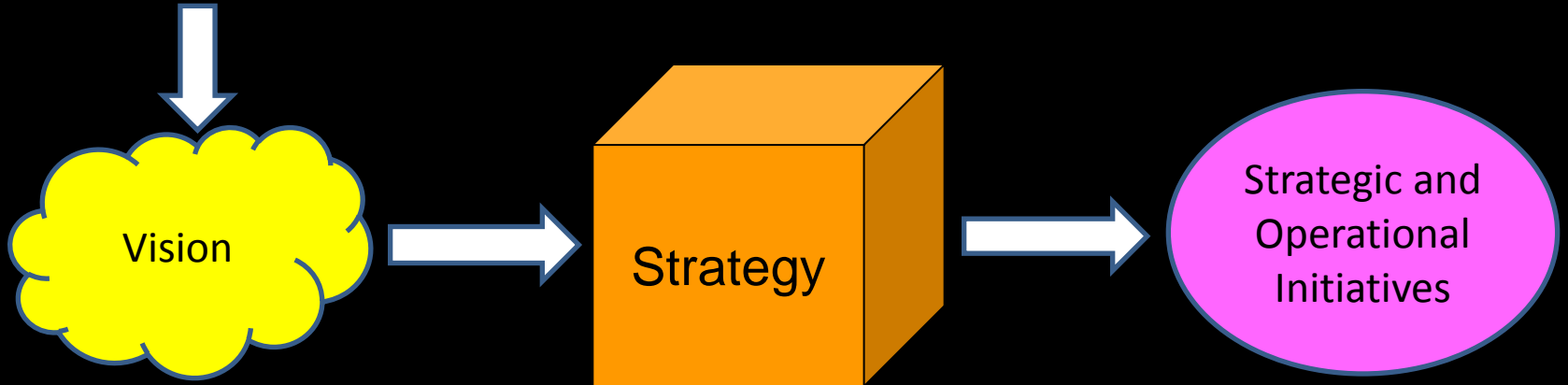
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Mission, Guiding Principles (Values)



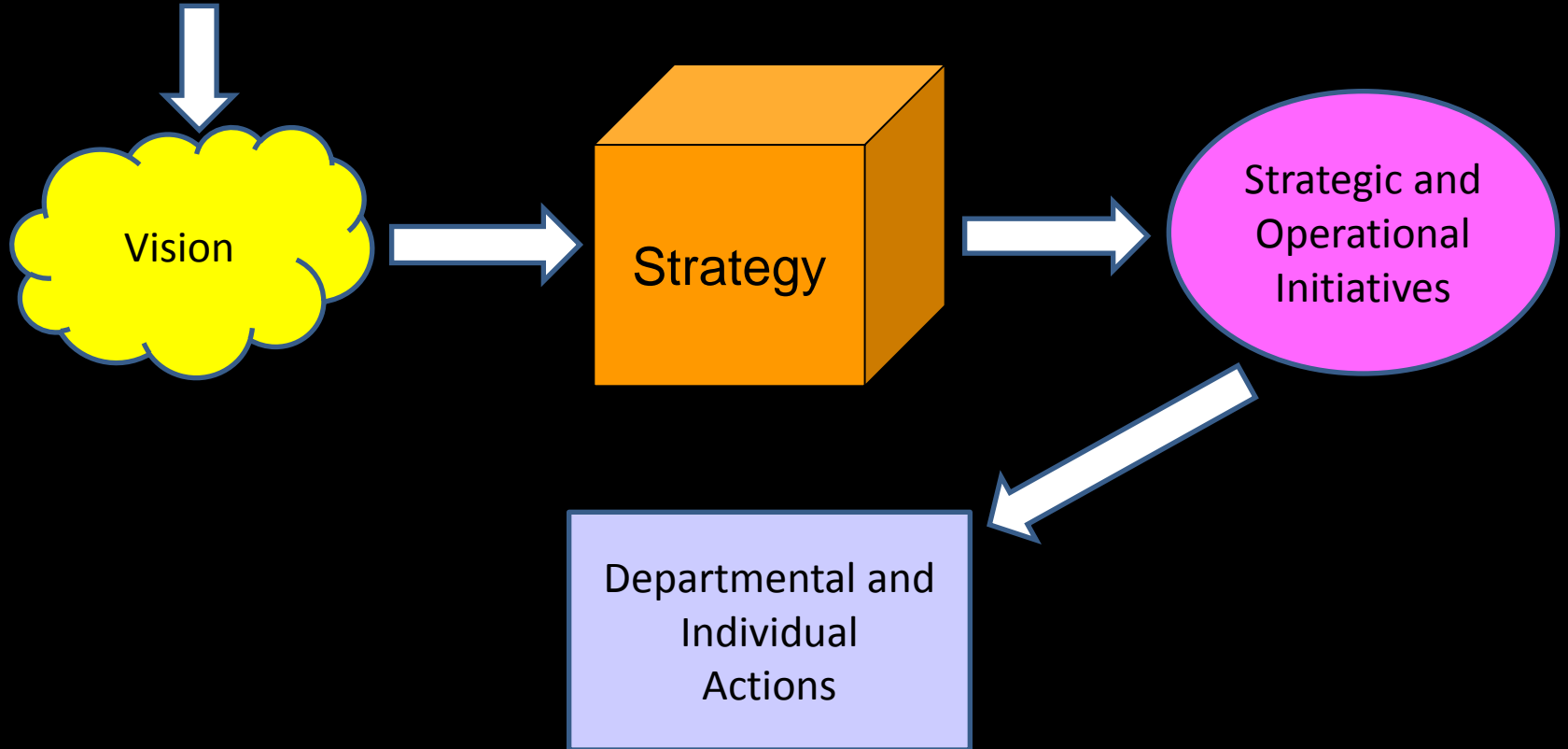
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Mission, Guiding Principles (Values)



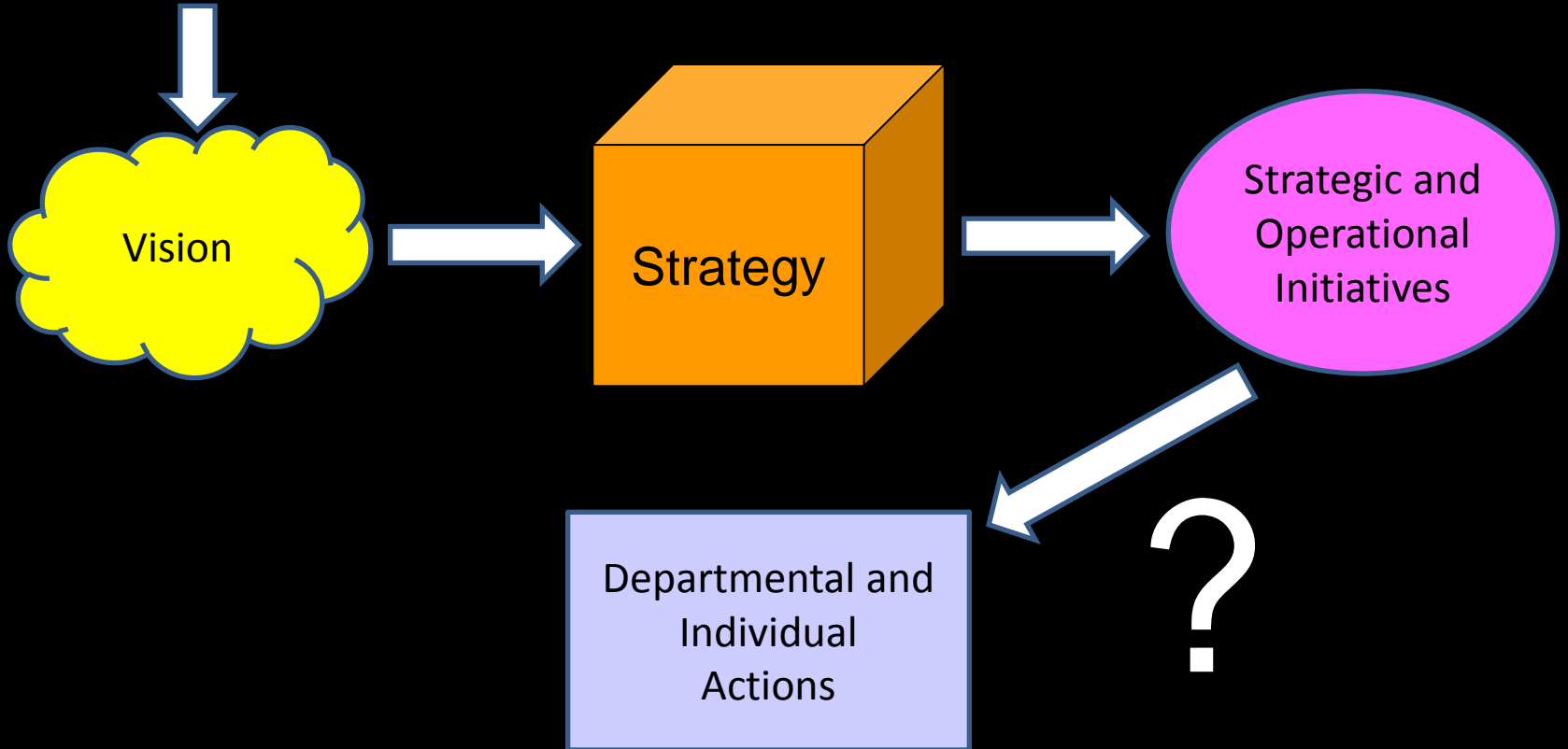
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Mission, Guiding Principles (Values)

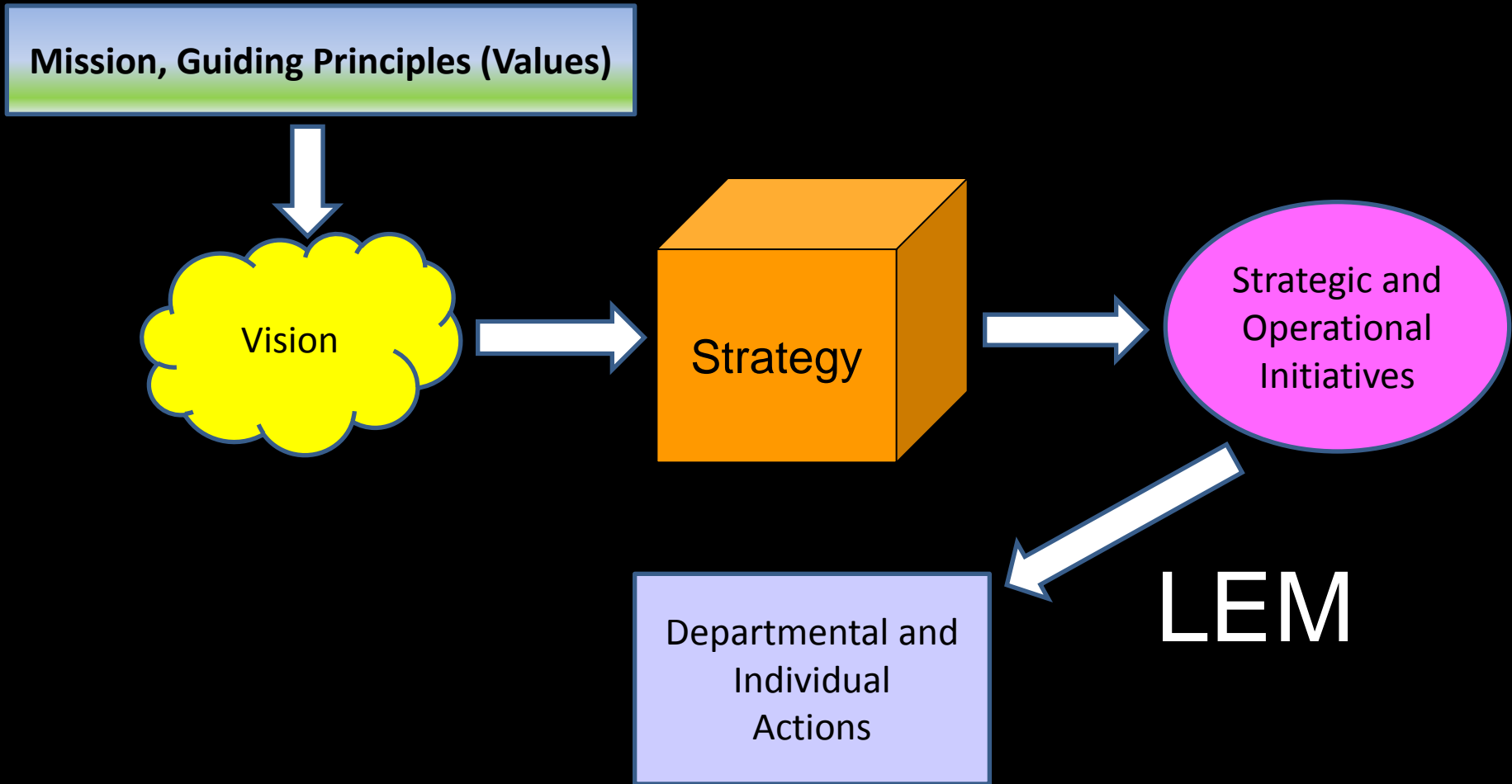


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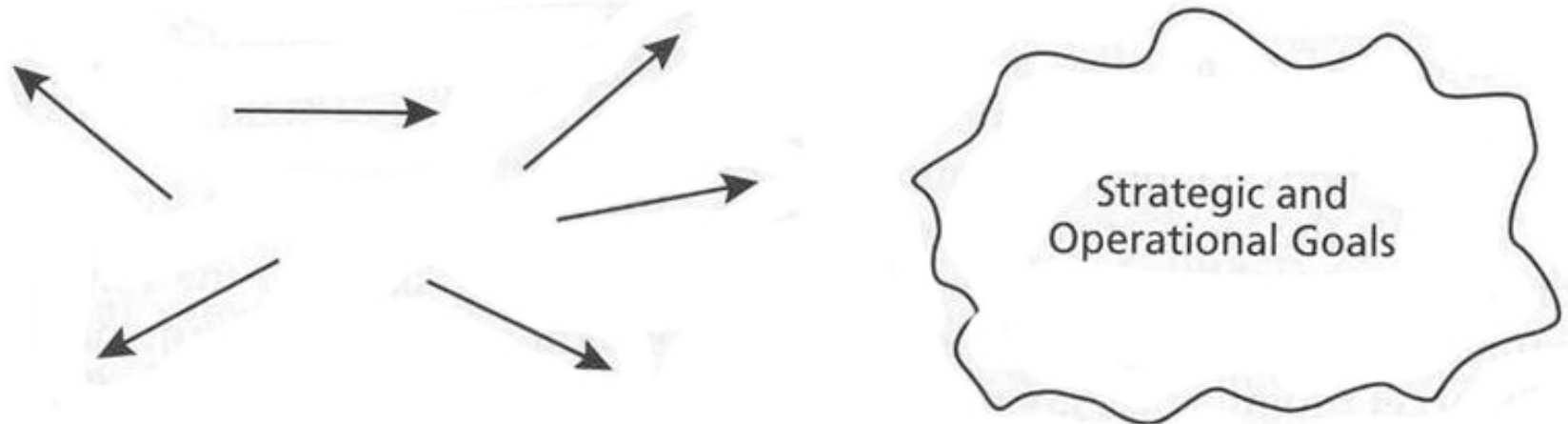
Mission, Guiding Principles (Values)



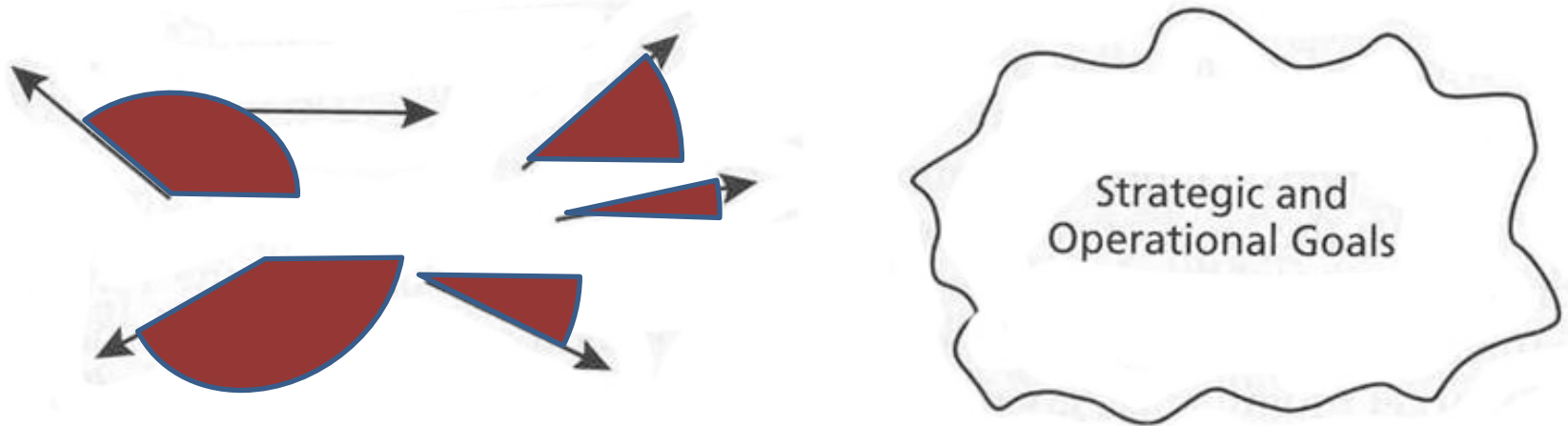
Context



Reacting To Problems

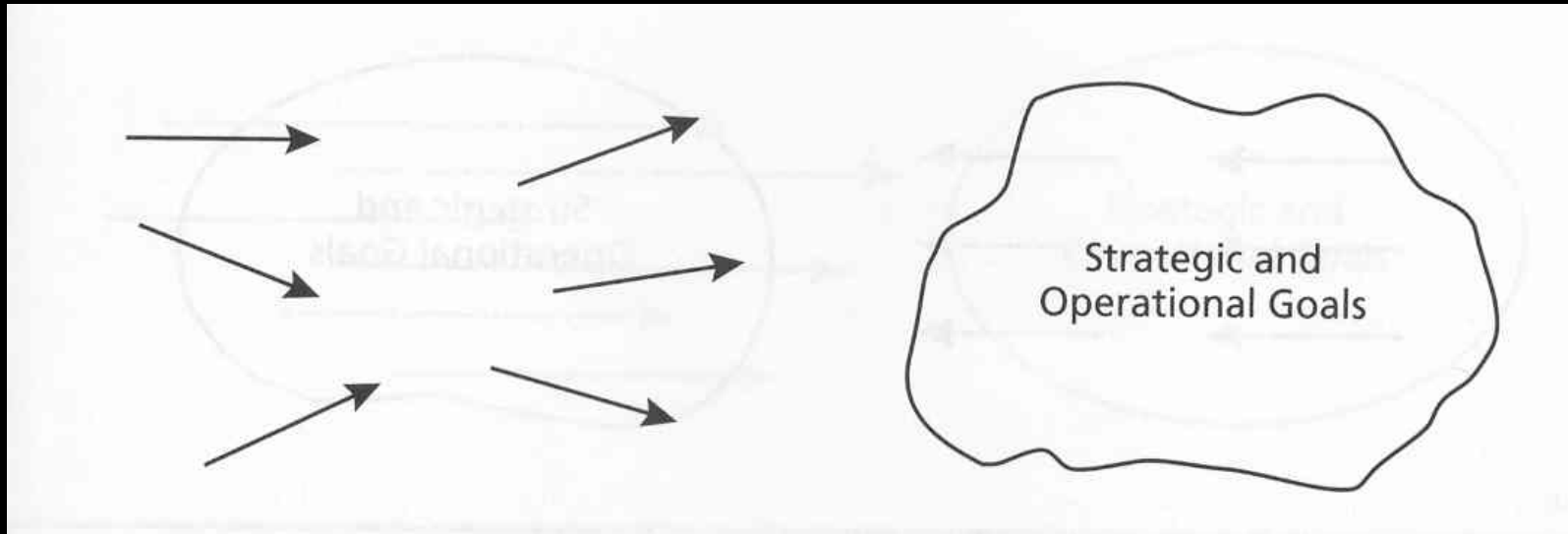


Lots of Waste of “Time” and “Money”

