



2020 Award Recipient

GBMC HealthCare System

GBMC HealthCare System (GBMC) provides inpatient and outpatient care through the Greater Baltimore Medical Center, an acute care community hospital, and GBMC Health Partners, which includes 43 primary and specialty care medical practices; and Gilchrist which provides advanced care, elder care, post-acute care, and in-home and facility hospice, as well as inpatient hospice in three locations.

Health Care Results

- GBMC has achieved a 5-star rating (the highest) from the Centers for Medicare and Medicaid Services; 5 stars were achieved by only 8 of Maryland's 45 hospitals in 2020.
- GBMC demonstrates industry-leading and benchmark performance for medical service line results, with 100% of stroke patients receiving antithrombotic therapy at discharge, 100% of high-risk mothers receiving antenatal steroids, and 100% of patients receiving combination chemotherapy for breast cancer.
- Since July 2018, GBMC's Screening, Brief Intervention, and Referral to Treatment program, which places a Peer Recovery Coach in the emergency department, has resulted in over 32,000 drug addiction screenings, with more than 3,600 patients referred for treatment.
- GBMC has maintained industry and benchmark leadership with 100% of its Health Partners (its physician group practices) offering extended hours for weekdays, weekends, and holidays since 2014.

Senior Leadership

- All members of GBMC's senior leadership team are active participants in Lean Daily Management, through which senior leaders visit all hospital units, hospices, and medical practices to have frank, two-way discussions with front-line leaders and staff regarding their performance against GBMC's Four Aims of better health, better care, least waste, and more joy.
- GBMC's senior leaders introduce the mission, vision, and values to the workforce beginning with the employee application process. This continues through hiring and onboarding, which includes the personal participation of the CEO in all new employee orientations, and through the senior leaders' active participation in the daily lean management walks. GBMC reinforces its mission, vision, and values to its suppliers and partners through negotiations, contract language, quarterly meetings, and performance reviews.

Financial and Market Results

- GBMC has increased its net cash from operations from approximately \$35 million in fiscal year (FY) 2016 to \$50 million in FY19 and, even with a decline in elective volume due to COVID, maintained its financial sustainability with \$35 million in 2020.



Highlights

- GBMC has achieved a 5-star rating (the highest) from the Centers for Medicare and Medicaid Services.
- GBMC demonstrates industry-leading and benchmark performance, with 100% of stroke patients receiving antithrombotic therapy at discharge, 100% of high-risk mothers receiving antenatal steroids, and 100% of patients receiving combination chemotherapy for breast cancer.
- GBMC's rating for communication with doctors has consistently been in the top 10% of national hospitals, and its emergency department rating for physician took time to listen is approaching top-10% performance.
- The Nurse Residency Program is one of only 61 worldwide to achieve accreditation with distinction. Since 2017, first-year turnover for nurses decreased from about 27% to less than 15%, achieving performance in the top 10% of national hospitals.



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- During this same period, it has maintained more than 250 days of cash on hand and even increased it to \$290 million in 2020, beating the Moody's A2 rating benchmark. Moreover, GBMC has increased its cash-to-total debt from 200% to 340%.
- GBMC has grown its inpatient market share from approximately 11% to 12.9% from FY16 to FY19, while its three competitors have experienced slight declines. Moreover, GBMC has grown its emergency department volume by 6% from 2018 to 2019, while its competitors have all experienced declines or remained flat.

Customer Process and Results

- Patients can express expectations, preferences, and questions through the patient portal, MyChart, and providers can share the patient data needed to ensure continuity of care. GBMC ranks in the top 10% of U.S. hospitals in percentage of primary care patients activating MyChart.
- GBMC's rating for communication with doctors has consistently been in the top 10% of national hospitals, and its emergency department rating for physician took time to listen is approaching top-10% performance. Its hospice rating for recommend this hospice is currently approaching the national 90% best, outperforming the closest competitor at under 80%.

People Process and Results

- GBMC redesigned its core employee health plan to include 100% coverage based on its workforce feedback. In response to COVID-19, the organization immediately addressed childcare needs, emotional and financial support, and preservation of time-off benefits.
- The Nurse Residency Program is one of only 61 worldwide to achieve accreditation with distinction, the highest level of recognition from the American Nurses Credentialing Center. Since 2017, first-year turnover for nurses decreased from about 27% to less than 15%, achieving performance in the top 10% of national hospitals.

Strategic Planning

- A four-phase, nine-step Strategic Planning Process (SPP) ensures that strategic objectives are aligned with GBMC's Four Aims.
- GBMC monitors action plans through key performance indicators, which are developed during the SPP. Alignment is reinforced through the Strategic Deployment Process.

Citizenship Process and Results

- A focused and effective philanthropy program, which raises more than \$15 million per year, has enabled GBMC to supplement its normal operations with programs not often found in community hospitals. These include the Sexual Assault and Forensic Examination (SAFE) and Domestic Violence services.

- GBMC's Community Benefit Program includes support to local initiatives, such as funding children to "Run a Mile" every day before class; supporting Baltimore's Moveable Feast program, which provides healthy meals to chronically ill patients; and supporting an annual Weight Loss Reveal Celebration. The GBMC Community Benefit has increased 260% in four years.

Performance Management and Information and Knowledge Management

- In 2017, GBMC transformed its data and information systems by converting to an enterprise-wide medical record system. GBMC has been awarded a 10 Gold Star Status, which places it in the top 1% of all the product's users in the country. GBMC was also recently honored with the Davies Award by the Health Care Information and Management Systems Society for being among national health care organizations with the highest access to information. It is the only health system in Maryland that has achieved this award and one of only 11 worldwide in 2019.

Process Efficiency/Effectiveness and Results

- GBMC utilizes a six-step Healthcare Emergency Operations Plan (EOP). During COVID-19, the EOP was activated, resulting in staff feeling educated, safe, and supported, and having the tools they needed to do their jobs.
- GBMC's efforts to redesign care have resulted in decreasing emergency department "admit to departure times" from 170 minutes in 2017 to 120 minutes in 2019, outperforming the Maryland regulatory benchmark. GBMC is the market leader in laboratory turnaround time within 60 minutes, consistently performing well over the national standard of 90%. GBMC performs 44% better than the national average for transport turnaround time, a measure of how efficiently it transports patients throughout the hospital.

For more information:

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Baldrige Performance Excellence Program

The Baldrige Program educates organizations of all sizes and from all sectors in organizational performance management and improvement. We also administer the Malcolm Baldrige National Quality Award. Our key services are to identify and recognize role-model organizations, share best management practices, and help organizations achieve best-in-class performance levels. We are the only public-private partnership and Presidential award program dedicated to improving U.S. organizations.

For more information on the Baldrige Program:
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