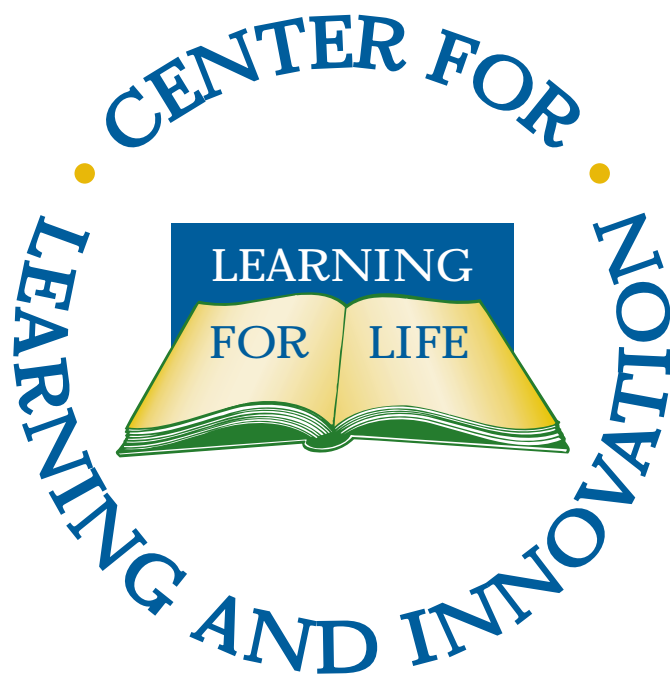


CENTER FOR LEARNING AND INNOVATION



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NORTH SHORE
LONG ISLAND JEWISH
HEALTH SYSTEM



SETTING NEW STANDARDS IN HEALTHCARE

THE CENTER FOR LEARNING AND INNOVATION *of the North Shore-Long Island Jewish Health System*

In the last decade, the healthcare industry has experienced monumental changes, including shifts in social demographics, revolutionary new medical technologies, increased consumer demand for high-quality, low-cost care and new medical delivery models and organizational structures. In this new environment, knowledge now has a shelf life of only 18 to 24 months. Like other industries, healthcare must be able to respond quickly to changing circumstances in order to succeed in a consumer-driven marketplace.

As the nation's third-largest not-for-profit healthcare system and Long Island's largest employer, the North Shore-Long Island Jewish (LIJ) Health System is taking a proactive approach in response to this changing landscape by building a new model for organizational learning. In cooperation with General Electric Medical Systems and the Harvard School of Public Health, North Shore-LIJ has created the Center for Learning and Innovation.

The healthcare system, serving 7.3 million residents of Long Island, Queens and Staten Island, is the largest ever to establish a "corporate university." North Shore-LIJ is also the first organization to develop a learning initiative that harnesses the expertise of GE Medical Systems, an international business leader,

and the Harvard School of Public Health, known the world over for academic excellence.

Through the center, employees, physicians, nurses and volunteers will have the opportunity to experience learning initiatives taught by faculty members from the Harvard School of Public Health, GE Medical Systems as well as North Shore-LIJ.

Through the Center for Learning and Innovation, North Shore-LIJ is investing in its greatest asset – its employees – by providing superior education and leadership. North Shore-LIJ understands that its ability to attract, develop and retain its people will determine the organization's future success as a healthcare leader. The goal of the center is to instill in each of the system's 30,000 employees, at every level, a sense of shared mission that will enrich their lives, both personally and professionally.



CREATE A WORLD-CLASS LEARNING ORGANIZATION

With the support of its employees, the objective of the Center for Learning and Innovation is to:

- Create a first-class organization of continuous learning;
- Develop in employees the knowledge, attitude and skills necessary to support the health system's strategic and business goals;
- Invest in and develop a cadre of leaders at all levels; and
- Promote a system culture dedicated to excellence, innovation, teamwork and continuous change.

EDUCATING FOR THE FUTURE

A little more than a decade ago, the corporate university was considered a “frill” that only huge, multinational corporations could afford. Today, there are more than 2,000 such institutions in the United States, established by employers in a wide variety of fields; it is estimated that the number will nearly double by 2010. A corporate university may be taught and managed entirely by the organization in its own facilities, or conducted in partnership with a college or commercial firm. No longer a luxury, the corporate university is increasingly viewed as almost a necessity in today's rapidly changing economy.

Organizations that thrive tend to be those that have transformed their cultures by linking their vision and goals to their employees' personal and professional growth and achievement. These organizations, known as *learning organizations*, create opportunities for their employees to become life-long learners. Ultimately, the employees become the source of the organization's competitive advantage.