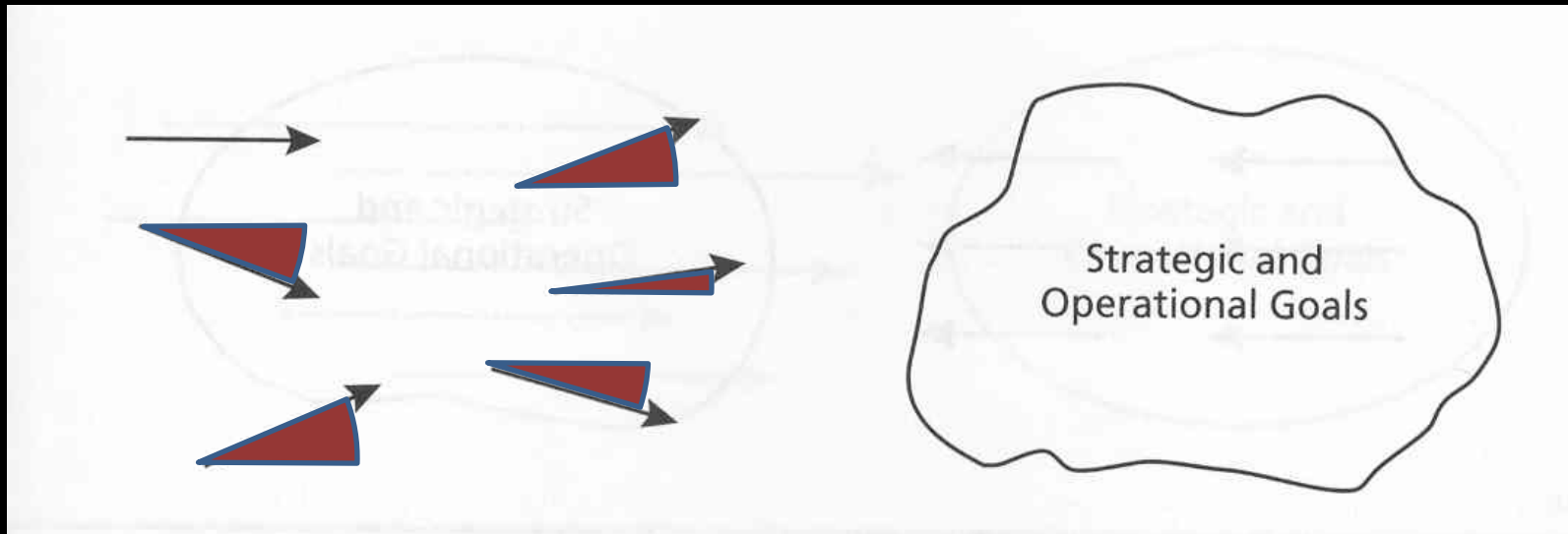


Adapted from Malcolm Baldrige National Quality Award materials

Early Systematic Approach: Repeatability, Early Coordination

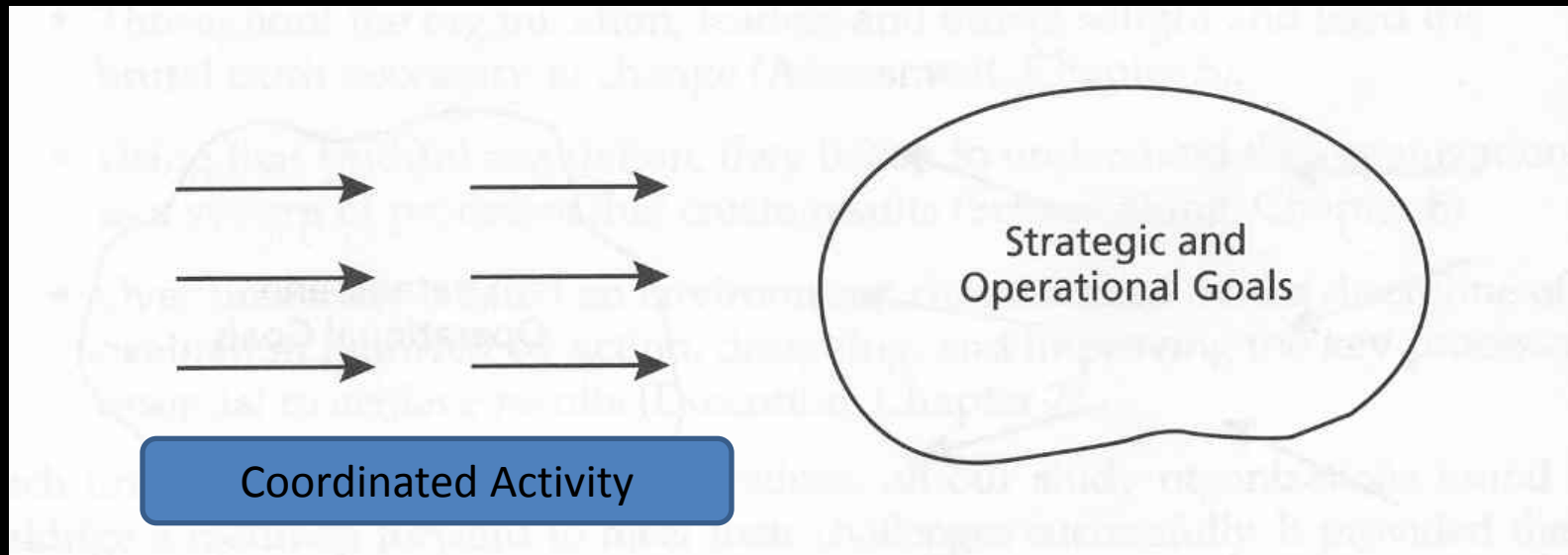


Still Lots of Waste

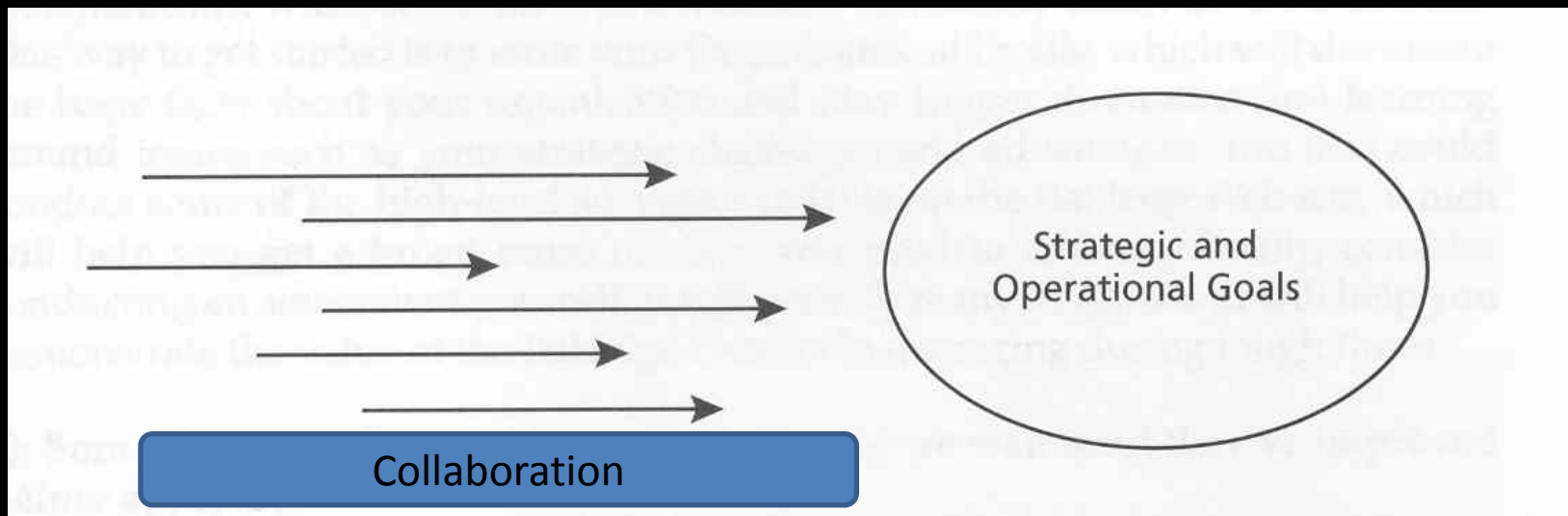


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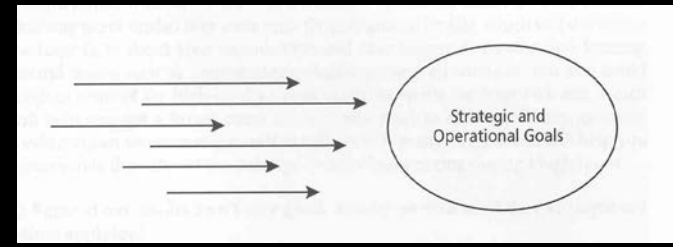
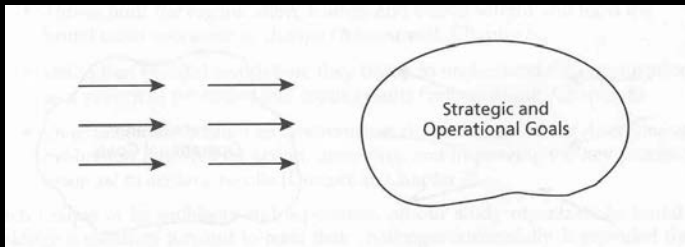
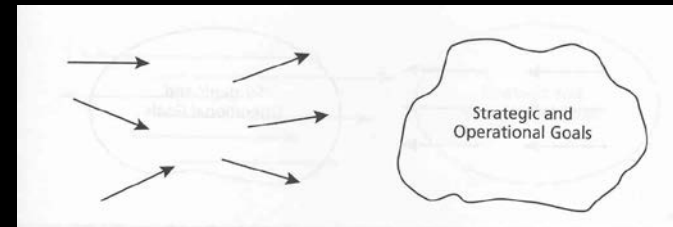
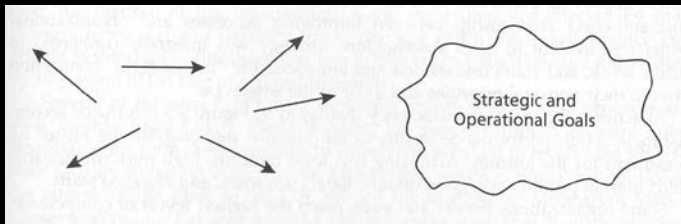
Aligned Approach: Little Waste But Opportunities for Efficiencies Remain



Integrated Approach: Collaboration Leads to Efficiencies and Amplification



LEM ENABLES ALIGNMENT AND INTEGRATION



Connecting to Purpose
Through
Connecting to Mission

MISSION

Why We Exist

MISSION
Why We Exist

VALUES/GUIDING PRINCIPLES
What Is Important To Us

MISSION
Why We Exist

VALUES/GUIDING PRINCIPLES
What Is Important To Us

VISION (“Goal”)
What We Want To Be

MISSION
Why We Exist

VALUES/GUIDING PRINCIPLES
What Is Important To Us

VISION (“Goal”)
What We Want To Be

To Care for our patients:

- With compassion and openness
- With unsurpassed expertise
- With a drive for continuous learning and improvement

Respect, Caring, Teamwork and Excellence

To be recognized as one of the world’s premier health care organizations

- Provide superior health care leading to the best possible outcome for every patient;
- Exceed each day our patients’ high expectation for service;
- Advance medicine through research and the education of tomorrow’s health care leaders
- Promote health and wellness in partnership with the diverse communities we serve

MISSION
Why We Exist

VALUES/GUIDING PRINCIPLES
What Is Important To Us

VISION (“Goal”)
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- Promote health and wellness in partnership with the diverse communities we serve

MISSION: To use world renowned medical knowledge, skills and compassion to maintain, restore and extend life

VISION: To be one of the premier integrated delivery systems in the world

MISSION
Why We Exist

VALUES/GUIDING PRINCIPLES
What Is Important To Us

VISION
What We Want To Be

STRATEGY
How We Will Get There

STRATEGY

STRATEGY

MISSION

STRATEGY

MISSION

VALUES/GUIDING PRINCIPLES

STRATEGY

MISSION

VISION

VALUES/GUIDING PRINCIPLES

STRATEGY

MISSION

VISION

People/Learning/
Support Perspective:

How will we sustain
our ability to change
and improve to enable
our Colleagues to
maximally perform?

VALUES/GUIDING PRINCIPLES

STRATEGY

MISSION

VISION

**People/Learning/
Support Perspective:**

How will we sustain our ability to change and improve to enable our Colleagues to maximally perform?

Colleague
Development

VALUES/GUIDING PRINCIPLES

STRATEGY

MISSION

VISION

**People/Learning/
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How will we sustain
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and improve to enable
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Colleague
Development

Infrastructure
Development

VALUES/GUIDING PRINCIPLES

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Colleague
Development

Infrastructure
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Performance
Management

VALUES/GUIDING PRINCIPLES

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Colleague
Development

Infrastructure
Development

Performance
Management

Education

VALUES/GUIDING PRINCIPLES

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Infrastructure
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Performance
Management

Education

Research

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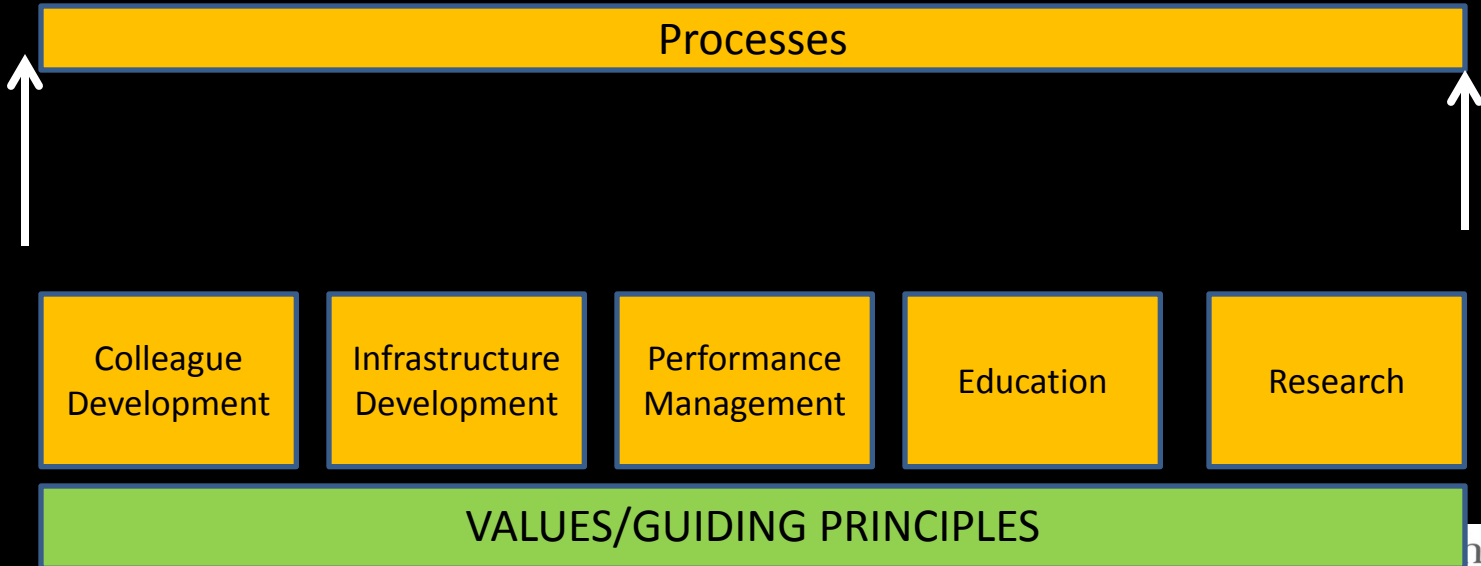
VISION

Internal Perspective:

To Satisfy our “customers” which operational processes must we excel at to deliver Strategically Important Processes?

People/Learning/Support Perspective:

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STRATEGY

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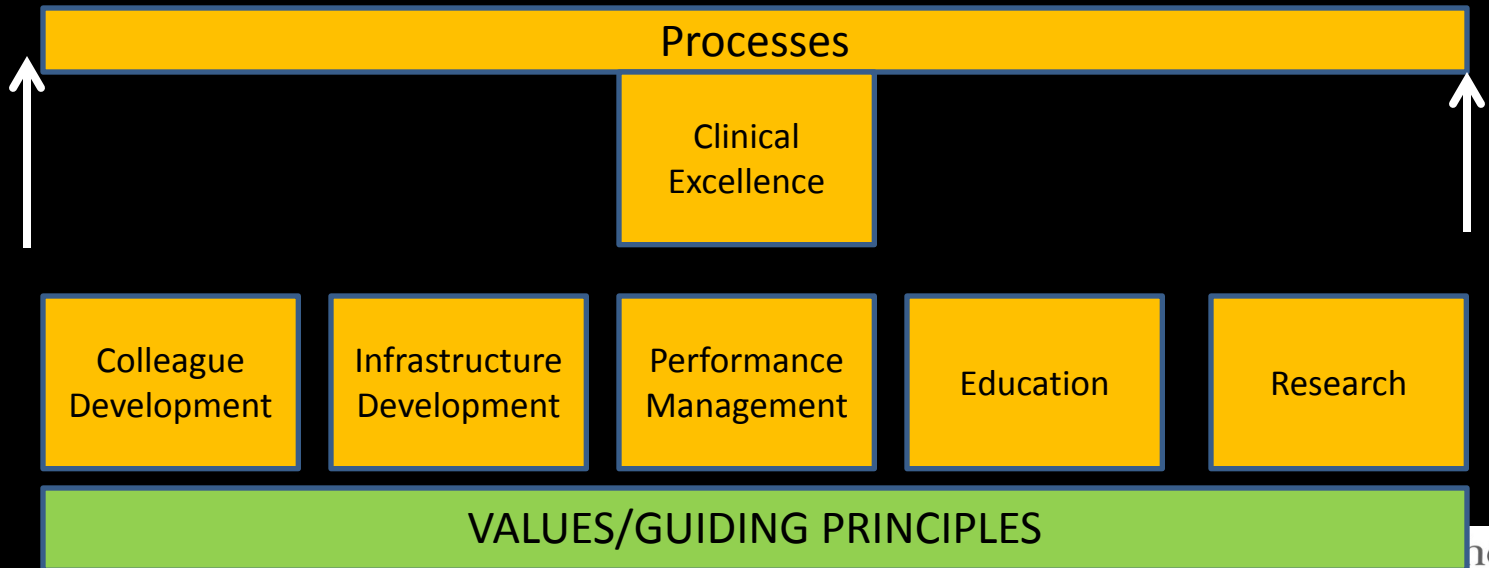
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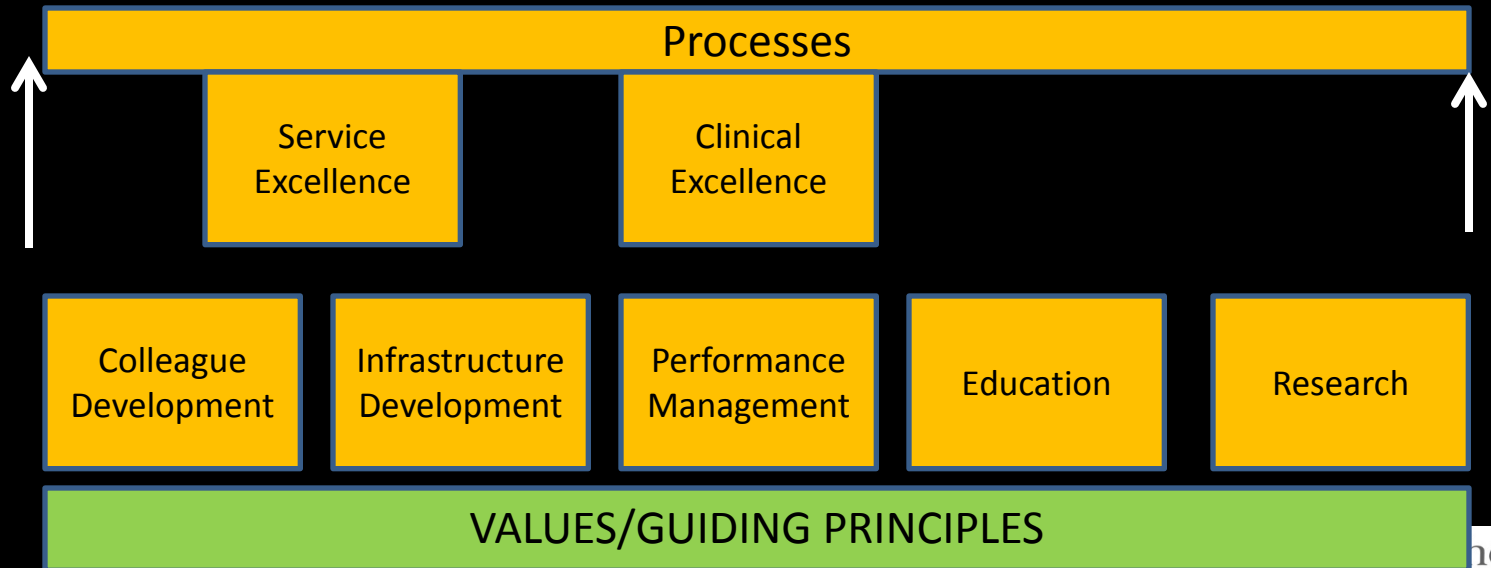
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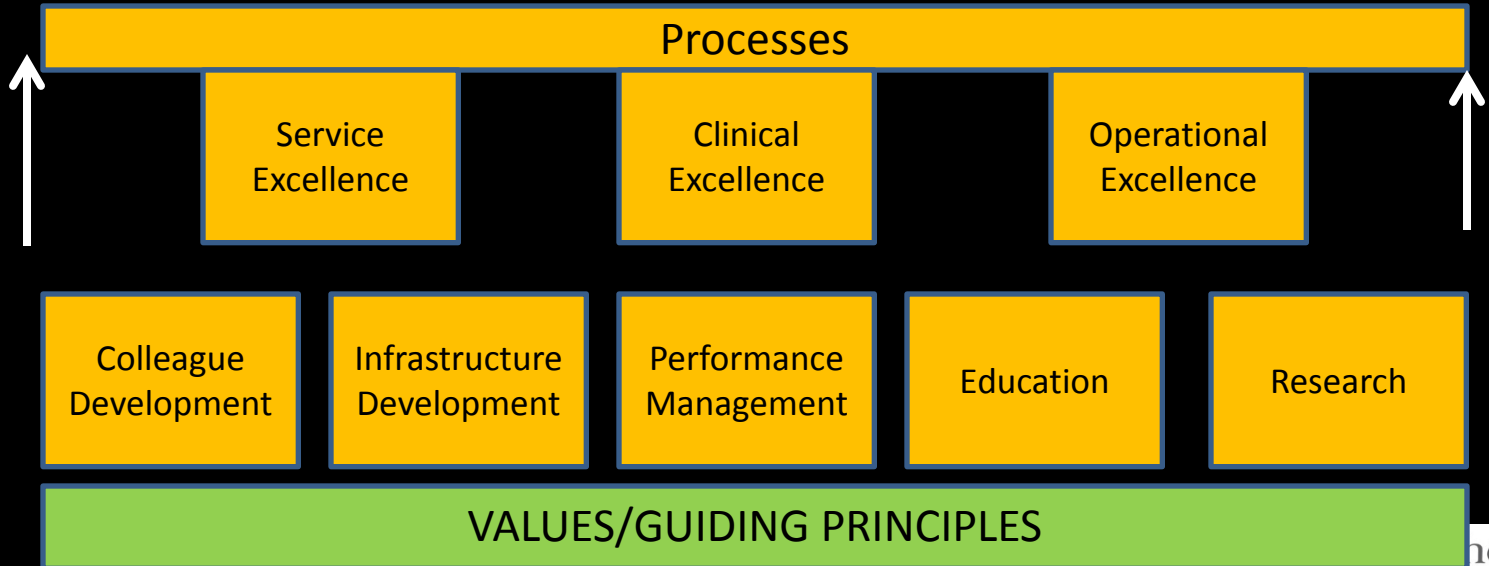
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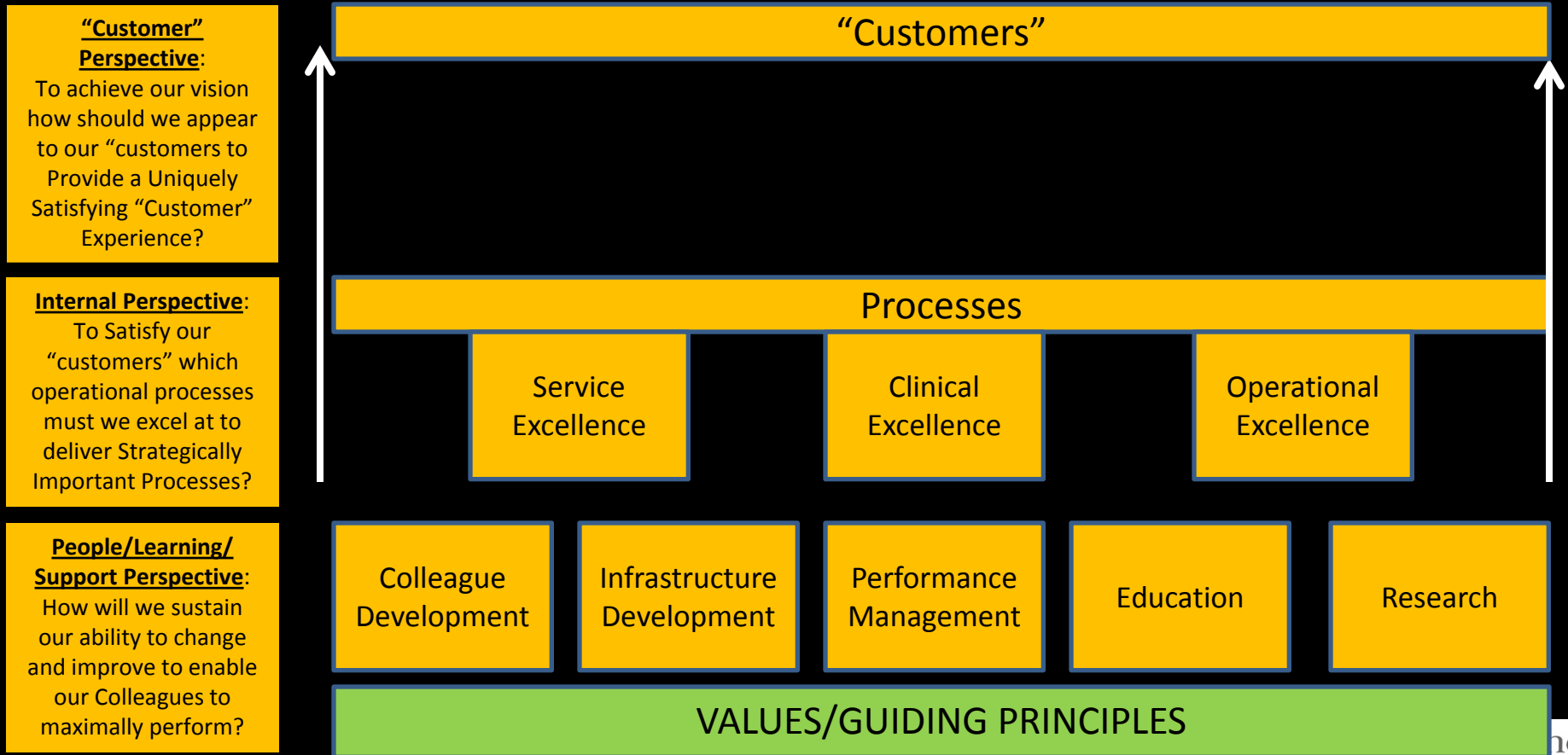
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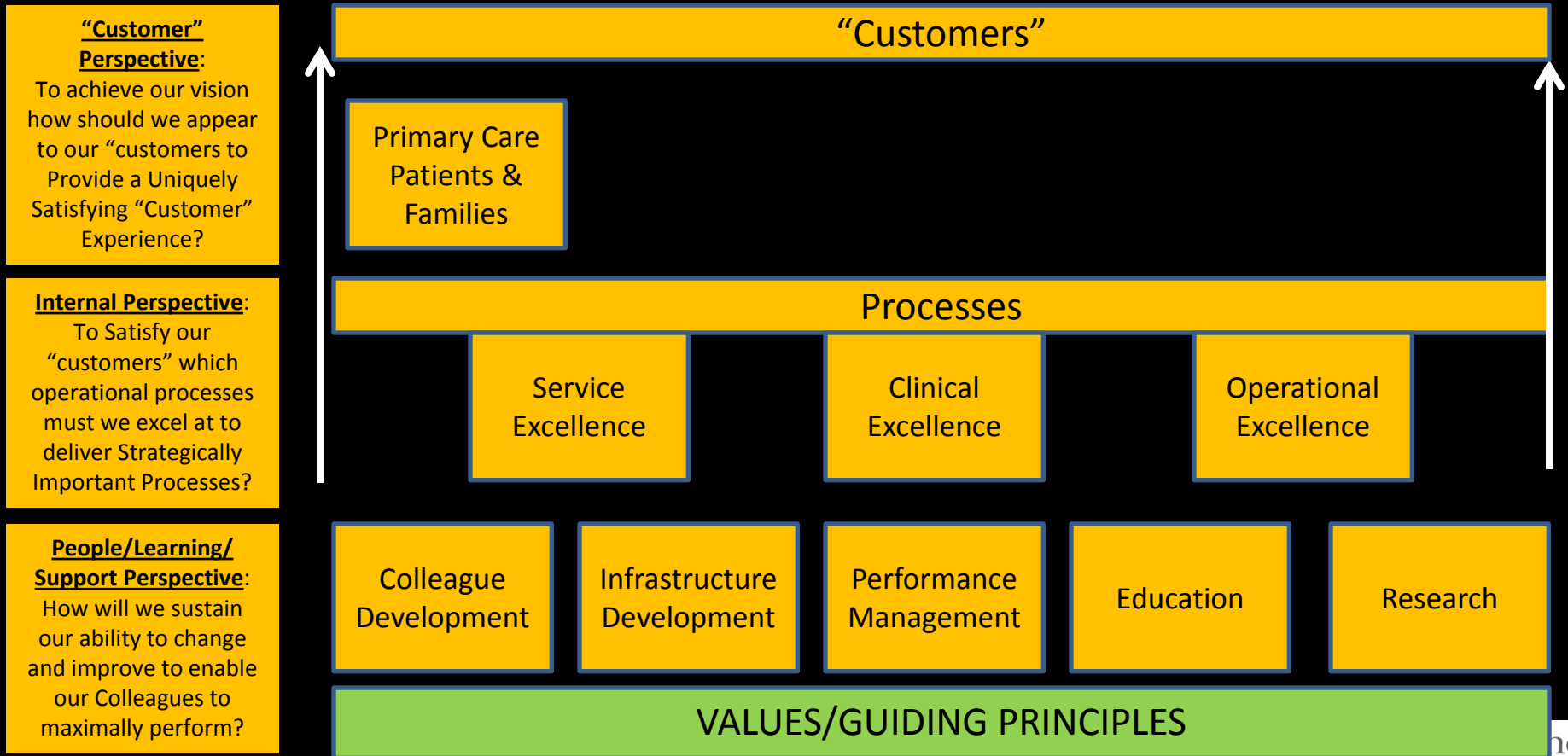
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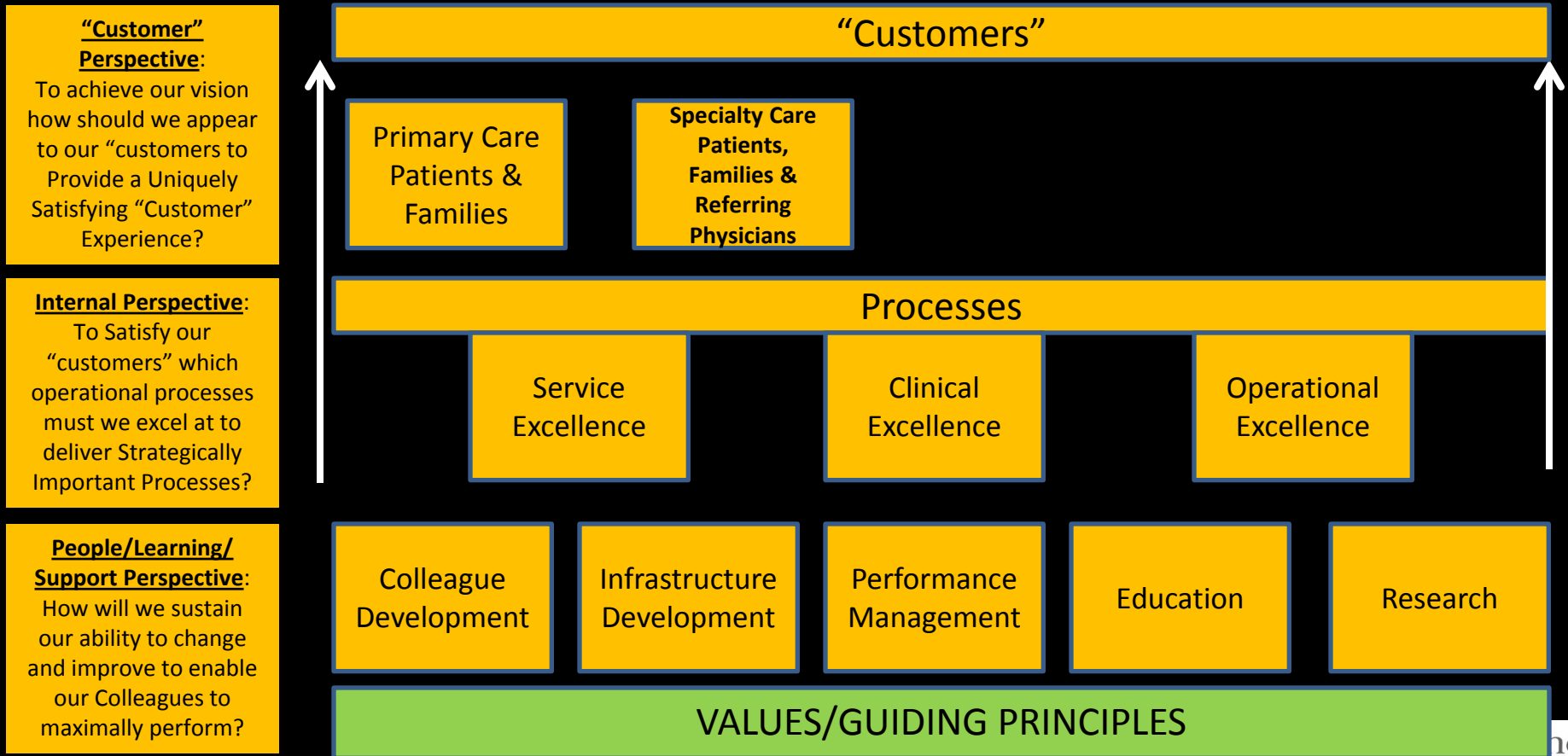
VISION



STRATEGY

MISSION

VISION



"Customer"

Perspective:

To achieve our vision how should we appear to our "customers" to Provide a Uniquely Satisfying "Customer" Experience?

Internal Perspective:

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People/Learning/Support Perspective:

How will we sustain our ability to change and improve to enable our Colleagues to maximally perform?

"Customers"

Primary Care
Patients &
Families

Specialty Care
Patients,
Families &
Referring
Physicians

Processes

Service
Excellence

Clinical
Excellence

Operational
Excellence

Colleague
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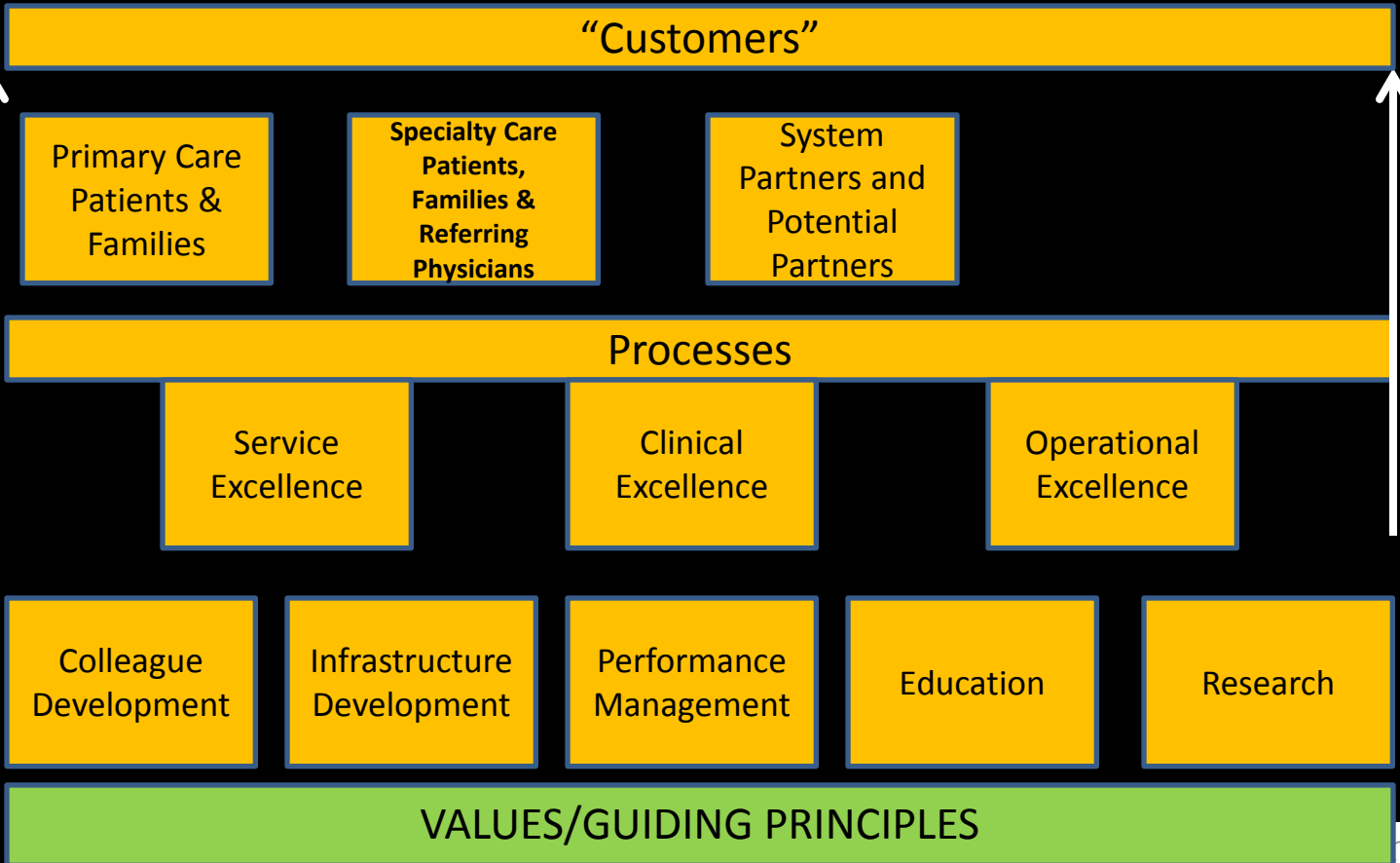
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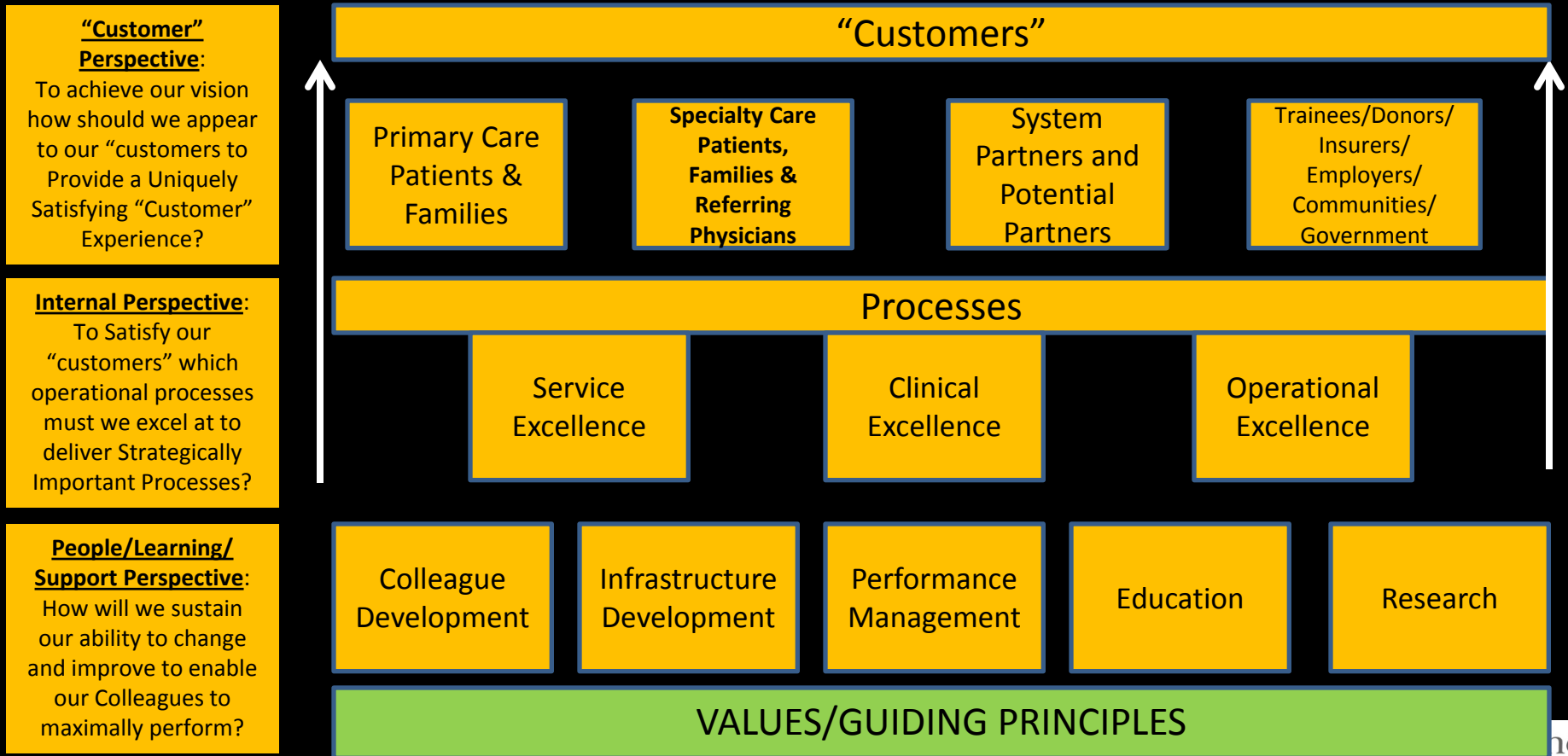
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STRATEGY

MISSION

VISION



STRATEGY

MISSION

VISION

Stewardship

Perspective:

To financially sustain our mission, what must we focus on to Ensure stewardship of the Clinic and Assure Financial Strength?

