

GE Healthcare

# TiP-TV™ Training in Partnership Program Supplement and Test for Healthcare Professionals

## Leadership Education

## Performance, Quality, and Service

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1.0 ASRT-approved Category A CE Credit

1.6 Contact Hours – Provider Approved by the California Board of Registered Nursing, Provider Number 12057



imagination at work

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## Program Summary

This page provides an overview of the program content and learning objectives. Please refer to the Table of Contents for a detailed list of the topics covered. We encourage you to file a copy of this Program Summary and the Table of Contents with your continuing education certificate. We also recommend that you provide a copy of this information to your manager as a record of your educational achievement.

## Program Description

This program provides a compendium of information combining elements that are arguably the three primary ingredients for success in any business. Included are techniques and discussion to help the viewer incorporate new tactical, measurement, and quality initiatives into everyday operations. Further, the program contains details that can aid in Joint Commission readiness, which requires healthcare organizations to standardize quality on a system-wide basis.

## Program Objectives

By the end of this program, the viewer should be able to:

1. Select performance elements that can contribute to changes in organizational efficiency.
2. Examine style factors applicable to improving managerial effectiveness.
3. Identify quality aspects of Lean Six Sigma and The Joint Commission's tracer methodology. (The Joint Commission was formerly known as the Joint Commission on the Accreditation of Healthcare Organizations or JCAHO.)
4. Recognize the importance of system-wide performance initiatives.
5. Synthesize an operating plan based on the fact that customer and employee satisfaction are directly correlated with each other.

## Target Audience

Course objectives for this program specifically target radiology administrators. All other healthcare leaders may also benefit from this presentation.

**NOTE:** While the technical content is most effective for the target audience, other healthcare professionals may also benefit from viewing this course. Regardless of your specialty, you may apply for continuing education credit. Refer to the Continuing Education Credit page for additional information.

## Continuing Education Credit

1.0 ASRT-approved Category A CE Credit

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## Continuing Education Credit and Video File Download

### Online Process for CE Credit ([hls.gehealthcare.com](http://hls.gehealthcare.com))

In order to receive continuing education credit, you must log into the GE Healthcare Learning System (HLS) and complete all of the required steps. Please refer to the online TiP-TV Quick Start User Guide (click the User Guides link on the HLS Welcome page) for additional information on how to use the GE HLS as needed.

1. **View the entire program video** online or download the video file for later viewing (refer to the process below). This supplement is *not* intended to replace watching the video.
2. Go to the GE HLS web site at [hls.gehealthcare.com](http://hls.gehealthcare.com) and complete the **feedback form**.
  - ♦ NOTE: The Feedback Form link is not activated until the View Video Now module has been completed.
  - ♦ This provides valuable information regarding your thoughts on the program's quality and effectiveness.
3. Complete the **program post-test** without aids or assistance of any kind; this is an *individual effort*.
  - ♦ You have up to three attempts to successfully complete the test with a minimum passing score of 75% (ASRT and CBRN approved programs) or 80% (SNM-approved programs).
  - ♦ The post-test measures knowledge gained and/or provides a self-assessment on a specific topic.
4. Upon successful completion of the online CE information, you can instantly print a **certificate**.
5. Florida residents: The process for submitting CE credit to the FL DOH can be found online in the Related Documents tab on the bottom of the program's Item Details page.

### Video Download Process

For programs with an original start date of September 1, 2008 or later, the GE HLS includes an option to download the TiP-TV program video file. You can then watch the program on your personal computer or transfer the video file to your portable video player for viewing.

**NOTE:** Please refer to the **TiP-TV Video Download Quick Start Guide** for complete details (click the User Guides link on the GE HLS Welcome page).

- With the desired program in your GE HLS Learning Plan, launch the program content to view the Online Content Structure. In the Video Download (Optional) area, click the Download Video to View Later link.
- Save the video file on your personal computer, using your existing video download software.
- View the program on your personal computer or transfer it to your portable video player for later viewing.
- After viewing the entire program, log into the HLS and complete the CE activities as noted above.

### Continuing Education Credit Eligibility – Important Notice!

A GE Healthcare TiP-TV course may be available in several different formats, such as an online web course or CD/DVD. You may be able to receive CE credit only once for a particular course, regardless of the format in which it was viewed. If you have already received credit for a course, you are encouraged to contact your organization requiring continuing education to determine if you can repeat this course for CE credit.