THE STRENGTH IS IN THE SYSTEM

In today's economy, like other industries, healthcare providers are competing for customers and positioning themselves for long-term financial growth. In recent years, many hospitals have attempted to enhance their competitiveness, reduce costs and pool their resources by merging. The resulting culture clashes and power struggles have led to the failure of many. Few healthcare mergers have produced an organization as successful as the \$3 billion North Shore-Long Island Jewish Health System.

Formed in 1997 by the merger of Long Island's two largest healthcare systems, North Shore-LIJ includes 18 hospitals, four long-term-care facilities, three trauma centers, dozens of ambulatory care centers and six home health agencies. Building upon the system's strengths, the Center for Learning and Innovation will focus on expanding the learning capacity of the organization through a shared vision.



THE EMPLOYEES ARE THE SYSTEM

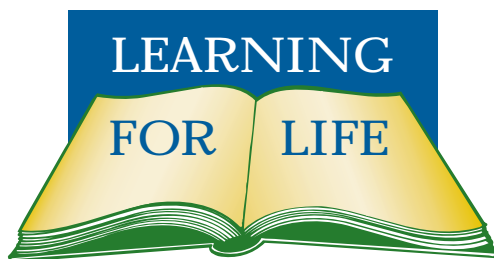
An organization doesn't learn; its people do. North Shore-LIJ's employees are its greatest asset. They are the system's mission, vision and values in *action*. The basic premise of the Center for Learning and Innovation is that learning, through a diverse range of courses for all employees, will foster personal and professional growth and development. This knowledge, transformed into performance, will advance the system's strategic goals and objectives.

The Center for Learning and Innovation will provide the opportunity for ongoing growth and development while transforming the North Shore-LIJ Health System into a national healthcare leader in the 21st century. Together we will accomplish this by offering programs that are both relevant and exciting. Rediscover the benefits of learning.

LEADERS AT EVERY LEVEL

The role of the leader has changed. The leader was an authoritarian figure at the distant top of the corporate ladder; the job was to control, order, predict. A learning organization, which is devoted to expanding the learning capacity of its people, understands that leaders can be drawn from any level. Rather than simply being a "boss," today's leader must be able to see underlying forces of change and be committed to creating a work environment that promotes creativity, innovation and growth.

Learning initiatives are intended to enhance the development of current and future leaders in their capacity to lead at all levels throughout the organization.



By giving all employees the opportunity for ongoing growth and development, the Center for Learning and Innovation will strengthen North Shore-LIJ's standing as a national healthcare

leader — and establish the health system as an employer and provider of choice throughout the Northeast.

Fostering growth and lifelong learning will create and promote a culture dedicated to excellence, innovation, teamwork and continuous change. Aside from educational courses aimed at assisting in the professional and personal development of North Shore-LIJ's managers,

physicians, nurses and employees at every level, the Center for Learning and Innovation will redesign the processes used by the health system to attract, indoctrinate and retain its people. This overhaul of the health system's human resources functions will help employees embrace new concepts and break down barriers to change.

As part of this transformation of the health system's values and culture, the center will introduce new approaches to leadership development and change management — widely recognized in the corporate sector -- that will enhance operational performance and lead to ongoing improvements in the quality of care North Shore-LIJ delivers to its patients.

Among the specific initiatives and courses planned for the Center for Learning and Innovation are:

Foundations — The Center for Learning and Innovation will significantly enhance the health system's orientation process, starting with the name: the program is now called *Foundations*. The orientation process is extremely important in welcoming new hires and conveying messages, values and expectations to new employees. It should provide a clear overview of the organization, its mission, vision, values and structure. Orientation should be a powerful process whereby the "fit" of the employee will be known by both the health system and the individual prior to completing the program. Every new employee will go through Foundations, which will offer dynamic sessions that stress the importance of the values, behaviors and expectations of the health system. Small group team-building exercises will allow the new employee to engage in problem solving activities that resemble actual work experiences.