"Customer"

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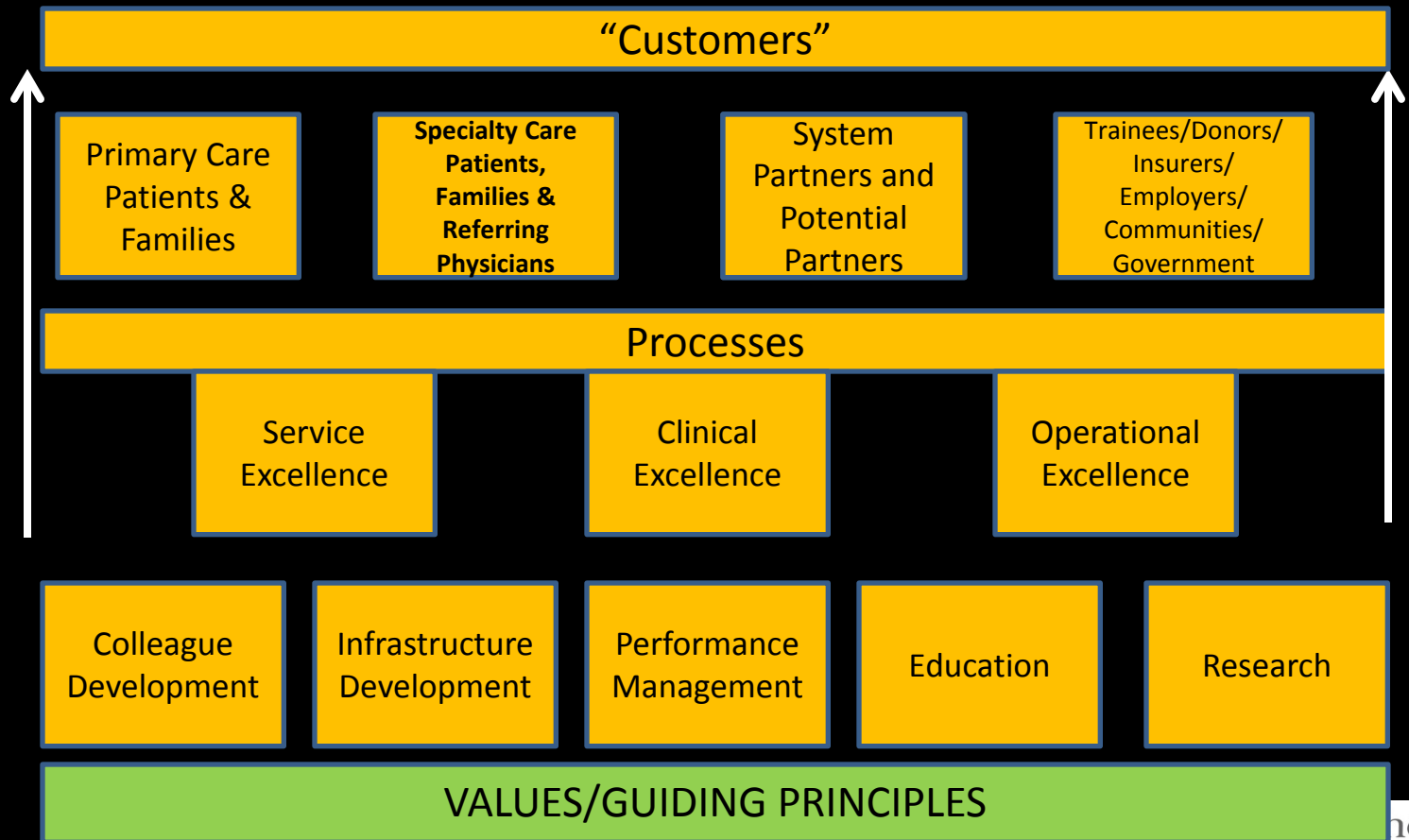
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People/Learning/

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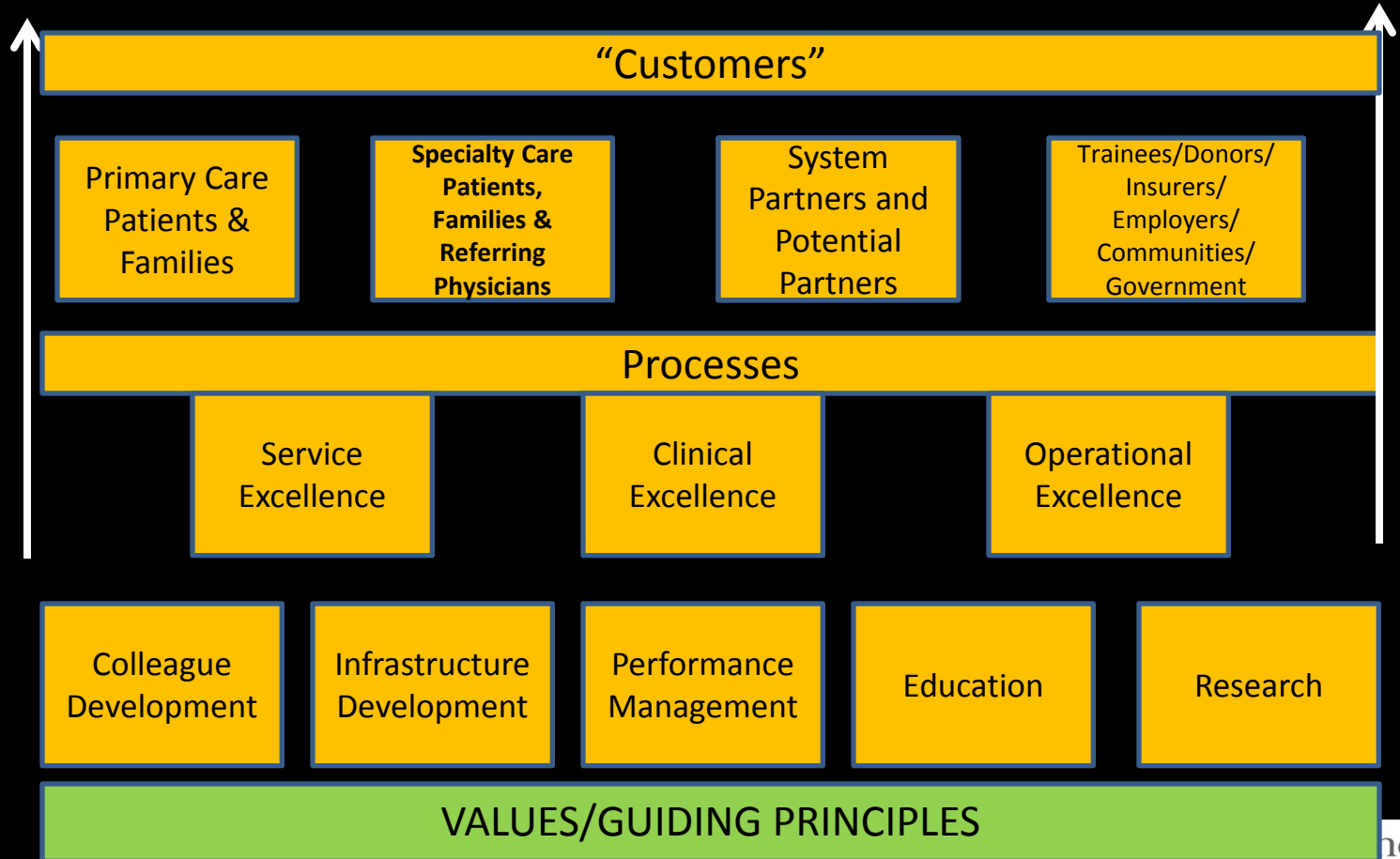
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People/Learning/

Support Perspective:

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Financial Strength into Perpetuity

"Customers"

Primary Care
Patients &
Families

Specialty Care
Patients,
Families &
Referring
Physicians

System
Partners and
Potential
Partners

Trainees/Donors/
Insurers/
Employers/
Communities/
Government

Processes

Service
Excellence

Clinical
Excellence

Operational
Excellence

Colleague
Development

Infrastructure
Development

Performance
Management

Education

Research

VALUES/GUIDING PRINCIPLES

STRATEGY

MISSION

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People/Learning/Support Perspective:

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Financial Strength into Perpetuity

Managed Growth

"Customers"

Primary Care
Patients &
Families

Specialty Care
Patients,
Families &
Referring
Physicians

System
Partners and
Potential
Partners

Trainees/Donors/
Insurers/
Employers/
Communities/
Government

Processes

Service
Excellence

Clinical
Excellence

Operational
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Colleague
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People/Learning/Support Perspective:

How will we sustain our ability to change and improve to enable our Colleagues to maximally perform?

Financial Strength into Perpetuity

Managed Growth

Value-Based Care

"Customers"

Primary Care
Patients &
Families

Specialty Care
Patients,
Families &
Referring
Physicians

System
Partners and
Potential
Partners

Trainees/Donors/
Insurers/
Employers/
Communities/
Government

Processes

Service
Excellence

Clinical
Excellence

Operational
Excellence

Colleague
Development

Infrastructure
Development

Performance
Management

Education

Research

VALUES/GUIDING PRINCIPLES

STRATEGY

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People/Learning/

Support Perspective:

How will we sustain our ability to change and improve to enable our Colleagues to maximally perform?

Financial Strength into Perpetuity

Financial Management
& Philanthropy

Managed Growth

Value-Based Care

"Customers"

Primary Care
Patients &
Families

Specialty Care
Patients,
Families &
Referring
Physicians

System
Partners and
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Partners

Trainees/Donors/
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Processes

Service
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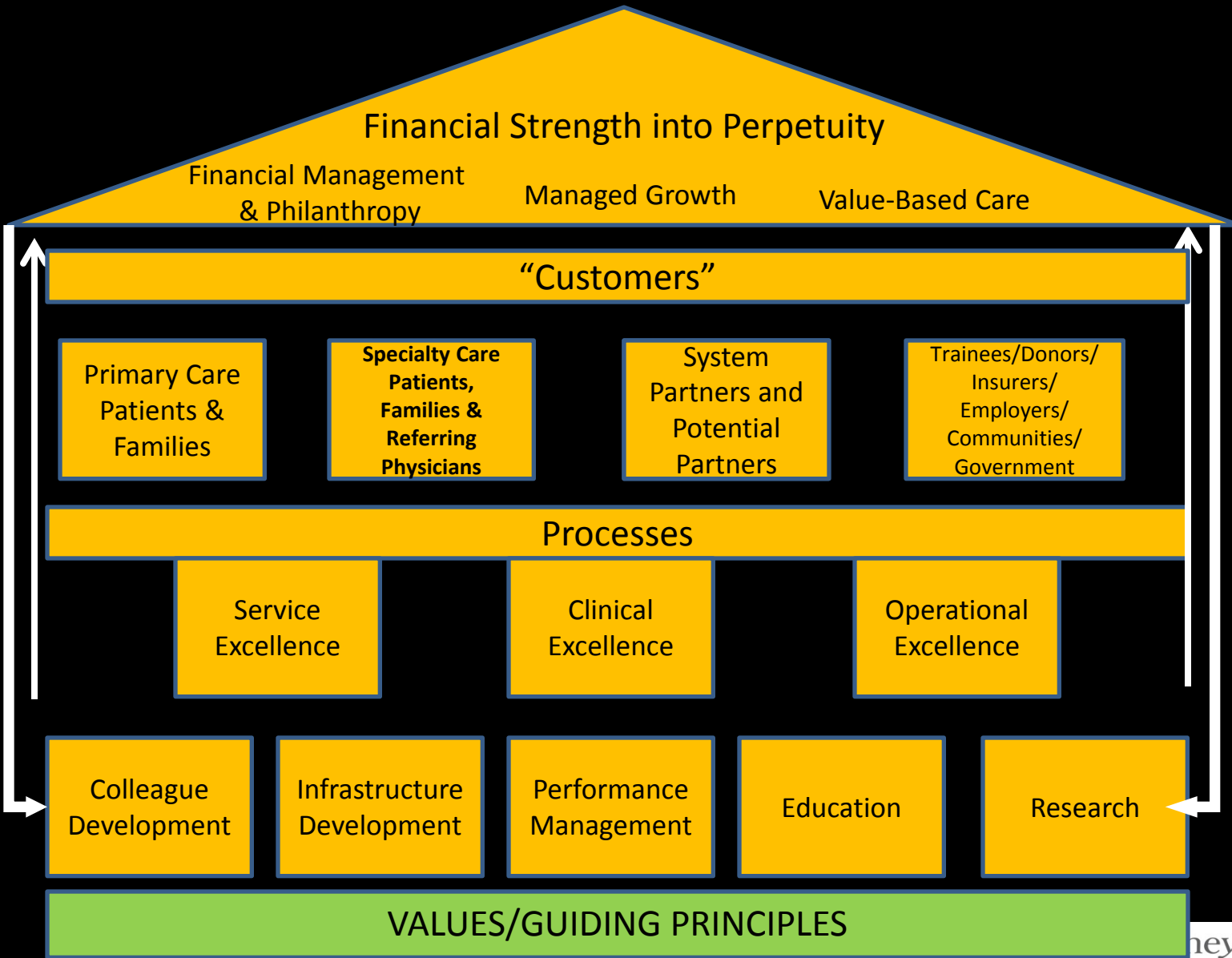
VISION

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People/Learning/Support Perspective:
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STRATEGIC THEMES

Managed Growth

Service
Excellence

Clinical
Excellence

Operational
Excellence

MISSION
Why We Exist

VALUES/GUIDING PRINCIPLES
What Is Important To Us

VISION
What We Want To Be

STRATEGY
How We Will Get There

IMPLEMENTATION PLANS
What We Need To Do

STRATEGIC INITIATIVES

Stewardship

Customers

Internal
Processes

People/
Learning/Support



Stewardship

Customers

Internal Processes

People/
Learning/Support

Primary Care

Specialty Patients/Family/Referring Physicians/
LHS Partner and Potential Partner Hospitals

Trainees/ Donors/Insurers/Employers/
Communities/Government

Provide Outstanding Patient Service

Demonstrate Continued Clinical Excellence

Strive for Operational Excellence

Stewardship

Customers

Internal Processes

People/
Learning/Support

Primary Care

Specialty Patients/Family/Referring Physicians/
LHS Partner and Potential Partner Hospitals

Trainees/ Donors/Insurers/Employers/
Communities/Government

Provide Outstanding Patient Service

Demonstrate Continued Clinical Excellence

Strive for Operational Excellence

Recruit/Develop/
Retain Quality
Colleagues

Match
State-of-
the-Art
Facilities to
Need

Complete EMR
Implementation

Enhance EBM
Practice

Implement
Performance
Management
System

Provide
World Class
Leadership
Effectiveness

Develop Industry
Leading
Colleague
Satisfaction

Develop
Research
Strategically

Evolve
Education
Program to
Meet Changing
Needs

Promote HRO
Culture

Stewardship

Customers

Internal Processes

People/
Learning/Support

Primary Care

Specialty Patients/Family/Referring Physicians/
LHS Partner and Potential Partner Hospitals

Trainees/ Donors/Insurers/Employers/
Communities/Government

Provide Outstanding Patient Service

- Insure Easy Access
- Provide Timely Service
- Insure Outstanding Interactions
- Provide Comfortable Environment

Demonstrate Continued Clinical Excellence

Strive for Operational Excellence

Recruit/Develop/
Retain Quality
Colleagues

Match
State-of-
the-Art
Facilities to
Need

Complete EMR
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Provide
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Promote HRO
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Internal Processes

People/
Learning/Support

Primary Care

Specialty Patients/Family/Referring Physicians/
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Trainees/ Donors/Insurers/Employers/
Communities/Government

Provide Outstanding Patient Service

- Insure Easy Access
- Provide Timely Service
- Insure Outstanding Interactions
- Provide Comfortable Environment

Demonstrate Continued Clinical Excellence

- Develop Leading-Edge Techniques and Programs
- Provide Right Care, Right Way, All The Time

Strive for Operational Excellence

Recruit/Develop/
Retain Quality
Colleagues

Match
State-of-
the-Art
Facilities to
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Complete EMR
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Enhance EBM
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Implement
Performance
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Develop Industry
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Satisfaction

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Promote HRO
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Internal Processes

People/
Learning/Support

Primary Care

Specialty Patients/Family/Referring Physicians/
LHS Partner and Potential Partner Hospitals

Trainees/ Donors/Insurers/Employers/
Communities/Government

Provide Outstanding Patient Service

- Insure Easy Access
- Provide Timely Service
- Insure Outstanding Interactions
- Provide Comfortable Environment

Demonstrate Continued Clinical Excellence

- Develop Leading-Edge Techniques and Programs
- Manage Risk Population Effectively
- Provide Right Care, Right Way, All The Time
- Improve Coordination of Care

Strive for Operational Excellence

- Redesign operations for efficiency/effectiveness

Recruit/Develop/
Retain Quality
Colleagues

Match
State-of-
the-Art
Facilities to
Need

Complete EMR
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Implement
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Provide
World Class
Leadership
Effectiveness

Develop Industry
Leading
Colleague
Satisfaction

Develop
Research
Strategically

Evolve
Education
Program to
Meet Changing
Needs

Promote HRO
Culture

Stewardship

Customers

Internal Processes

People/
Learning/Support

Primary Care

- Develop Division of Primary Care
- Develop Medical Home
- Develop Patient Portal
- Design Customized Patient-Centered Care

**Specialty Patients/Family/Referring Physicians/
LHS Partner and Potential Partner Hospitals**

**Trainees/ Donors/Insurers/Employers/
Communities/Government**

Provide Outstanding Patient Service

- Insure Easy Access
- Provide Timely Service
- Insure Outstanding Interactions
- Provide Comfortable Environment

Demonstrate Continued Clinical Excellence

- Develop Leading-Edge Techniques and Programs
- Manage Risk Population Effectively
- Provide Right Care, Right Way, All The Time
- Improve Coordination of Care

Strive for Operational Excellence

- Redesign operations for efficiency/effectiveness

- Recruit/Develop/Retain Quality Colleagues

- Match State-of-the-Art Facilities to Need

- Complete EMR Implementation

- Enhance EBM Practice

- Implement Performance Management System

- Provide World Class Leadership Effectiveness

- Develop Industry Leading Colleague Satisfaction

- Develop Research Strategically

- Evolve Education Program to Meet Changing Needs

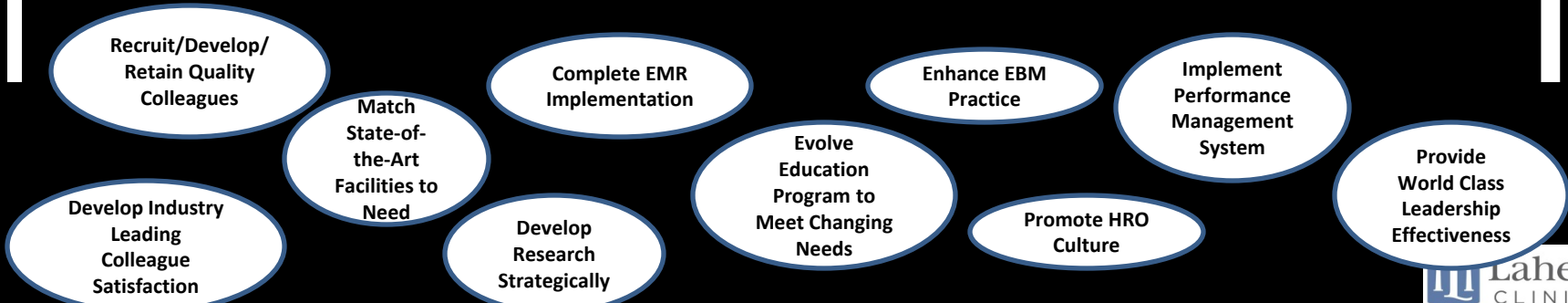
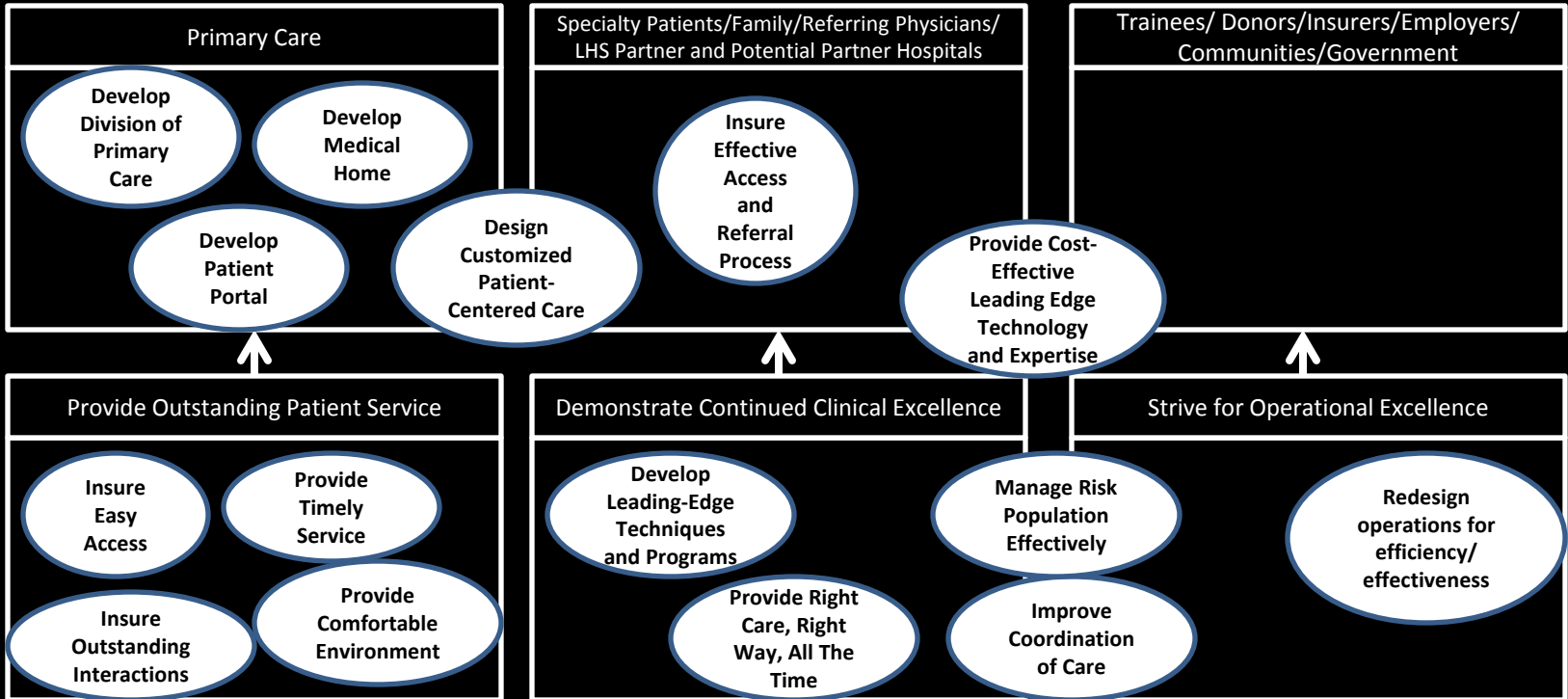
- Promote HRO Culture