Thank you for choosing GE Healthcare as your continuing education partner. We hope you will join us for other TiP-TV programs in the future. For more details and program schedule information, please visit our education web site ([www.gehealthcare.com/education](http://www.gehealthcare.com/education)).

Please forward any questions or comments to: [geeducation@ge.com](mailto:geeducation@ge.com)

## Program Outline

- I. Introduction
- II. Performance
  - A. Transparency
  - B. Credibility
  - C. Employee Health
  - D. Managerial Status Quo
  - E. Embracing New Methods
  - F. Communication
  - G. Supporting Employees
  - H. Leadership Style and Essence
- III. Workforce
  - A. Multigenerational Employee Base
  - B. Employee Involvement
  - C. Compensation
  - D. Who Is the Right Employee?
  - E. Leadership Development
- IV. Quality
  - A. Planning for the Unknown
  - B. Strategy
  - C. Managerial Performance Criteria
  - D. Getting Past Current Procedure
  - E. Tracer Methodology (The Joint Commission)
  - F. Lean Six Sigma
- V. Service
  - A. Leadership Means Service
  - B. Two-Way Support
  - C. Humility
  - D. Service Measurement
  - E. Customer/Employee Satisfaction
  - F. The Deficit Reduction Act (DRA)
  - G. What Is Strategic?

## Introduction

Performance, quality, and service are central elements in any business. They are combined to define the overall impact the business has upon its customers, both internal and external.

### Definitions:

- Performance – a manner of functioning; an action or execution characterized by efficiency or focused touch.
- Quality – the essential character or nature of something, expressing superiority of kind. It is a measure of the degree or grade of excellence.
- Service – work done for others as an occupation or business, providing assistance or benefit. The terms aid, help, duty, and usefulness apply directly to service.

If you put these terms together, you can create a preliminary construct that reads as follows: we're working to design a superior and efficient manner of functioning that will assist others in the accomplishment of useful and beneficial outcomes. Will it be easy to do this?

Earlier, performance, quality, and service were referred to as **elements** necessary for success. In scientific terms, it's probably more appropriate to state that these are not single elementary factors at all, rather they are multifaceted compounds of great complexity.

It's that complexity we'll explore in this program. The objective is to have a look at a number of dynamic factors that play into improving performance, quality, and service.

## Performance

- Transparency
- Credibility
- Employee health
- Managerial status quo
- Embracing new methods
- Communication
- Supporting employees
- Leadership style and essence

Notes:

## Workforce

- Multigenerational employee base
- Employee involvement
- Compensation
- Who is the right employee?
- Leadership development

Notes:

## Quality

- Planning for the unknown
- Strategy
- Managerial performance criteria
- Getting past current procedure
- Tracer methodology (The Joint Commission)
- Lean Six Sigma

Notes:

## Service

- Leadership means service
- Two-way support
- Humility
- Service measurement
- Customer/employee satisfaction
- The Deficit Reduction Act (DRA)
- What is strategic?

Notes:

## Appendix A: Presenters

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## Appendix B: Glossary

**CTA:** computed tomography (CT) angiography

**Kaizen:** continuous, incremental improvement of any activity to create value and reduce waste.

**spaghetti diagram:** a map of the path taken by a product as it travels through a department or facility.

**Toyota Production System:** Toyota's unique approach to manufacturing, from which Lean techniques were developed.

## Appendix C: Resources

### References

- Champy, J., *Reengineering Management – The Mandate for New Leadership*, HarperCollins Publishers, New York, New York, 1996.
- Drucker, P.F., *Innovation and Entrepreneurship – Practice and Principles*, Harper & Row Publishers, Inc., New York, New York, 1985.
- Maxwell, J.C., *The 21 Indispensable Qualities of a Leader*, Maxwell Motivation, Inc., Nashville, Tennessee, 1999.
- Paulson, T.P., *They Shoot Managers Don't They?*, Ten Speed Press, Berkeley, California, 1991.
- Peters, T., *Thriving on Chaos: Handbook for a Management Revolution*, Alfred A. Knopf, New York, New York 1987.
- Sfrella, S.M., et al., *Financial Management in Radiology*, American Healthcare Administrators, Sudbury, Massachusetts, 2004.
- Smart, G., et al., *Magnetic Leadership*, James and Brookfield Publishers, Roswell, Georgia, 2003.
- Walters, J.D., *The Art of Leadership*, MJF Books, New York, New York, 1987.
- Womack, J.P., and Jones, D.T., *Lean Thinking – Banish Waste and Create Wealth in Your Corporation*, Free Press, New York, New York, 2003.

