

Decision Support Technology Applied to Malcolm Baldrige Award Recipient's Leadership Retreat

Background

Saint Luke's Hospital Kansas City (2003 Malcolm Baldrige National Quality Award® Recipient) applied an innovative group consensus strategic planning platform and wireless PDA system to achieve the highest rated retreat in their history with 98% of participants rating their satisfaction with the meeting as 'very satisfied' or better.

A pre-meeting survey website, which is part of the software platform, captured specific and relevant topics important to the management team. Preparation time was cut down significantly by developing agenda topics driven by the response from the attendee's surveys and feedback. This information led to a data-driven presentation of survey responses with additional topics instantly evaluated by participants using the wireless PDA system.

Application

A strategic planning software platform called VisionTree Professional was incorporated as an effective group action planning tool in break-out sessions for brainstorming and discussion. By loading the platform with topics relevant to the hospital's strategic direction, the steps in the software focused each group on generating ideas and action items specific to their initiatives.

The 80+ person management team collectively voted on specific ideas each using their wireless PDA, which were prioritized by the software in real-time calculating a statistical mean. The free text input ability of the handheld devices not only supported numerous question types and real-time responses, but also allowed participants to submit questions and comments for debate and discussion.

Conclusion

Since the retreat, the software platform has again been successfully applied using core strategic measures and software's decision scorecard to delineate to go/no-go decisions on an employee input level.

Quality ideas and action items captured by the software platform provided a springboard for immediate, actionable follow-through with a baseline to measure and track performance in a consistent, on-going basis – and support Saint Luke's Health System in continuing to deliver on its long-term mission.