Stewardship

Customers

Internal Processes

People/
Learning/Support

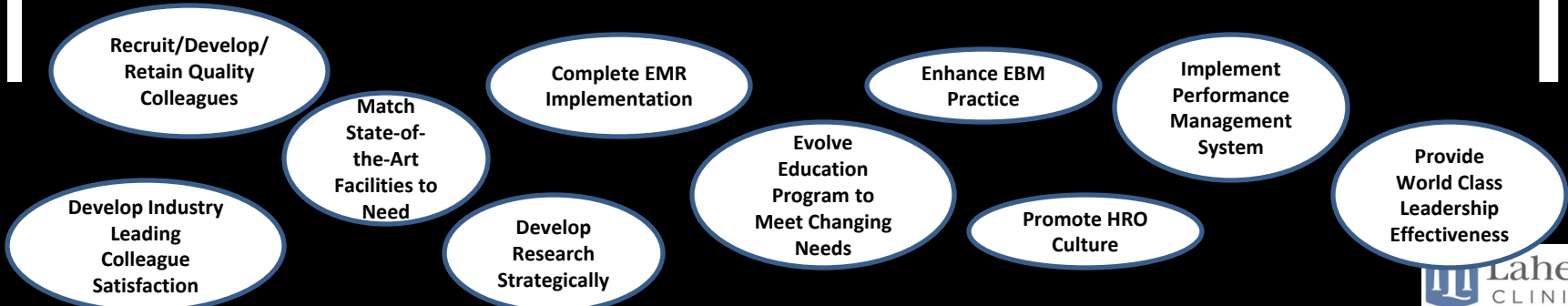
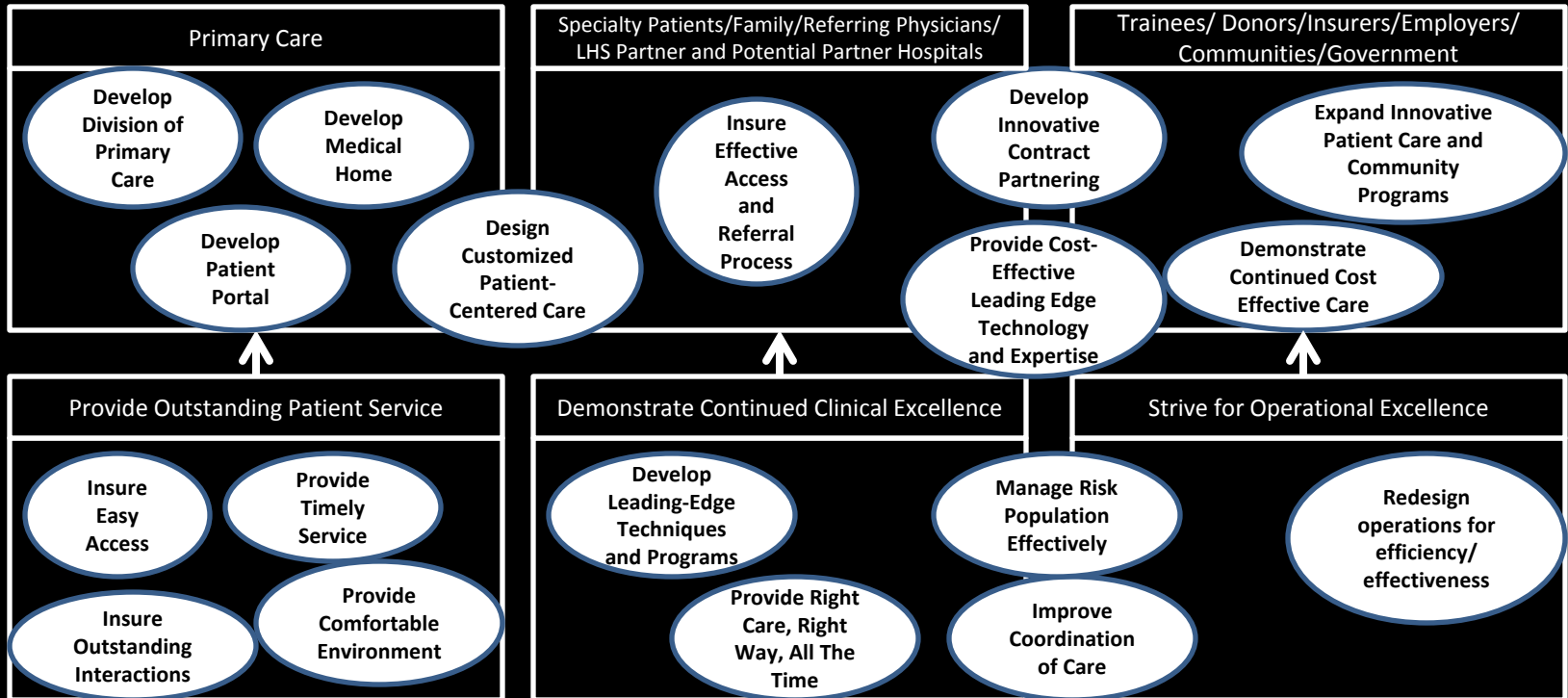


Stewardship

Customers

Internal Processes

People/
Learning/Support



STRATEGIC INITIATIVES

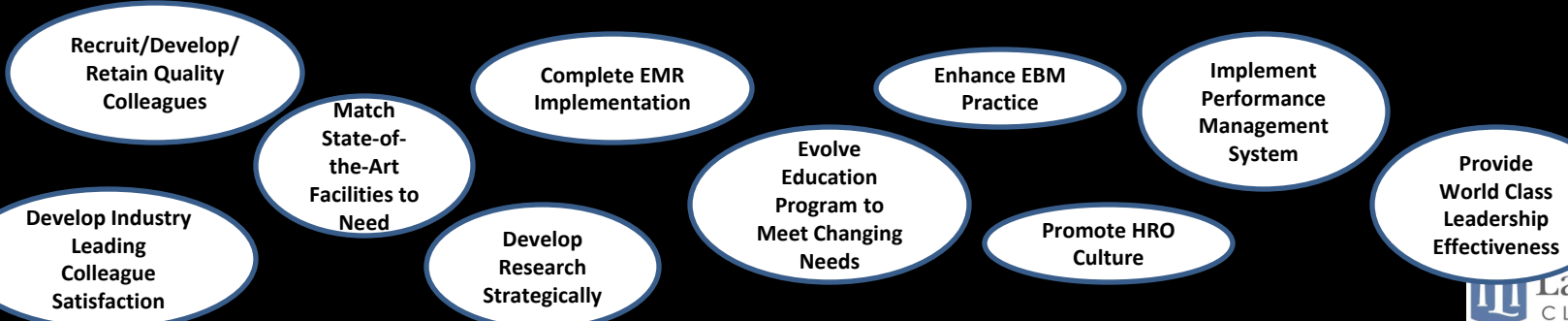
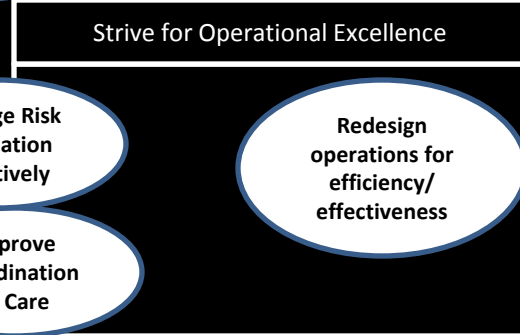
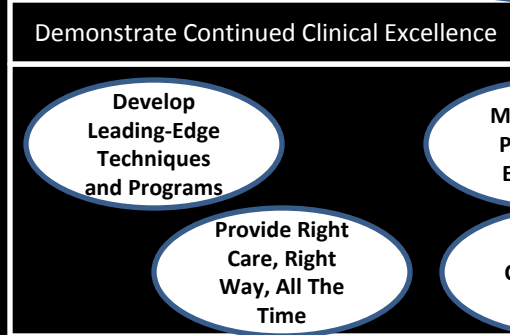
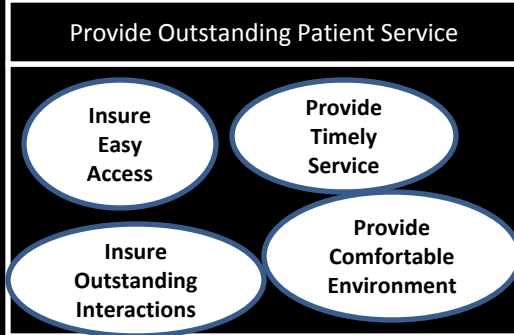
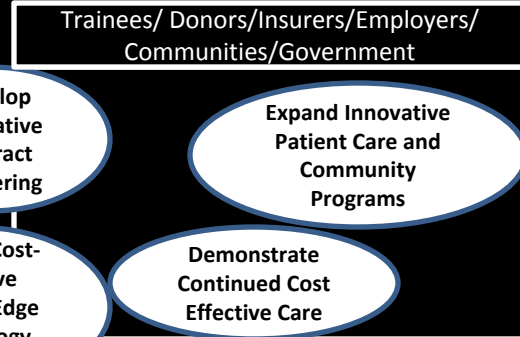
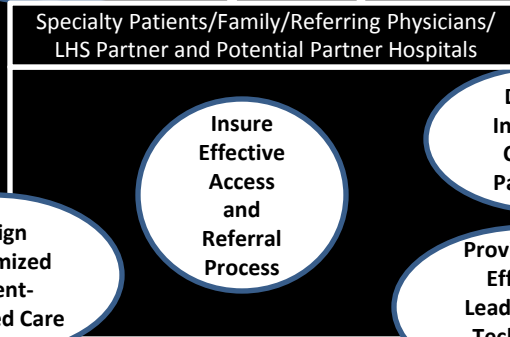
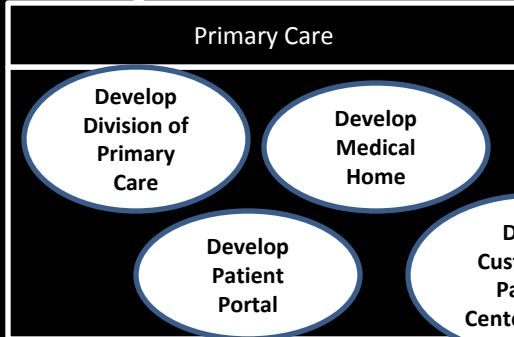
FINANCIAL STRENGTH INTO PERPETUITY

Stewardship

Customers

Internal Processes

People/
Learning/Support



STRATEGIC INITIATIVES

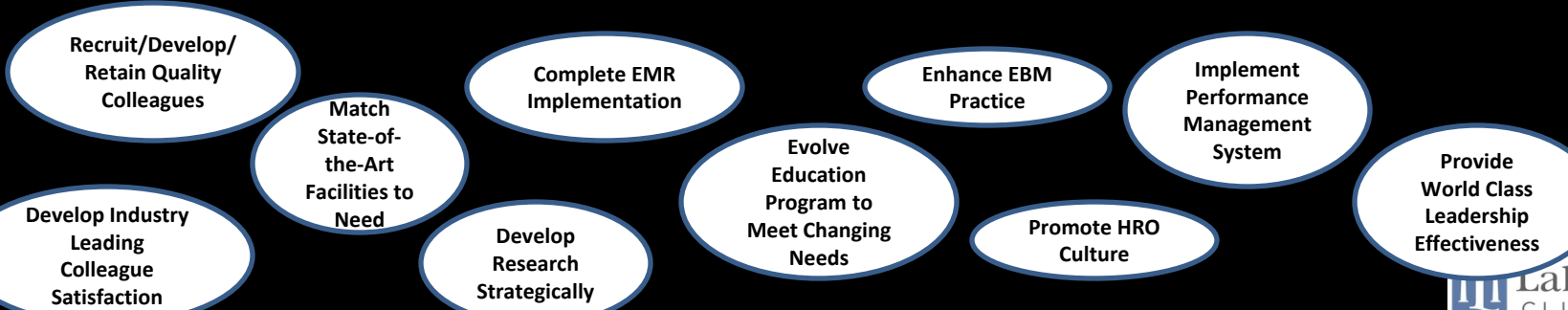
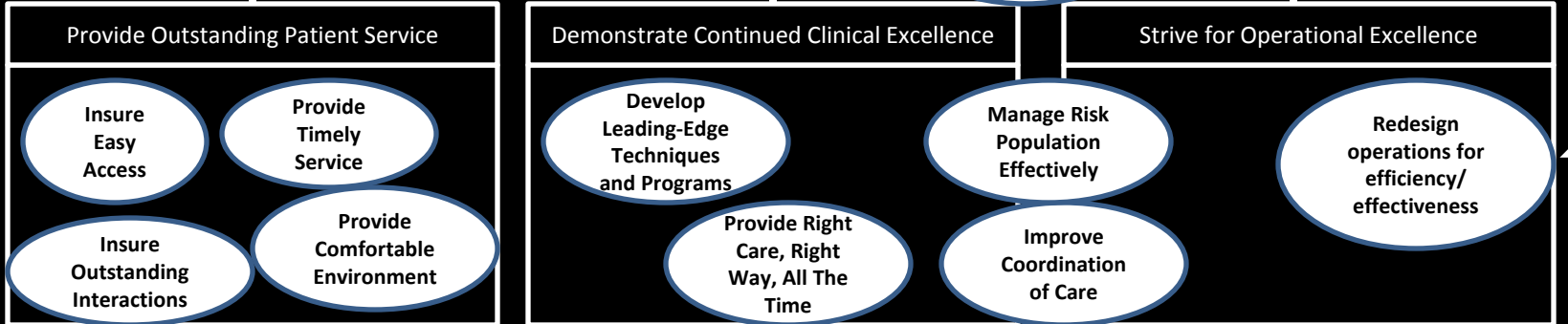
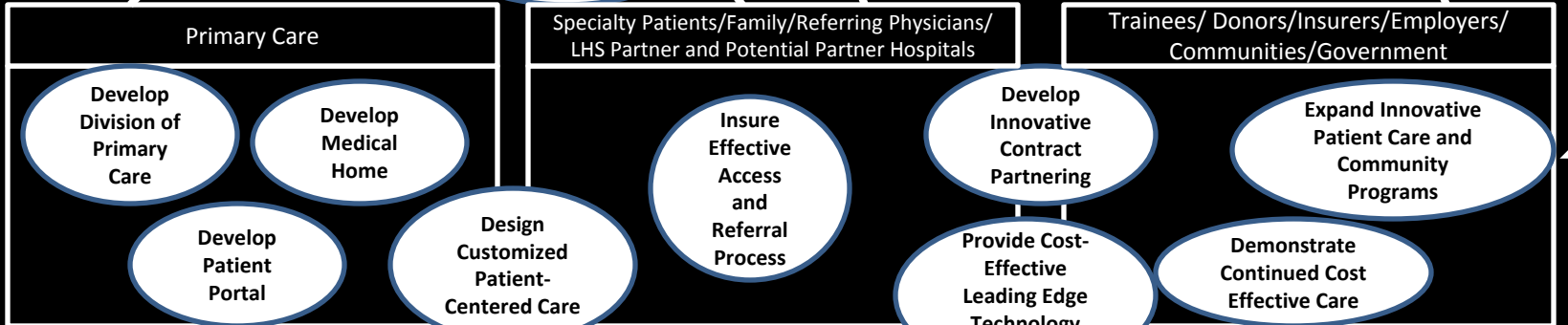
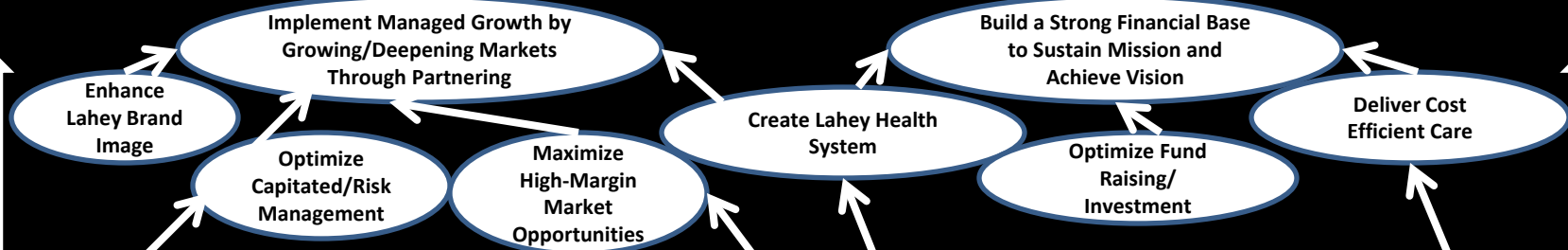
FINANCIAL STRENGTH INTO PERPETUITY

Stewardship

Customers

Internal Processes

People/
Learning/Support



MISSION
Why We Exist

VALUES/GUIDING PRINCIPLES
What Is Important To Us

VISION
What We Want To Be

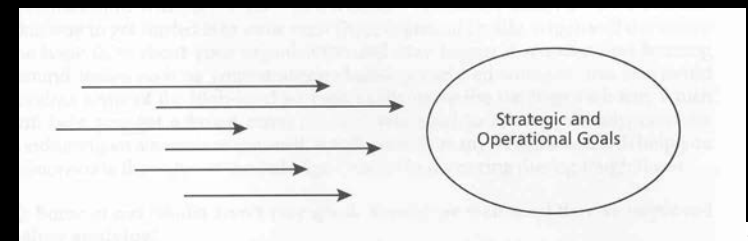
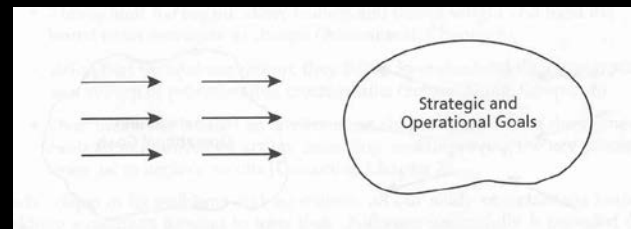
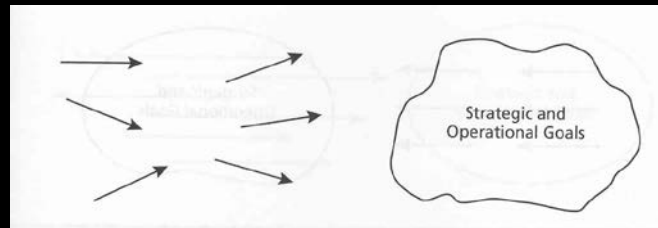
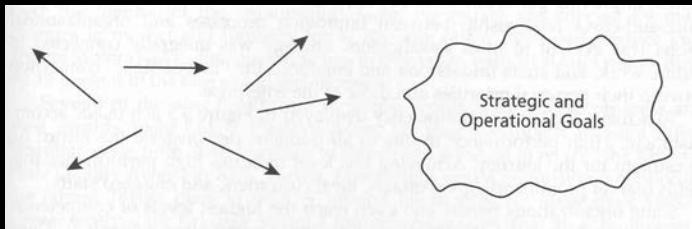
STRATEGY
How We Will Get There

IMPLEMENTATION PLANS
What We Need To Do

PERSONAL PLANS
What I Need To Do

What Do I Need To Do?

Align and Integrate Your Daily Efforts with What We Need to Do as an Organization to Achieve our Mission



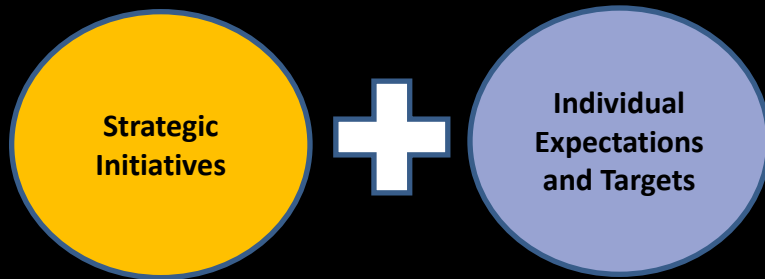
Personal Plans

“What I Need To Do”

Strategic
Initiatives

Personal Plans

“What I Need To Do”



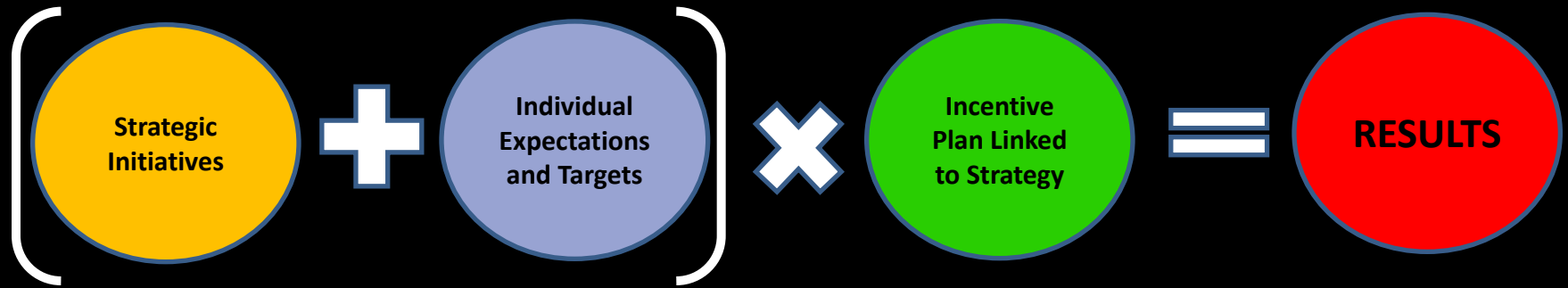
Personal Plans

“What I Need To Do”



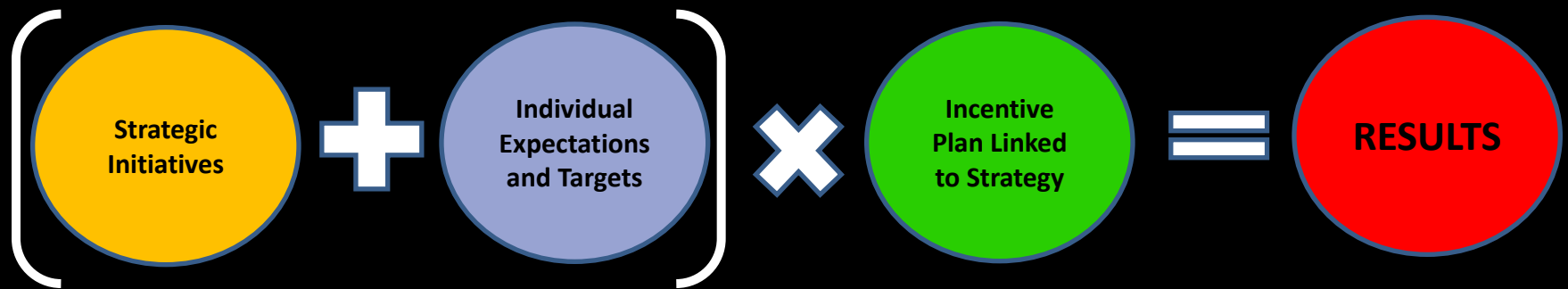
Personal Plans

“What I Need To Do”