### Electronic Resources

- American Healthcare Radiology Administrators (AHRA): <http://www.ahraonline.org>
- Institute for Healthcare Improvement: <http://www.ihl.org/ihl>
- Lean Enterprise Institute: <http://www.lean.org/>

**NOTE:** The Internet is an ever-evolving environment and links are subject to change without notice.

## Appendix D: Post-Test

LMS Course Number: 3241

To be eligible for CE credit, you MUST view the video presentation first. Then complete the post-test on the GE Healthcare Learning System ([hls.gehealthcare.com](https://hls.gehealthcare.com)) by the due date listed online.

1. Offering good and bad performance data to patients and businesses is called increasing your organization's \_\_\_\_\_.
  - a. revenues
  - b. transparency
  - c. margins
  - d. exposure
2. As a part of an overall satisfaction initiative, employees should be encouraged to take charge of their own \_\_\_\_\_.
  - a. health
  - b. work hours
  - c. vacation hours
  - d. protocols
3. As managers attain advanced positions, there is a tendency to remain attached to the status quo and adhere to the current state of performance.
  - a. True
  - b. False
4. In order to affect meaningful change, one of the most important personal characteristics needed by all leaders is \_\_\_\_\_.
  - a. control
  - b. financial freedom
  - c. passion
  - d. reticence
5. Patients lodging complaints that get timely responses are likely to have a \_\_\_\_\_ level of satisfaction compared to those that had no problems with care delivery.
  - a. similar
  - b. lower
  - c. higher
  - d. ambivalent
6. \_\_\_\_\_, using multiple mechanisms, is arguably the most important element of overall performance improvement.
  - a. Recruitment
  - b. Collaboration
  - c. Resource allocation
  - d. Communication

7. Shaping clear discussion points can be carried out more easily if the four P's are kept in mind. They are \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_.
- purpose; participation; planning; progress
  - process; past history; progress; problems
  - purpose; process; progress; problems
  - problems; planning; participation; persuasion
8. As a leader, you send out signals by the hundreds each day that are perceived by everyone within your purview. A smart manager will always be certain these signals send the right message.
- True
  - False
9. In order to recruit and retain top employees, systems of measurement and \_\_\_\_\_ must be carefully reconsidered.
- advancement
  - compensation
  - discipline
  - seniority
10. According to Roger Rhodes, the most important management personnel involved in the delivery of healthcare service are \_\_\_\_\_ leaders.
- department
  - top tier
  - medical staff
  - front-line
11. Recruitment of leaders from outside the organization results in a \_\_\_\_\_% chance of the candidate being the right person for the job.
- 15
  - 25
  - 50
  - 80
12. If the smallest act of poor quality is ignored, there can be enormous consequences in terms of the impact on the organization's \_\_\_\_\_.
- bottom line
  - workload
  - vulnerability
  - credibility
13. One of the more advanced methods used to evaluate and compensate managers places less emphasis on \_\_\_\_\_.
- the bottom line
  - integrity
  - enthusiasm
  - creativity
14. New management processes that garner real results require continuous \_\_\_\_\_ of/with the conditions of the immediate present.
- acceptance
  - discontent
  - awareness
  - review

15. The hallmark of really effective managers has been their ability to give up what has been \_\_\_\_\_.
  - a. successful
  - b. unsuccessful
  - c. profitable
  - d. controversial
16. The Joint Commission's tracer methodology focuses on performance improvement techniques that impact the \_\_\_\_\_.
  - a. medical staff only
  - b. entire organization
  - c. individual department
  - d. nursing staff only
17. According to Fostoria Community Hospital's Tim Jakacki, a primary condition for success of an organizational culture change is an atmosphere of \_\_\_\_\_.
  - a. caring
  - b. accountability
  - c. dependence
  - d. trust
18. Lean is based on the concept of always looking at performance from the standpoint of the \_\_\_\_\_.
  - a. board of directors
  - b. customer
  - c. physician
  - d. chief executive officer
19. An important fact that has been well established over time, is that patient satisfaction is directly correlated to \_\_\_\_\_.
  - a. disease process
  - b. accommodations
  - c. employee satisfaction
  - d. time of stay
20. According to Dr. Lawrence Tanenbaum, one of the best methods to offset the effects of the Deficit Reduction Act is to focus on improving efficiency of the \_\_\_\_\_.
  - a. revenue stream
  - b. healthcare environment
  - c. leadership team
  - d. task flow