

# Strategic Changes to Drive Performance Excellence



**Susan S. Hawkins, SVP**  
Performance Excellence

**Monday**  
**November 25, 2013**  
**4:30-6:30PM**  
**in 1123 LBME**



**Julia Swanson, VP**  
Performance Analytics and Improvement  
Henry Ford Health System

Ms. Hawkins and Ms. Swanson, both alumnae of the University of Michigan's Industrial and Operations Engineering Program, will provide an overview of key organizational changes that Henry Ford Health System has implemented during its eight-year journey with the Malcolm Baldrige Performance Excellence Criteria. They will describe changes to leadership structure and processes, strategic planning, organizational performance measurement, and quality & safety improvement methods that were implemented before (and continue beyond) the organization's receipt of the coveted Malcolm Baldrige National Quality Award in 2011.

**Susan S. Hawkins** In her current role, Susan leads strategic planning, process engineering, performance analytics, and clinical quality and safety initiatives. She also leads HFHS's Baldrige journey. Prior positions with HFHS included VP of Planning and Performance Improvement, Director of Management Services, and Administrative Manager for Eye Care Services. She has facilitated rapid improvement and Lean workshops and teaches several leadership development courses. She was a certified examiner for Michigan's Baldrige program in 2006 and 2007 and the national Baldrige Program in 2008.

Susan holds a Bachelor's in Industrial Engineering from the University of Michigan and a Master's in Business Administration from Wayne State University. She has published several papers and teaching cases and is a regular presenter on her areas of expertise at healthcare conferences and business/university seminars. Susan was honored with the MHA Keystone Quality and Safety Leadership Award in 2011 and induction into ESD's College of Fellows in 2013.

**Julia Swanson** is a visionary leader who helps organizations continually improve toward excellence through building sustainable and high performing leadership processes. With 19 years of experience in improving integrated health care operations, Julia uses her expertise in strategy deployment, measurement, organizational performance review, disciplined execution and operational interdependencies to bridge silos and levels in organizations to increase efficiency and effectiveness.

Julia Swanson, Vice President, Performance Analytics and Improvement, is leading a team to ensure consistent and effective organizational performance measurement and project execution is occurring at all levels through the implementation of comprehensive electronic medical record reporting and electronic data warehouse solutions and an enterprise wide project management office. She was last the Administrator for Innovation and Quality at Henry Ford West Bloomfield Hospital where she was responsible for the performance of the hospital's quality oversight system including risk prevention, infection control, regulatory readiness, monitoring and measuring performance, strategic planning, and the coordination of hospital-wide innovation and improvement efforts. In her time at the hospital, she was very proud of the accomplishments of opening a new hospital on time and on budget and achieving successful accreditation three days after opening. Julia led the team at Henry Ford West Bloomfield Hospital to ISO Certification within one year of opening the hospital.