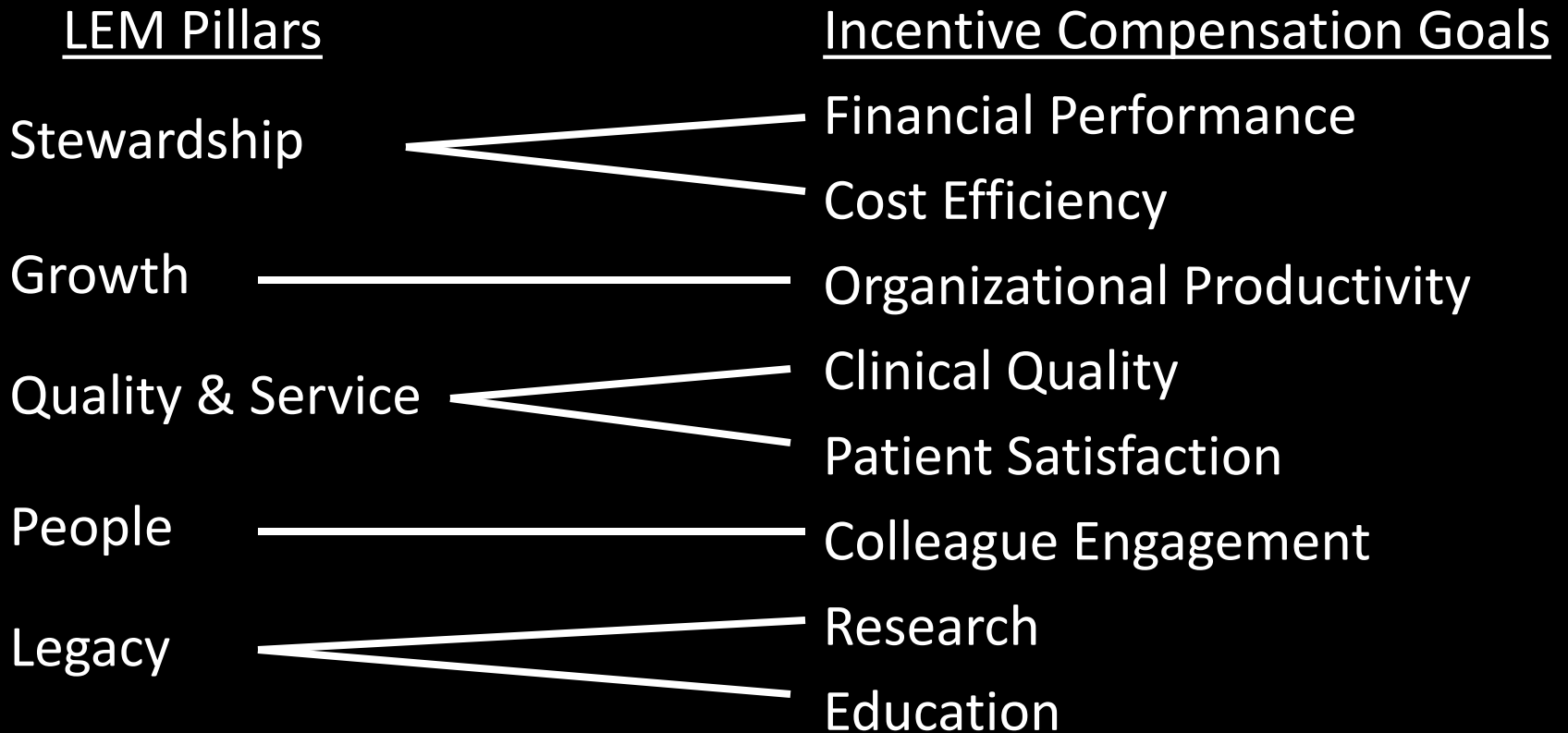
Personal Plans for Managers- LEM

“What I Need To Do”



LEM IS TOOL TO
MANAGE
INCENTIVE PLAN

INCENTIVE COMPENSATION GOALS AND LEM PILLARS



Personal Plans

“What I Need To Do”

Pillars Year	Stewardship	Growth	Quality & Service	People	Legacy	Focus and Depth
FY11	<ul style="list-style-type: none"> •Financial Performance (O) •Cost Efficiency (O) 		<ul style="list-style-type: none"> •Clinical Quality (O) •Patient Satisfaction(O) 			O

O= Organizational Level Result, D= Department Level Result, I= Individual Level Result

Personal Plans

“What I Need To Do”

Year \ Pillars	Stewardship	Growth	Quality & Service	People	Legacy	Focus and Depth
FY11	<ul style="list-style-type: none"> •Financial Performance (O) •Cost Efficiency (O) 		<ul style="list-style-type: none"> •Clinical Quality (O) •Patient Satisfaction(O) 			O
FY12	<ul style="list-style-type: none"> •Financial Performance (O) •Cost Efficiency (O) 	<ul style="list-style-type: none"> •Productivity (O or D) 	<ul style="list-style-type: none"> •Clinical Quality (O) •Patient Satisfaction(O,D) 	<ul style="list-style-type: none"> •Colleague Engagement (O) 	<ul style="list-style-type: none"> •Research (O or D) •Education (O or D) 	O & D, rare I More Managers

O= Organizational Level Result, D= Department Level Result, I= Individual Level Result

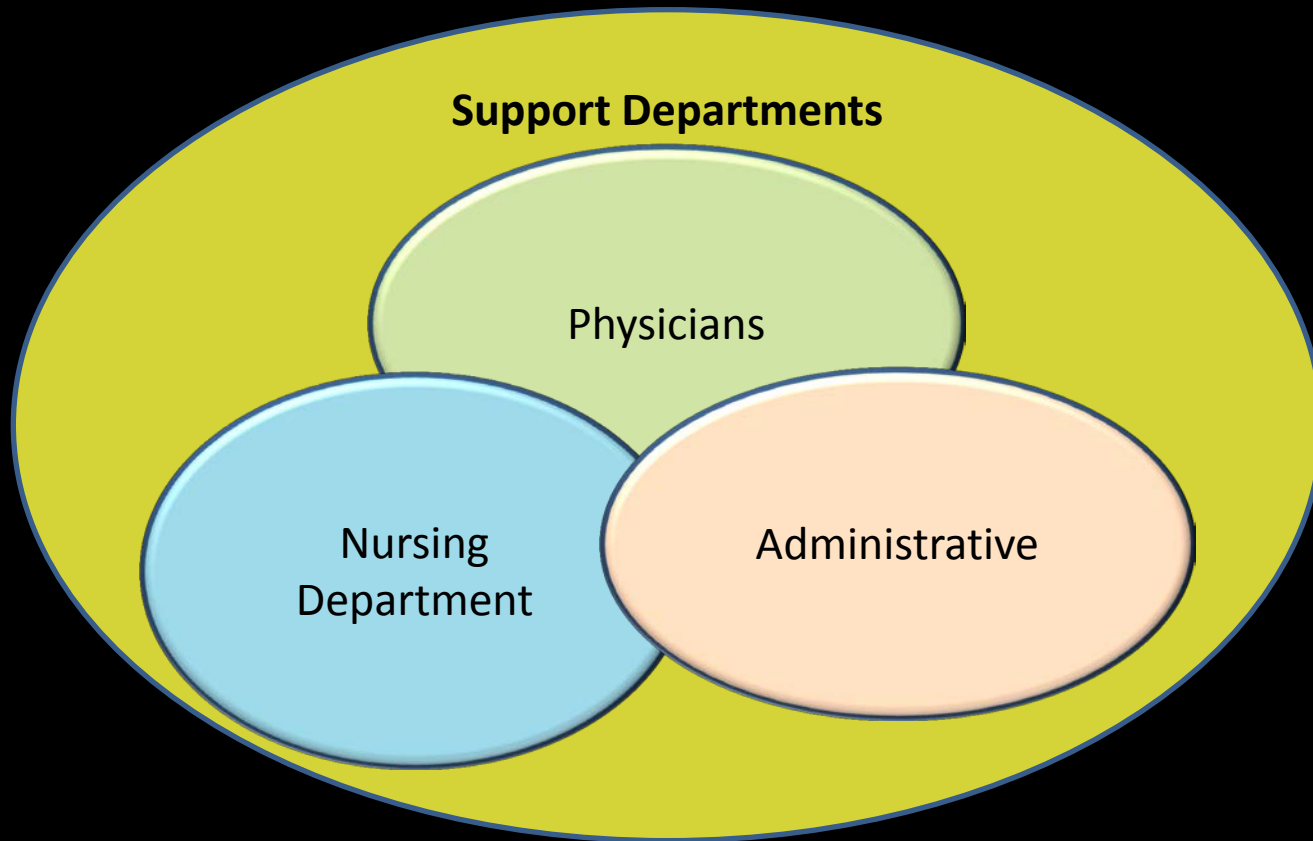
Personal Plans

“What I Need To Do”

Pillars Year	Stewardship	Growth	Quality & Service	People	Legacy	Focus and Depth
FY11	<ul style="list-style-type: none"> •Financial Performance (O) •Cost Efficiency (O) 		<ul style="list-style-type: none"> •Clinical Quality (O) •Patient Satisfaction(O) 			O
FY12	<ul style="list-style-type: none"> •Financial Performance (O) •Cost Efficiency (O) 	<ul style="list-style-type: none"> •Productivity (O or D) 	<ul style="list-style-type: none"> •Clinical Quality (O) •Patient Satisfaction(O, D) 	<ul style="list-style-type: none"> •Colleague Engagement (O) 	<ul style="list-style-type: none"> •Research (O or D) •Education (O or D) •Other 	O & D, rare I More Managers
FY13 & FY14	<ul style="list-style-type: none"> •Financial Performance (O) •Cost Efficiency (O/D/I) 	<ul style="list-style-type: none"> •Productivity (O/D/I) •LHS System Growth? (O,D, I) 	<ul style="list-style-type: none"> •Clinical Quality (O/D) •Patient Satisfaction(O/D/I) 	<ul style="list-style-type: none"> Colleague Engagement (O) 	<ul style="list-style-type: none"> •Research (O or D) •Education (O or D) •Other 	O, D & I Integrate All Colleagues

O= Organizational Level Result, D= Department Level Result, I= Individual Level Result

“Manager” Categories



STRATEGIC INITIATIVES

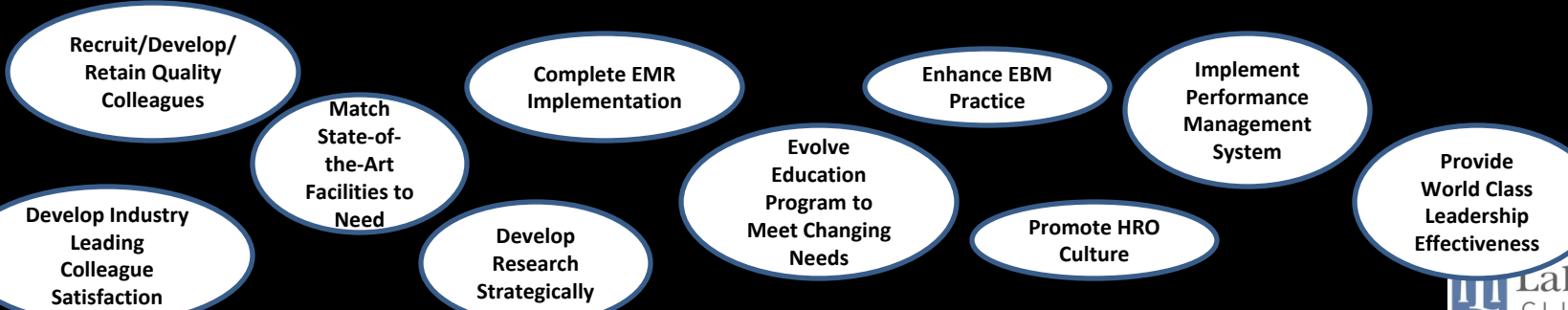
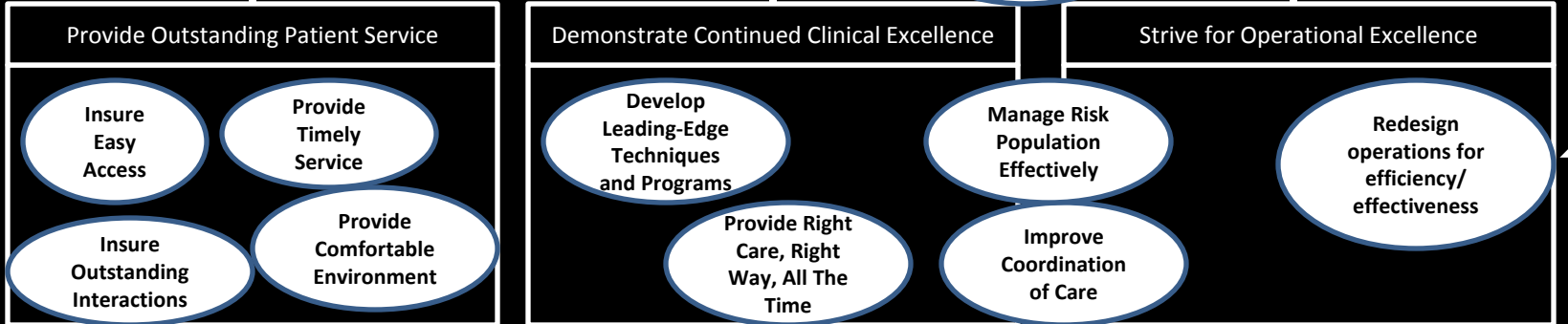
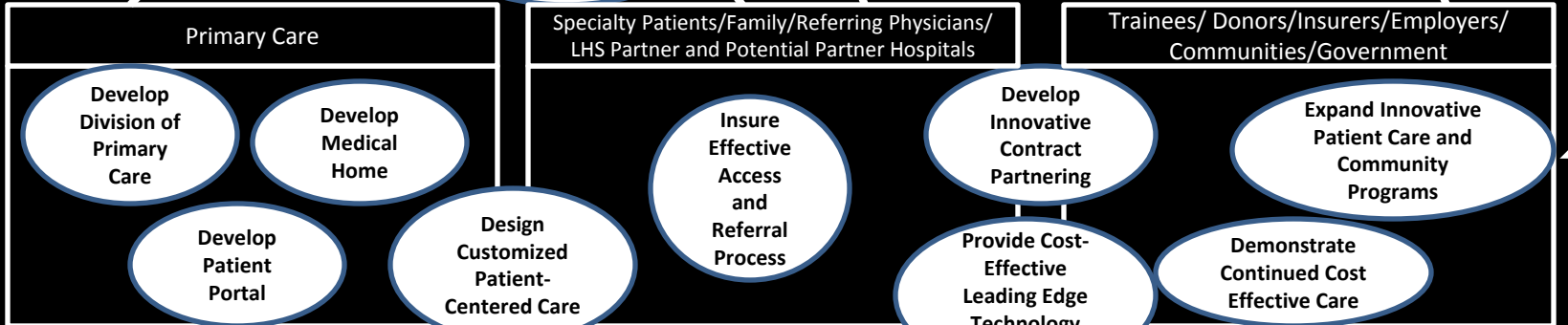
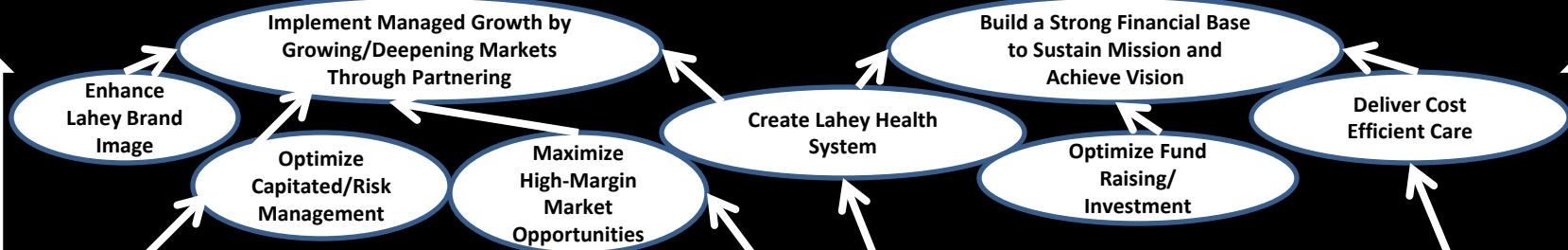
FINANCIAL STRENGTH INTO PERPETUITY

