


Disclosure of Adverse Events


The Cincinnati Children's Experience

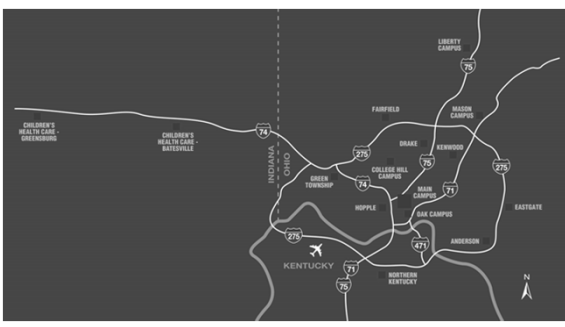
James M. Anderson
President and CEO, 1996-2009







Locations






Burnet Campus






Comparative Statistics



	Fiscal 1996	Fiscal 2013
Employees	3,542	13,852
Admissions / Short Stays	14,213	30,804
Surgical Procedures	19,997	32,188
Patient Encounters	365,000	1,161,009
Research Grants	\$26,241,000	\$157,693,000
Operating Revenues	\$453 million	\$1.9 billion



Our Vision

To be the leader in improving child health

- Unified the organization around a compelling goal
- Provided direction for decision-making
- Led us to invest in transformational improvement



Video: "Taking Good Care"

The Tressel Meinardi Story

Disciplined Disclosure



- Honest conversation within hours or minutes
- Be open but disciplined
 - Only disclose facts we know
 - No room for guesses
 - Don't draw conclusions because we don't know yet
- Investigate
- Meet family again as more facts become clear
- Learn from our mistakes

Telling Employees



- Safety tracker reports days since last SSE
 - Updated daily
 - Brief summary of what happened
- Sends a clear message: Taking better care of kids is our highest priority
 - No public message different from private behavior
- Helps employees see the need for improvement and builds the will for change

Key Messages



- You need a vision
 - Over time, the organization will align around a compelling vision that leaders pursue with integrity and consistency
- Have the courage to be transformational
- Transparency must be part of a systematic, organization-wide approach to improvement
- Pursue perfection
- Vision and integrity of message go hand in hand
 - Having the vision as a guide makes it easy to make the right decision



Discussion and Questions