Enrichment — These classes, open to all employees at all levels, support the center's goal of enhancing professional and personal development: Examples are:

- Career and Life Planning
- Playing to Your Strengths – Team Building
- American Sign Language
- Leadership Concepts
- Basic Statistics
- Six Sigma White Belt Training
- Stress Management
- Time Management

Core Management — This program is open to all current and future supervisors/managers within the health system. It is structured to provide participants with a unique educational opportunity enhanced through experiential learning. Courses include:

- Core Management Triad: Human Resources, Quality and Finance Management/Practices
- Six Sigma Strategy

- Leadership Practices
- Negotiation and Conflict Resolution Leadership
- Strategic Planning
- Current Challenges and Drivers in American Healthcare

Senior Management Training — This two-day leadership summit will expose all current and future senior leaders to methodologies that can be used to ignite change, sustain growth, secure trust, and fully engage the hearts and minds of their people. The curriculum includes:

- Creating a World-Class Boundary-less Organization
- Management Clinic: Strengths and Weaknesses of Your Style
- Developing Executive Leadership Strategy and Skills
- Managing and Sustaining Change in Large Organizations

Courses for Executives — These courses are open to all current and future health system executives, and are intended to build on the knowledge acquired during the core management development program. Some examples include:

- Leadership Summit
- Six Sigma Executive Overview
- The Corporate Athlete: Personal Wellness
- Building a Winning Service Organization
- Governance Relationships
- The Leader as Teacher

Executive Education for Physicians — The customized program, developed by the Harvard School of Public Health together with the health system's physician leadership, will include courses such as:

- Leadership
- Trust Erosion
- Finance
- Competition for Resources
- Advanced Outcome Analysis

MEASURING SUCCESS

It is important to measure whether the Center for Learning and Innovation is achieving its stated goals. Learning initiatives are dynamic in nature and will evolve based on the needs of the employees and the health system. Methodologies will be developed that focus on changes in today's healthcare environment. An example of these methodologies would include surveying course participants during courses and at intervals after course completion.

The valuable input of current and future course participants into the evolution of the center is paramount in identifying the learning needs of the organization.

STRIVING FOR ERROR-FREE PERFORMANCE



The Center for Learning and Innovation will put into practice Six *Sigma* management processes that have been widely recognized in the corporate sector for more than two decades. Sigma is the Greek letter that represents the amount of variation in a process. The higher the sigma level, the lower the number of errors in a process. A level of six sigma equals only 3.4 errors for every million times a process is carried out—as close to perfection as you can get in the real world.

99% Good (3.8 Sigma)

- 200,000 wrong drug prescriptions per year
- 5,000 incorrect surgical procedures per week
- 20,000 lost articles of mail per hour
- Unsafe drinking water for almost 15 minutes per day
- Two short or long landings at most major airports each day

99.99966% Good (6 Sigma)

- 68 wrong drug prescriptions per year
- 1.7 incorrect surgical procedures per week
- 7 lost articles of mail per hour
- Unsafe drinking water one minute every 7 months
- One short or long landings at most major airports every five years

A rigorous, statistical approach to problem solving, Six Sigma is an excellent fit for a learning organization because the training is tied to the organization's mission and values. The process can actually change the culture and become the method used to solve problems.

Employees at all levels of the health system will have the opportunity to learn about Six Sigma methodologies. Some examples of Six Sigma projects include:

- Patient wait time
- Billing
- Admissions process
- Bed availability

In addition, the center will offer employees the opportunity to learn two change management techniques to help facilitate rapid and enthusiastic change: **Change Acceleration Process (CAP)** is a program that helps create and mobilize enthusiastic process teams quickly, while **Fast Track Decision-making (FTD)** is a team approach to focused, rapid problem solving with an emphasis on involvement, decision making and accountability. The goal is for all employees who participate in these courses to acquire the skills and knowledge needed to become “change facilitators.” As experts in this field, faculty from GE Medical Systems will be mentoring North Shore-LIJ in this process.



COMMUNITY LEADERSHIP FORUMS

Through the Center for Learning and Innovation, the North Shore-LIJ Health System will assume a leadership role in its industry by bringing together representatives of business, government and healthcare to exchange ideas on and share solutions to current and future challenges. The health system will host roundtable discussions and national conferences three times a year on pressing healthcare issues, and develop and disseminate

white papers. The center will also host an annual conference on organizational development. Leaders will come together to share best practices, benchmarks and research with each other, continually asking the question: How do we create world-class organizations?

Current forum topics include “Healthcare in the 21st Century,” and “Emerging Issues in Quality.”



OUR MISSION

The North Shore-Long Island Jewish Health System strives to improve the health of the communities it serves and is committed to providing the highest-quality clinical care; educating current and future generations of healthcare professionals; searching for new advances in medicine through the conduct of biomedical research, promoting health education; and caring for the entire community regardless of the ability to pay.

OUR VISION

To be a national healthcare leader, committed to excellence, compassion and improving the health of the community.