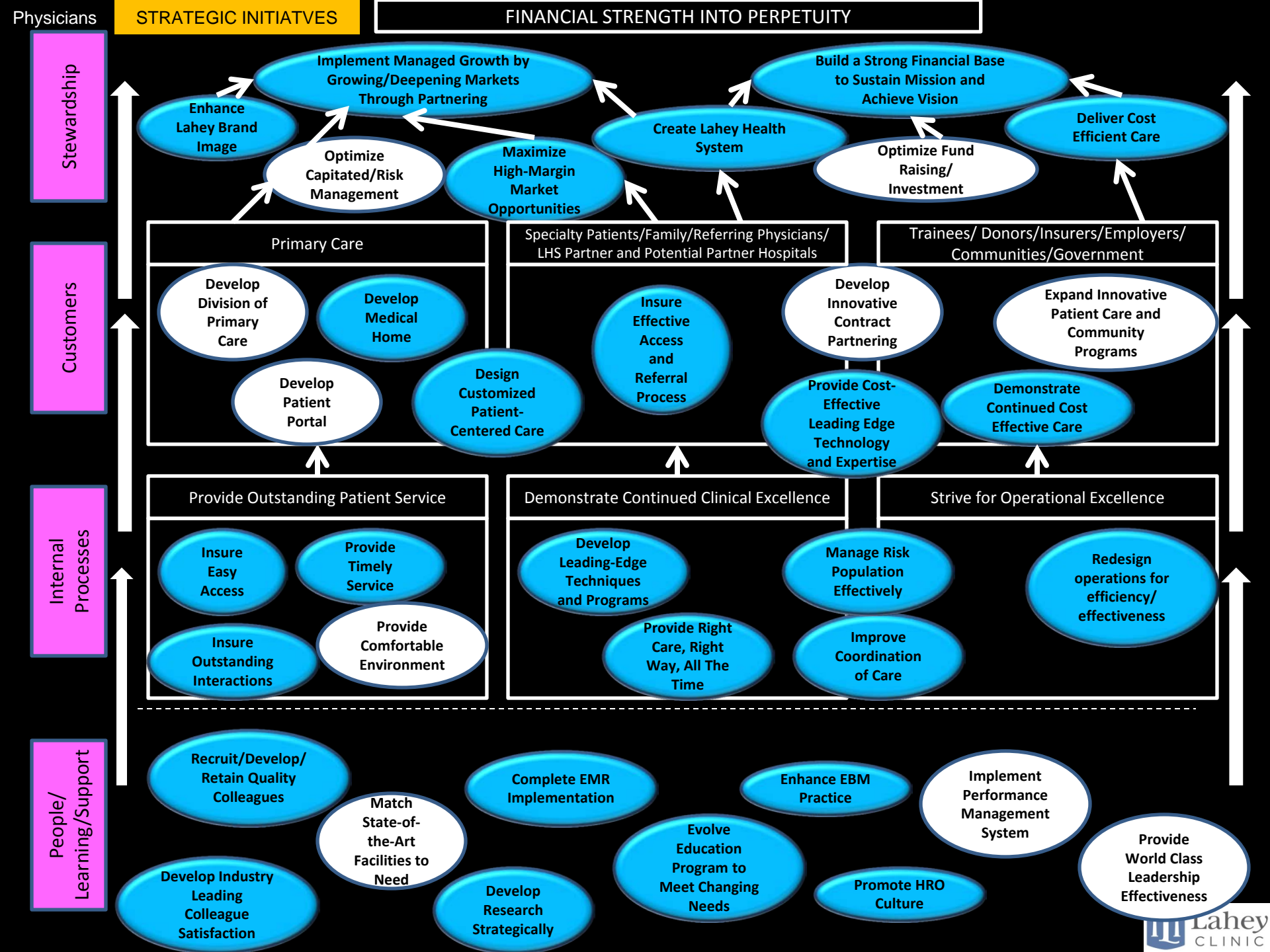
Stewardship

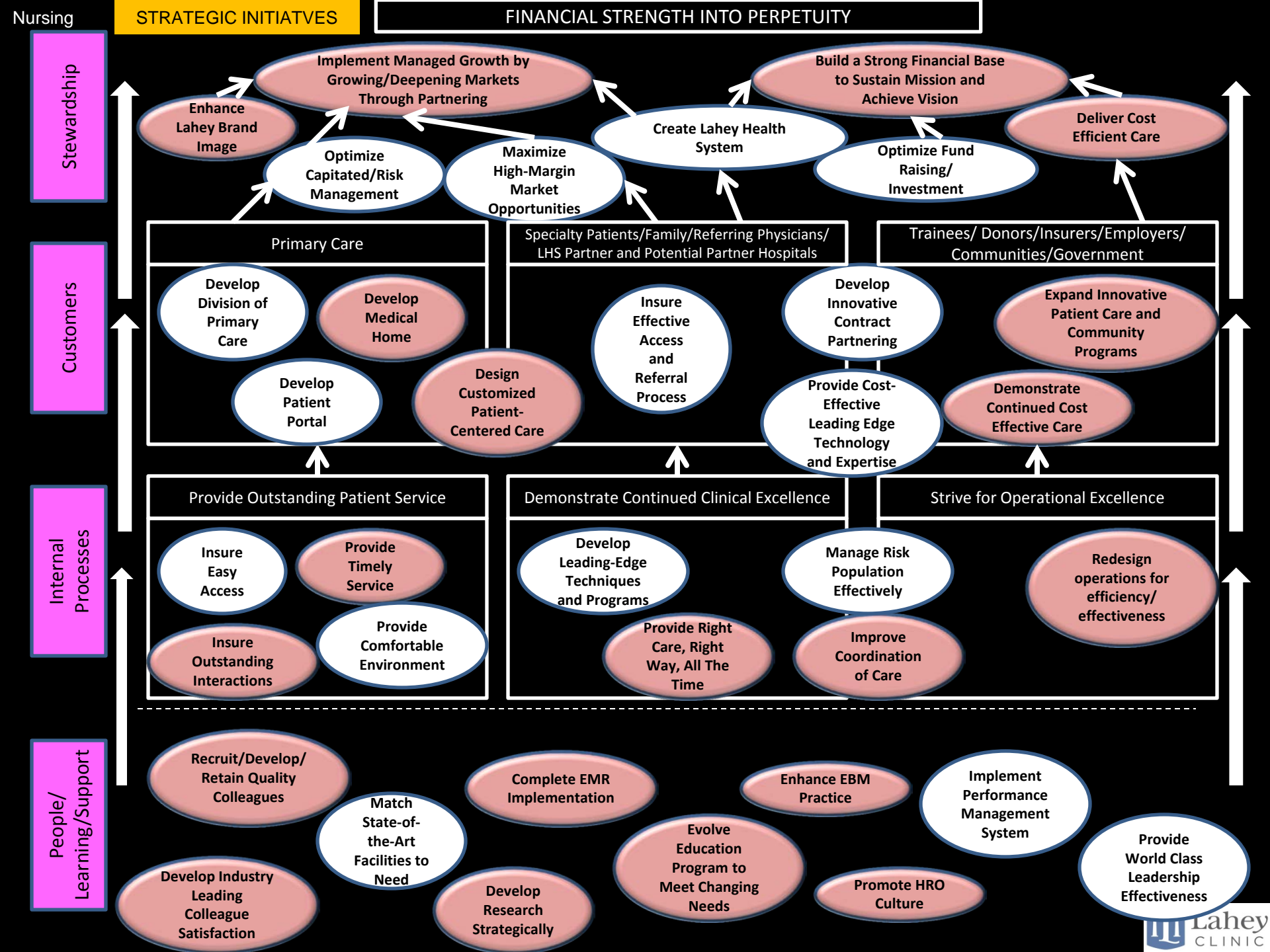
Customers

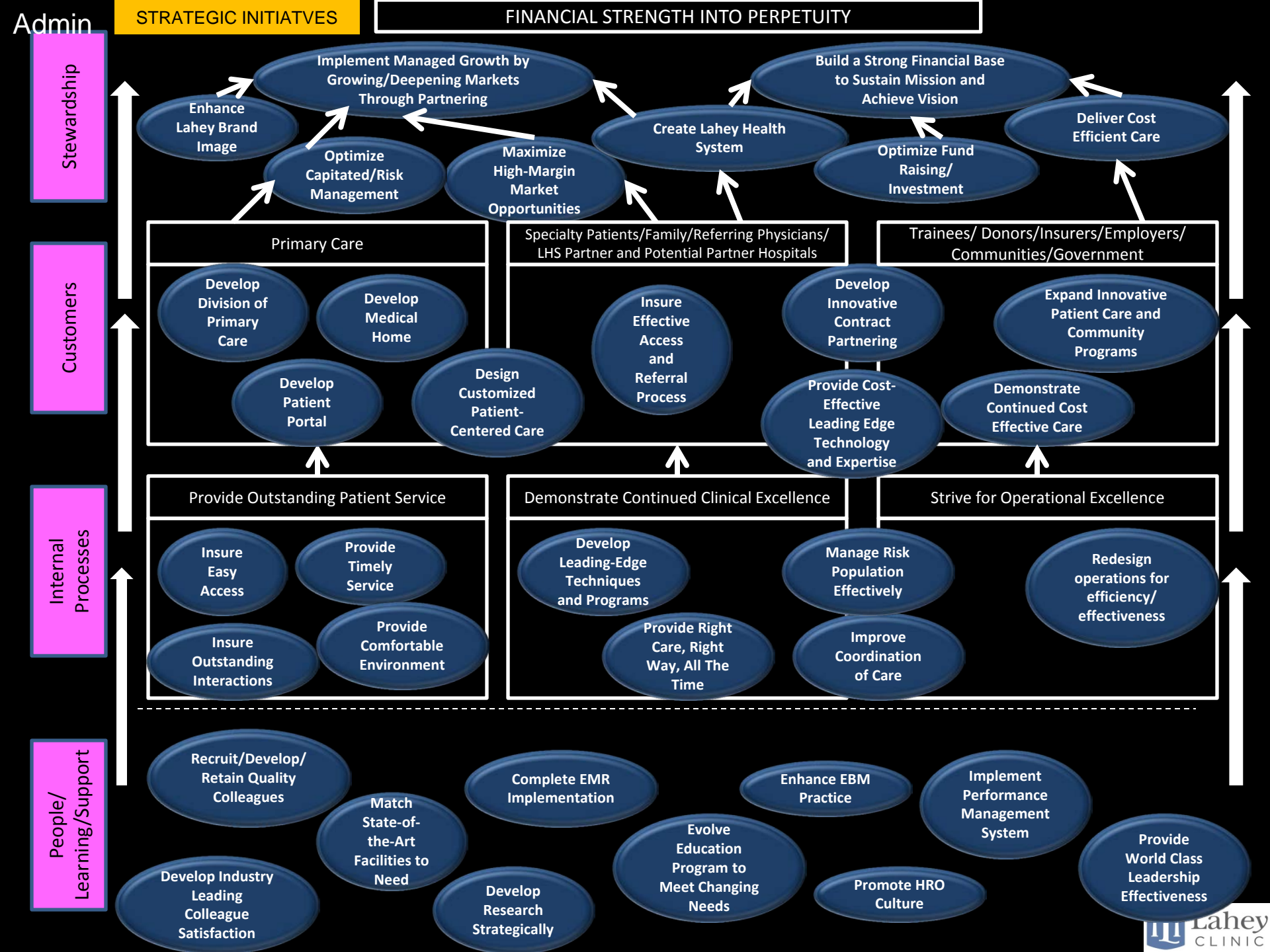
Internal Processes

People/
Learning/Support







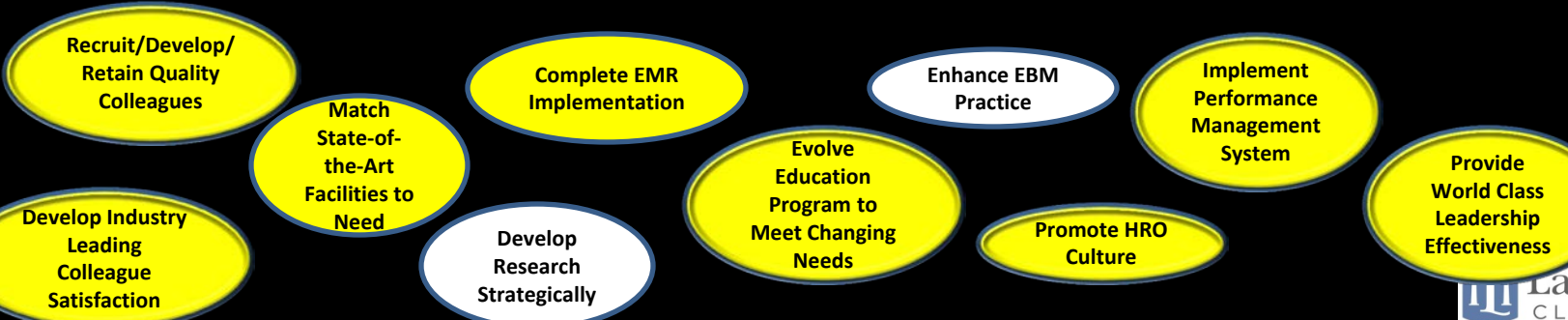
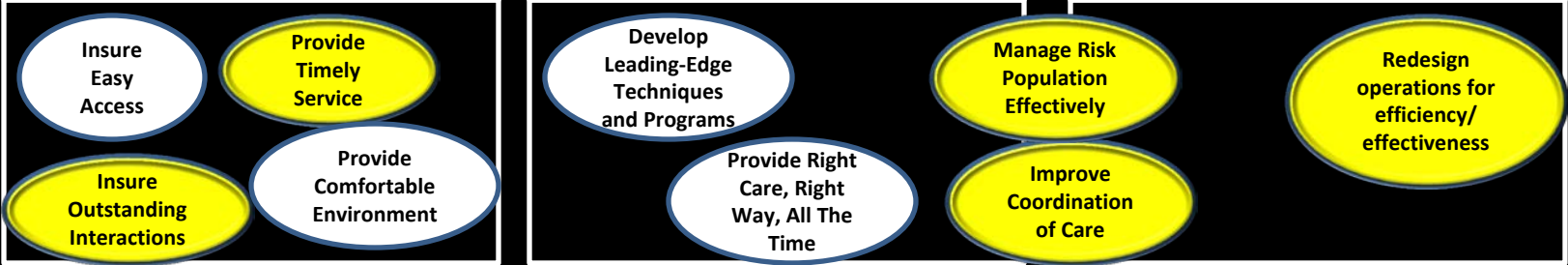
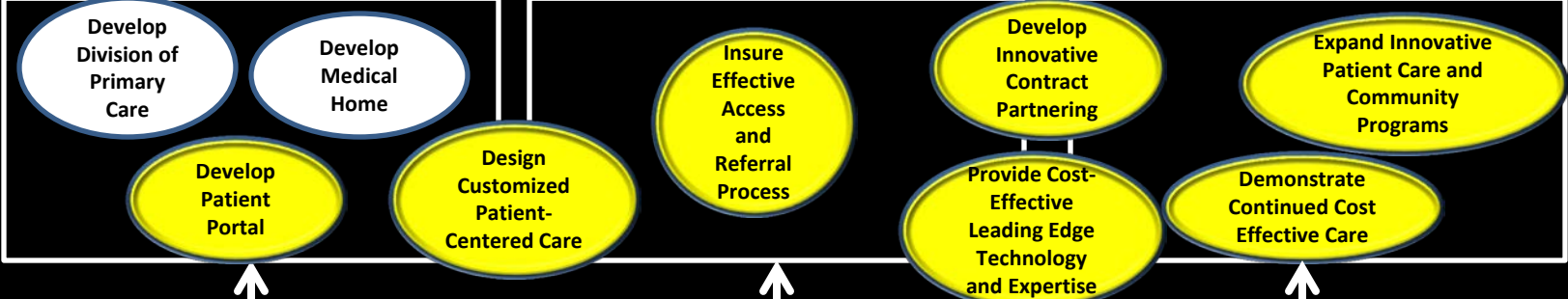
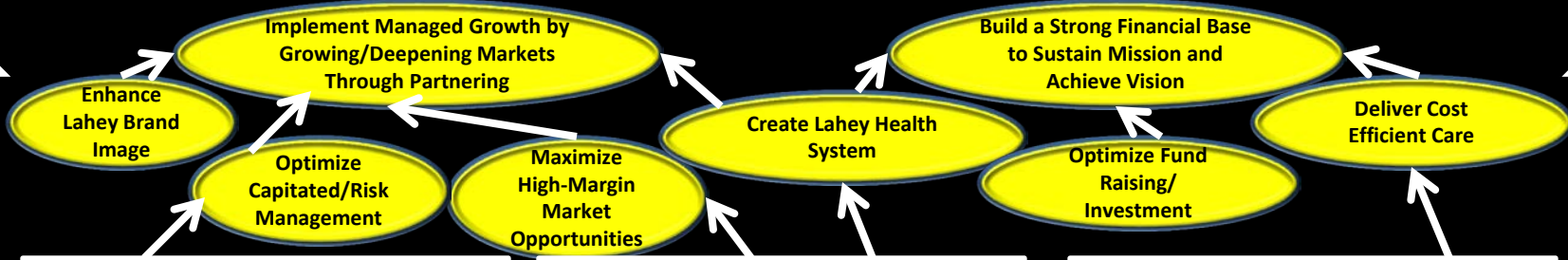


Stewardship

Customers

Internal Processes

People/
Learning/Support



STRATEGIC INITIATIVES

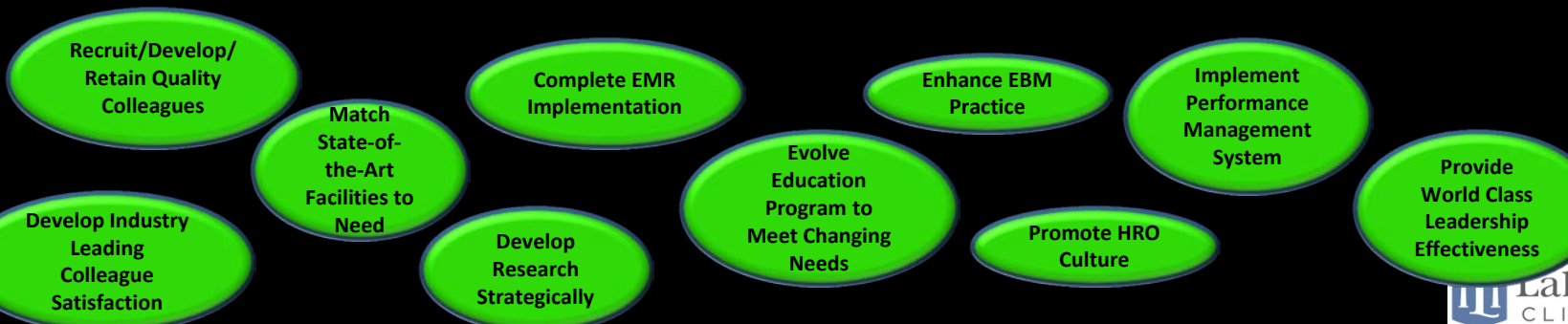
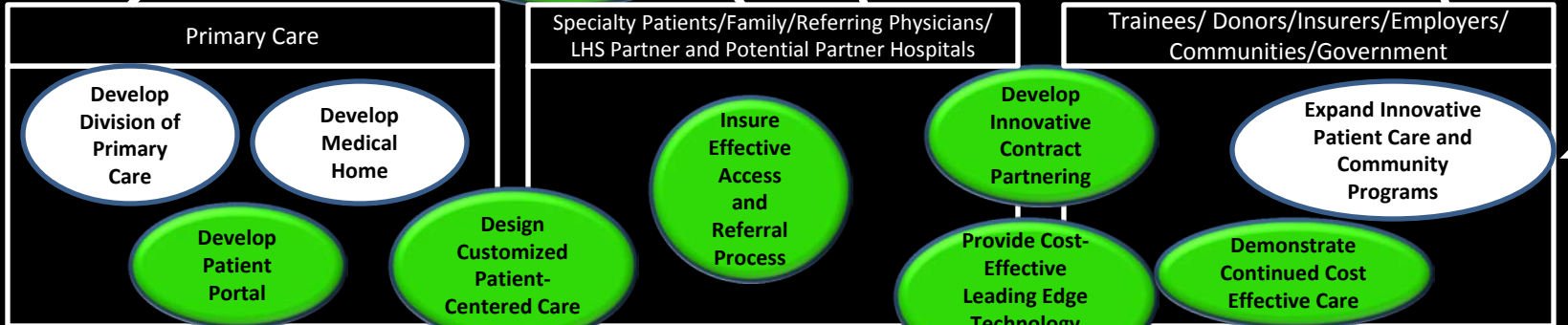
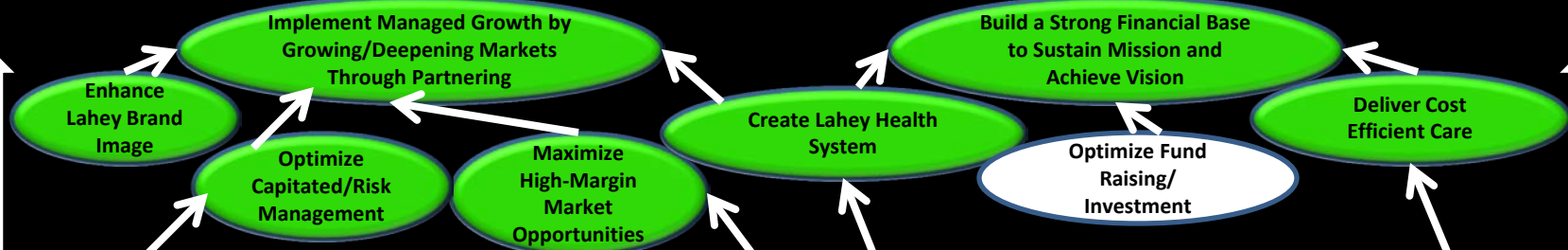
FINANCIAL STRENGTH INTO PERPETUITY

Stewardship

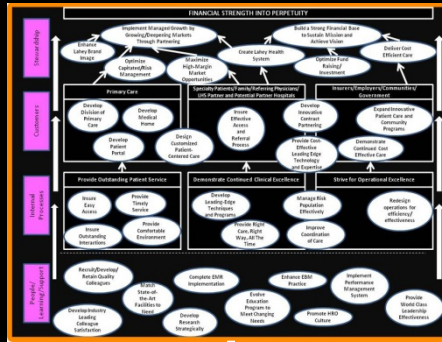
Customers

Internal Processes

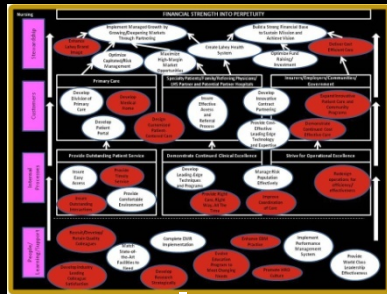
People/
Learning/Support



Lahey Clinic

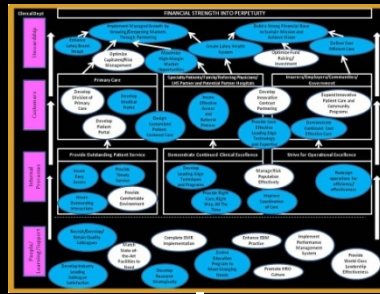


Nursing Dept



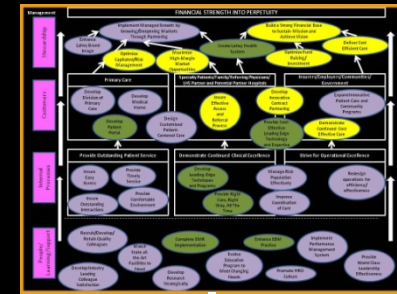
Nursing Dept Assoc. Chiefs

Medical Dept.



Div./Dept. Chairs

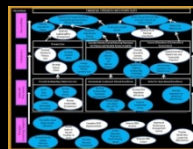
Administrative and Support Depts.



Department Senior Managers



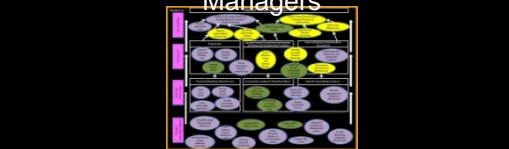
Nurse Managers



Staff Physicians



Staff Nurses



Section Managers



Administrative and Support Colleagues



MISSION
Why We Exist

VALUES/GUIDING PRINCIPLES
What Is Important To Us

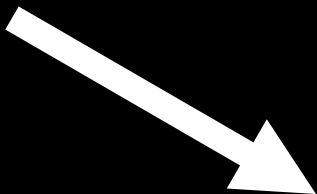
VISION
What We Want To Be

STRATEGY
How We Will Get There

IMPLEMENTATION PLANS
What We Need To Do

PERSONAL PLANS
What I Need To Do

BALANCED SCORECARD



Organizational Balanced Scorecard

LEM Pillar	Metric	Target	Stretch	Results
Stewardship	<ul style="list-style-type: none"> •Margin •Cost Efficiency 	<ul style="list-style-type: none"> • 5% •Top 75%ile 	<ul style="list-style-type: none"> •7% •Top 90%ile 	
Growth	<ul style="list-style-type: none"> •RVUs 	<ul style="list-style-type: none"> •51% Large Clinic 	<ul style="list-style-type: none"> •54% Large Clinic 	
Quality and Safety	<ul style="list-style-type: none"> •RAMI •In-Patient Sat. •Out-Pat. Sat 	<ul style="list-style-type: none"> •0.7 •75% Top Box •75% Top Box 	<ul style="list-style-type: none"> •0.65 •85% Top Box •85% Top Box 	
People	<ul style="list-style-type: none"> •Colleague Engagement 	<ul style="list-style-type: none"> •4.10 	<ul style="list-style-type: none"> •4.14 	
Legacy	<ul style="list-style-type: none"> •Research •Education 	<ul style="list-style-type: none"> •NIH Ranking 85 •First Pass Board Rate 95% 	<ul style="list-style-type: none"> •NIH Ranking 80 •First Pass Board Rate 99% 	

Department Balanced Scorecard

LEM Pillar	Metric	Target	Stretch	Results
Stewardship	<ul style="list-style-type: none"> •Margin •Cost Efficiency 	<ul style="list-style-type: none"> • 5% •Top 75%ile 	<ul style="list-style-type: none"> •7% •Top 90%ile 	
Growth	<ul style="list-style-type: none"> •RVUs 	<ul style="list-style-type: none"> •Dept. Specific 	<ul style="list-style-type: none"> •Dept. Specific 	
Quality and Safety	<ul style="list-style-type: none"> •RAMI •In-Patient Sat. •Out-Pat. Sat 	<ul style="list-style-type: none"> •0.7 •75% Top Box •Dept. Specific 	<ul style="list-style-type: none"> •0.65 •85% Top Box •Dept. Specific 	
People	<ul style="list-style-type: none"> •Colleague Engagement 	<ul style="list-style-type: none"> •4.10 	<ul style="list-style-type: none"> •4.14 	
Legacy	<ul style="list-style-type: none"> •Research •Education 	<ul style="list-style-type: none"> •Department-Specific 	<ul style="list-style-type: none"> •Department-Specific 	

Individual Balanced Scorecard

LEM Pillar	Metric	Target	Stretch	Results
Stewardship	<ul style="list-style-type: none"> •Margin •Cost Efficiency 	<ul style="list-style-type: none"> • 5% •Top 75%ile 	<ul style="list-style-type: none"> •7% •Top 90%ile 	
Growth	<ul style="list-style-type: none"> •RVUs 	<ul style="list-style-type: none"> •>60% Large Clinic 	<ul style="list-style-type: none"> •>75% Large Clinic 	
Quality and Safety	<ul style="list-style-type: none"> •RAMI •In-Patient Sat. •Out-Pat. Sat •Special Measures 	<ul style="list-style-type: none"> •0.7 •75% Top Box •75% Top Box 	<ul style="list-style-type: none"> •0.65 •85% Top Box •85% Top Box 	
People	<ul style="list-style-type: none"> •Colleague Engagement 	<ul style="list-style-type: none"> •4.10 	<ul style="list-style-type: none"> •4.14 	
Legacy	<ul style="list-style-type: none"> •Research •Education 	<ul style="list-style-type: none"> •Dept Specific •Dept Specific 	<ul style="list-style-type: none"> •Dept Specific •Dept Specific 	

Organizational Balanced Scorecard				
Pillar	Metric	Target	Stretch	Results
Stewardship	*Margin *Cost Efficiency	*6% *Top 50%ile	*8% *Top 70%ile	
Growth	*RVUs	*60% Large Clinic	*75% Large Clinic	
Quality and Safety	*Risk Adjusted Mortality *In- and Out-Patient Sat.	*0.75 *60% Top Box	*0.70 *70% Top Box	
People	*Colleague Engagement	*50% Top Box	*60% Top Box	
Legacy	*Research *Education	*NIH Ranking >93 *First Pass Board Rate >90%	*NIH Ranking >90 *First Pass Board Rate >93%	

Departmental Balanced Scorecard				
Pillar	Metric	Target	Stretch	Results
Stewardship	*Margin *Cost Efficiency	*6% *Top 50%ile	*8% *Top 70%ile	
Growth	*RVUs for Dept	*60% Large Clinic	*75% Large Clinic	
Quality and Safety	*Risk Adjusted Mortality *In- and Out-Patient Sat.	*0.75 *60% Top Box	*0.70 *70% Top Box	
People	*Colleague Engagement	*50% Top Box	*60% Top Box	
Legacy	*Research *Education	*NIH Ranking >93 *First Pass Board Rate >90%	*NIH Ranking >90 *First Pass Board Rate >93%	

Departmental Balanced Scorecard				
Pillar	Metric	Target	Stretch	Results
Stewardship	*Margin *Cost Efficiency	*6% *Top 50%ile	*8% *Top 70%ile	
Growth	*RVUs for Dept	*60% Large Clinic	*75% Large Clinic	
Quality and Safety	*Risk Adjusted Mortality *In- and Out-Patient Sat.	*0.75 *60% Top Box	*0.70 *70% Top Box	
People	*Colleague Engagement	*50% Top Box	*60% Top Box	
Legacy	*Research *Education	*NIH Ranking >93 *First Pass Board Rate >90%	*NIH Ranking >90 *First Pass Board Rate >93%	

Departmental Balanced Scorecard				
Pillar	Metric	Target	Stretch	Results
Stewardship	*Margin *Cost Efficiency	*6% *Top 50%ile	*8% *Top 70%ile	
Growth	*RVUs for Dept	*60% Large Clinic	*75% Large Clinic	
Quality and Safety	*Risk Adjusted Mortality *In- and Out-Patient Sat.	*0.75 *60% Top Box	*0.70 *70% Top Box	
People	*Colleague Engagement	*50% Top Box	*60% Top Box	
Legacy	*Research *Education	*NIH Ranking >93 *First Pass Board Rate >90%	*NIH Ranking >90 *First Pass Board Rate >93%	

Departmental Balanced Scorecard				
Pillar	Metric	Target	Stretch	Results
Stewardship	*Margin *Cost Efficiency	*6% *Top 50%ile	*8% *Top 70%ile	
Growth	*RVUs for Dept	*60% Large Clinic	*75% Large Clinic	
Quality and Safety	*Risk Adjusted Mortality *In- and Out-Patient Sat.	*0.75 *60% Top Box	*0.70 *70% Top Box	
People	*Colleague Engagement	*50% Top Box	*60% Top Box	
Legacy	*Research *Education	*NIH Ranking >93 *First Pass Board Rate >90%	*NIH Ranking >90 *First Pass Board Rate >93%	

A grid of 40 individual balanced scorecards, each mirroring the structure of the departmental scorecards. Each card includes the same five pillars (Stewardship, Growth, Quality and Safety, People, Legacy) and their respective metrics, targets, and stretch goals. The cards are arranged in a 4x10 grid, with each card representing a different individual's performance metrics.

LEM=

Individual Balanced Scorecard				
LEM Pillar	Metric	Target	Stretch	Results
Stewardship	•Margin •Cost Efficiency	• 5% •Top 75%ile	•7% •Top 90%ile	
Growth	•RVUs	•>60% Large Clinic	•>75% Large Clinic	
Quality and Safety	•RAMI •In-Patient Sat. •Out-Pat. Sat •Special Measures	•0.7 •75% Top Box •75% Top Box	•0.65 •85% Top Box •85% Top Box	
People	•Colleague Engagement	•4.10	•4.14	
Legacy	•Research •Education	•Dept Specific •Dept Specific	•Dept Specific •Dept Specific	

How Does the LEM Work?



- Studer Group- Leader Evaluation Manager- LEM

Sign In Convention:

- User Name = Your MR1 User Name ALL CAPITALS
- Password = Your MR1 User Name ALL CAPITALS[FIRST INITIAL][LAST INITIAL]
- Forgot Password? Button Linked to your Lahey e-mail account!!!!

DEMONSTRATION

- User Name = TEST00
- Password = TEST00TD

SELECTING METRICS

ORG. LEVEL METRIC
OPTION

DEPT. LEVEL METRIC
OPTION

INDIVIDUAL
METRIC OPTION

LEADERSHIP
SELECTS ORG
METRIC

DEPT CHAIR/HEAD
SELECTS DEPT
METRIC

SUPERVISING
MANAGER SELECTS
INDIVIDUAL'S
METRIC

FY12 INCENTIVE COMPENSATION PLAN
PERFORMANCE TEMPLATE
COMPLETED
AND SIGNED

DONE

POPULATING LEM

INCENTIVE COMPENSATION PLAN
METRICS
FOR EVERY MANAGER INSERTED INTO LEM

BY 2/24

PERFORMANCE RANGE TRANSLATION TO LEM
5= HIGH PERFORMER
4= TARGET
3=THRESHOLD
2=BELOW THRESHOLD
1=WELL BELOW THRESHOLD

DONE

WEIGHTS PURPOSEFULLY LEFT BLANK

TIMELINE

ACTIVITY

ACTIONS

Next (First)
Monthly Meeting

Senior Manager Meets
Direct Report Manager

Managers Enter Previously
Agreed Upon **WEIGHTS**

MANDATORY COMPLETION BY 3/2/12, EXCEPT MANAGERS WITH > 10 REPORTS (DUE 3/9)

As Available

LEM Results
Updated

Metric Owners
Update Results in
LEM

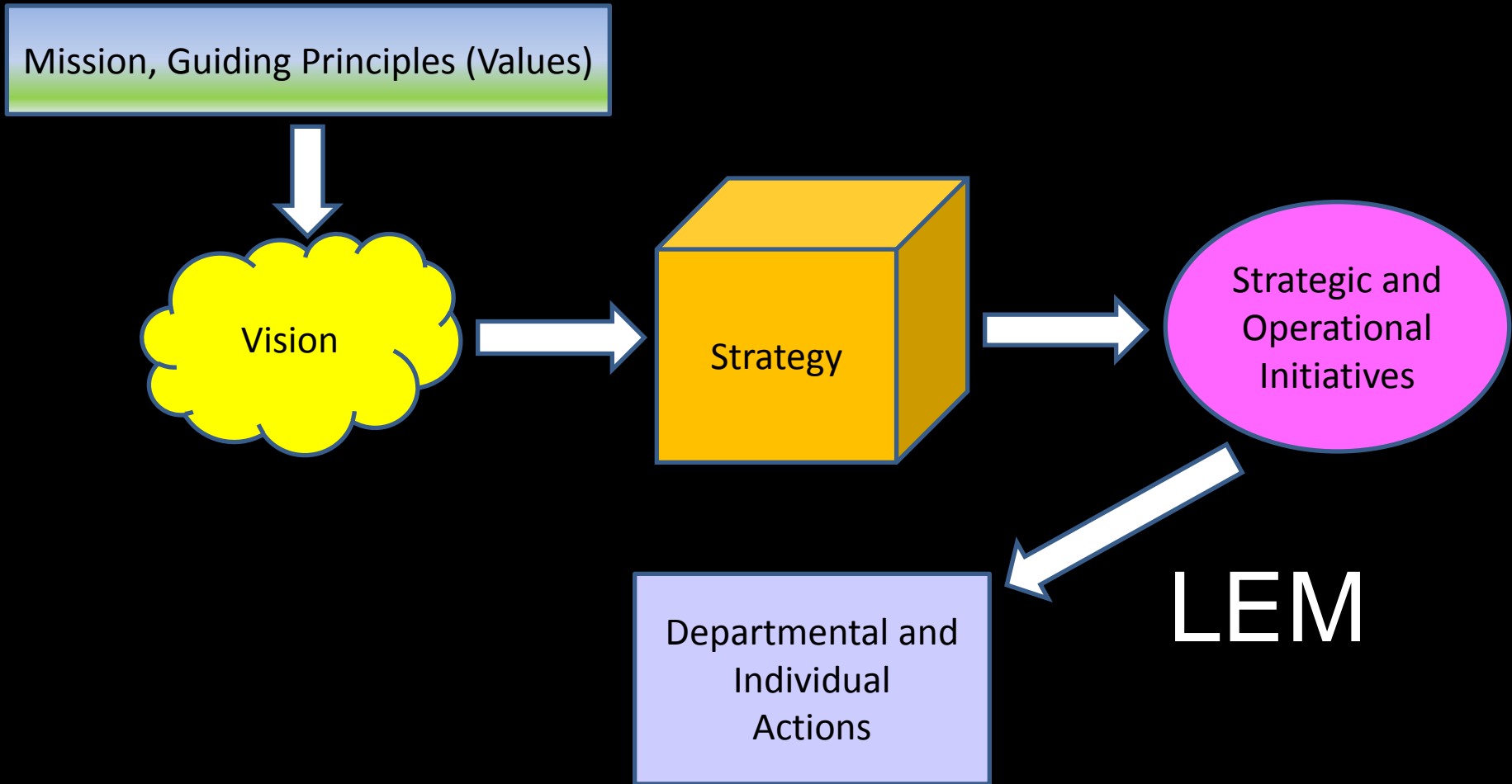
Ongoing
MANDATORY
Monthly Meetings

Senior Manager Meets
Direct Report Manager

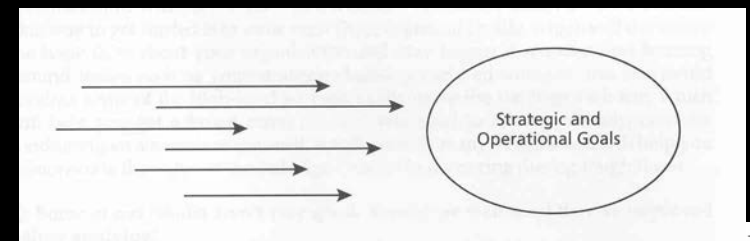
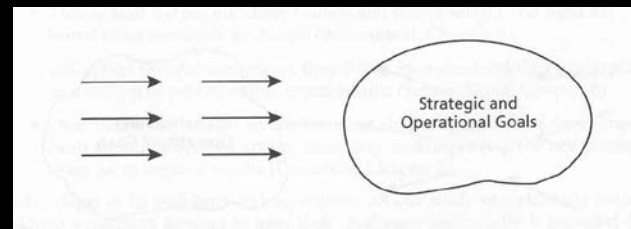
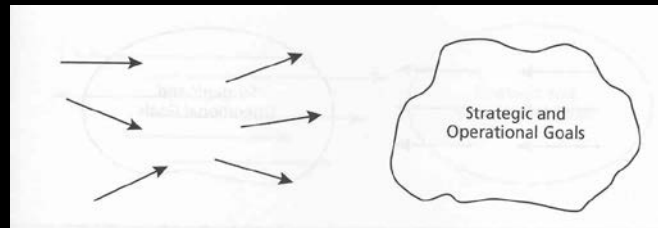
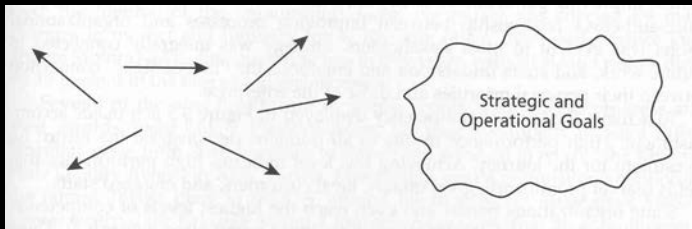
Managers Review
Results & Review 90 Day
Action Plans for
Sustaining Or Improving
Results

Managers
Use 90 Day Action
Planner to Align Actions
To Meet Goals

Context



Align and Integrate Your Daily Efforts with What We Need to Do as an Organization to Achieve our Mission



STRATEGY

MISSION

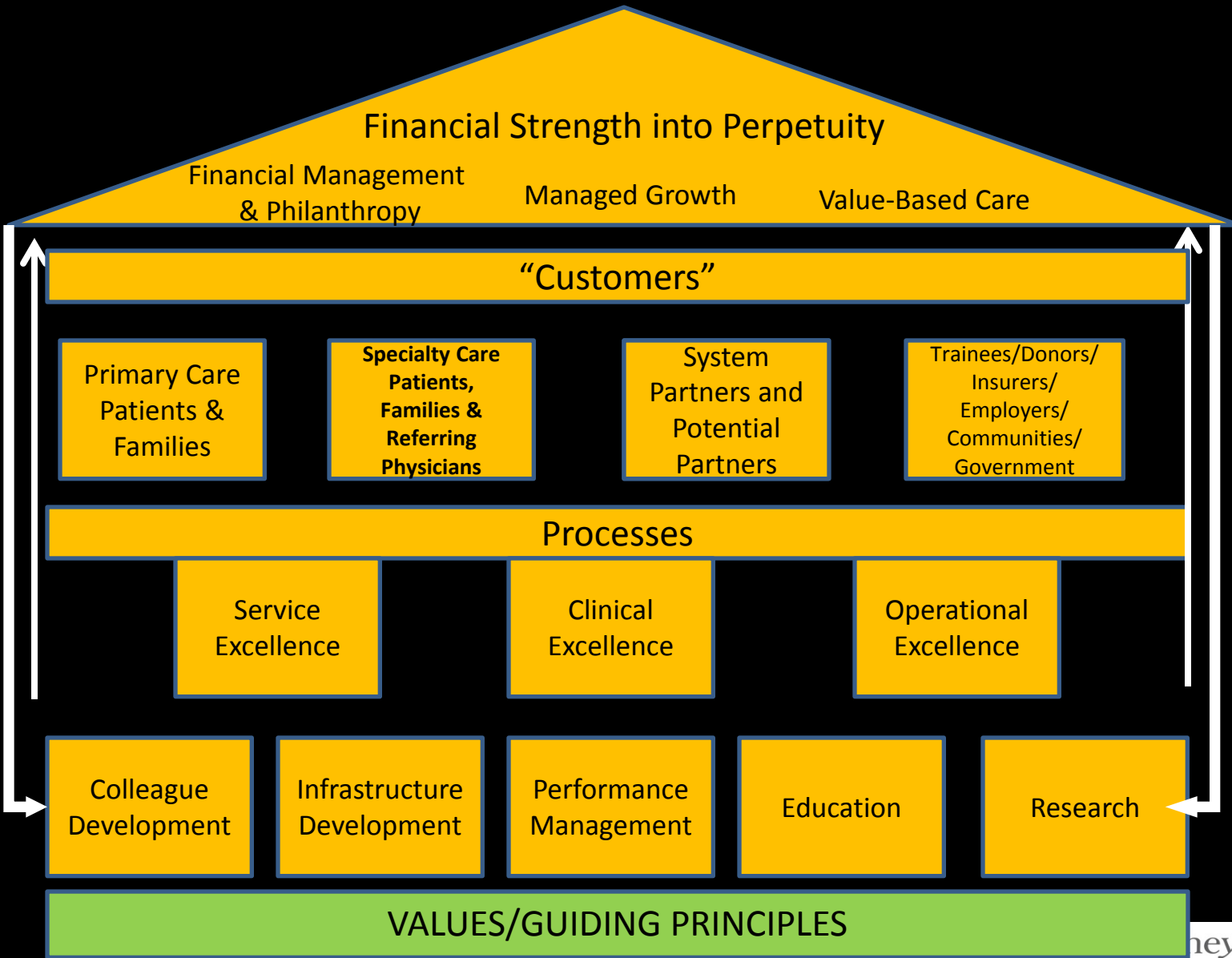
VISION

Stewardship Perspective:
To financially sustain our mission, what must we focus on to Ensure stewardship of the Clinic and Assure Financial Strength?

“Customer” Perspective:
To achieve our vision how should we appear to our “customers to Provide a Uniquely Satisfying “Customer” Experience?

Internal Perspective:
To Satisfy our “customers” which operational processes must we excel at to deliver Strategically Important Processes?

People/Learning/Support Perspective:
How will we sustain our ability to change and improve to enable our Colleagues to maximally perform?



STRATEGIC INITIATIVES

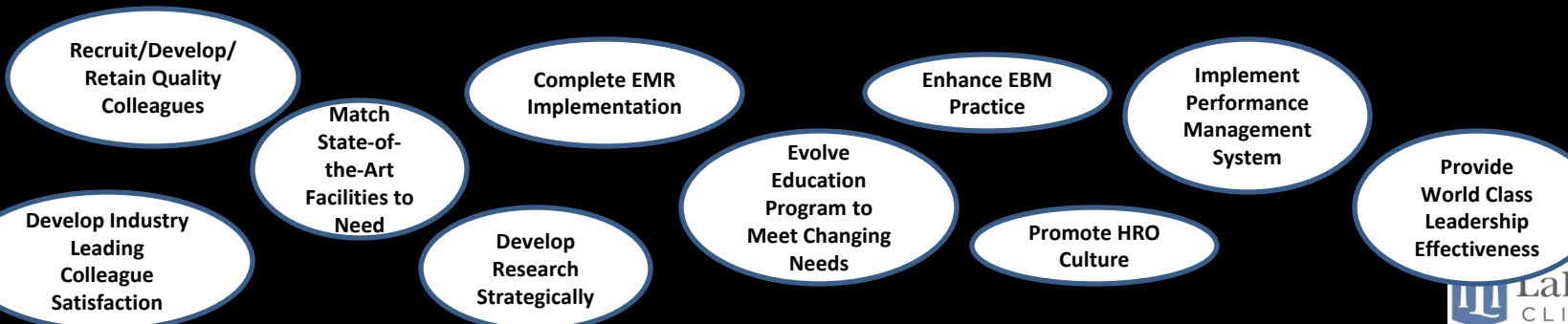
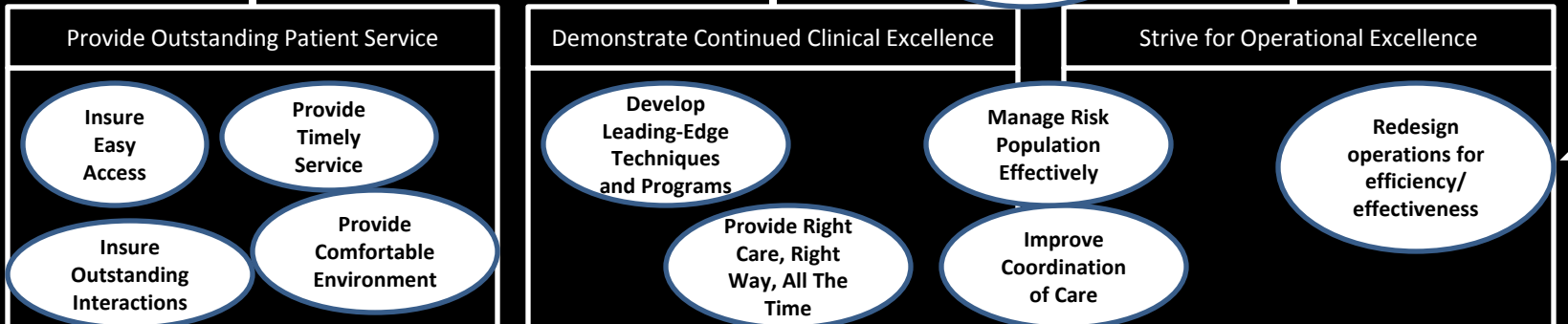
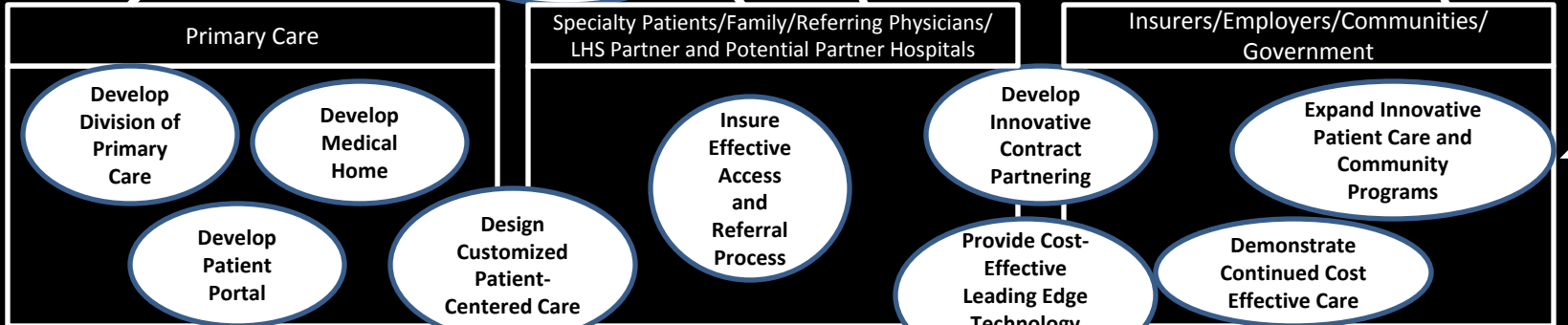
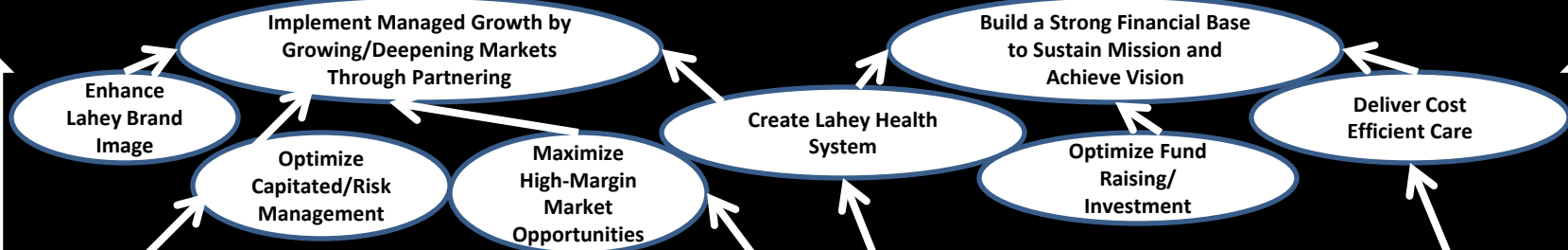
FINANCIAL STRENGTH INTO PERPETUITY

Stewardship

Customers

Internal Processes

People/
Learning/Support



Lessons Learned

- Presenting strategy and linkages helped everyone better understand both the organization's mission and their "purpose" meeting that mission
- LEM is now better understood as a Tool to visualize and manage each person's responsibilities
- Were able to bridge gap between Incentive Compensation program and LEM tool.



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