



Operational Excellence in Healthcare

Creating a Culture of High Reliability:

The Big Picture – A Framework and Definition of Operational Excellence

Endeavor

OUR VIEW

Set, Met, Reinforced – The Key to Experience Management

We believe that your brand, operations and culture are linked through the experience delivered.

Alignment with expectations creates an exceptional experience and a sustainable competitive advantage.

Organizations install effective processes so that operations are highly reliable.

Leaders translate customer expectations to the organization, assign priorities and reinforce expected behaviors.

To achieve these ends, we intentionally examine the differences between functional needs (what is done) with emotional needs (how interactions are felt).

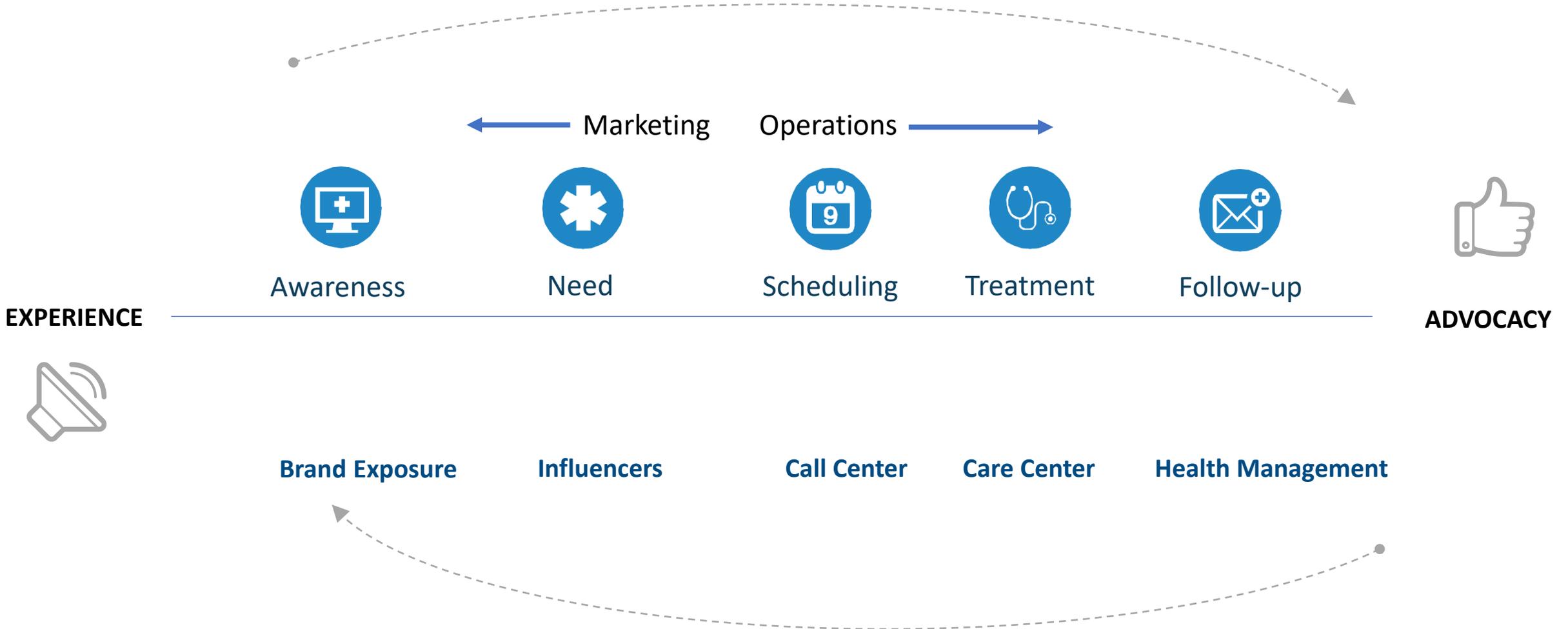


Operational Excellence is not just for a competitive edge...

It's a matter of survival!

CONNECTING THE DOTS

Experience Management = Accelerating Revenue + Optimizing Business Performance



COMMON CHALLENGES

Treating Operational Excellence as a Strategic Imperative

- 1 Quality, Safety and Patient Experience don't seem to have equal importance
- 2 We struggle with demonstrating a direct financial impact on our operational changes
- 3 Silos create dysfunction and are counter-productive to achieving desired top- and bottom-line results
- 4 We lose sight of those we treat when overwhelmed with administrative burdens
- 5 We are losing money





AGENDA

The Big Picture: A Framework and Definition of Operational Excellence

- Best Practices for Transformational Success
- Limitations of Operational Discipline
- Components of Operational Success
- Defining Operational Excellence



BEST PRACTICES FOR TRANSFORMATIONAL SUCCESS



A clear vision of the future state

Understand the current culture

- Birkman Assessments
- CLEAR (Culture, Leadership & Employee Alignment Report)
- OCI (Organizational Culture Index)

Define the desired culture

- Operational Discipline (OD) Definition Sheets
- Workforce Vision
- Frontline Focus Groups / Assessment

Internalize the case for change

- OD Case Study workshops
- Internal Lessons Learned linked to OD Behaviors
- Leadership alignment sessions

The visions is translated to all

Enable leadership by example

- Leadership Model (LTL)
- Leadership Definition Alignment
- Individual Leadership Coaching
- Leadership Workshops

Communicate the vision to all

- Communication planning and messaging for front-line
- Culture transformation dashboards

Translate the culture at all levels

- Culture Role Sheets
- Shift Change Meetings
- Daily Operations Meetings

Barriers are removed

Establish culture lighthouses

- Set up centers of excellence
- Positive change case studies
- Senior Leader culture spotlights
- Role modeling coaching
- Cross-Plant Assessments

Remove complexity

- Complexity Assessment Maps
- Initiative Prioritization
- Document consolidation & simplification
- Leverage or terminate related programs

Improve internal capabilities

- OD skills training (SOJT, 5 Whys, Getting to 90)
- Facilitated observations

ENABLE

Changes are engrained

Management System Alignment

- OEMS Simplification and Alignment
- MS / Governance Alignment

OD Integration with OEMS

- Best practice processes for:
 - Hiring Process
 - Performance Review
 - Onboarding/Training
 - Incident Review
 - Organizational Planning

- Leadership Messaging

Long-term People Advantage

- Purpose Driven Work
- Leadership Attitudes and Actions
- Data-Driven Decision Making
- Risk Management

TYPICAL LIMITATIONS OF OPERATIONAL DISCIPLINE

If Operational Discipline is doing the right thing, then all employees must:



Typical Limitations

- Broken link between OD and how it will impact performance (why it's important)
- Manager vs. Front-Line friction discourages commitment beyond compliance
- Individual goals not aligned to desired culture
- Employees don't see their leaders setting examples

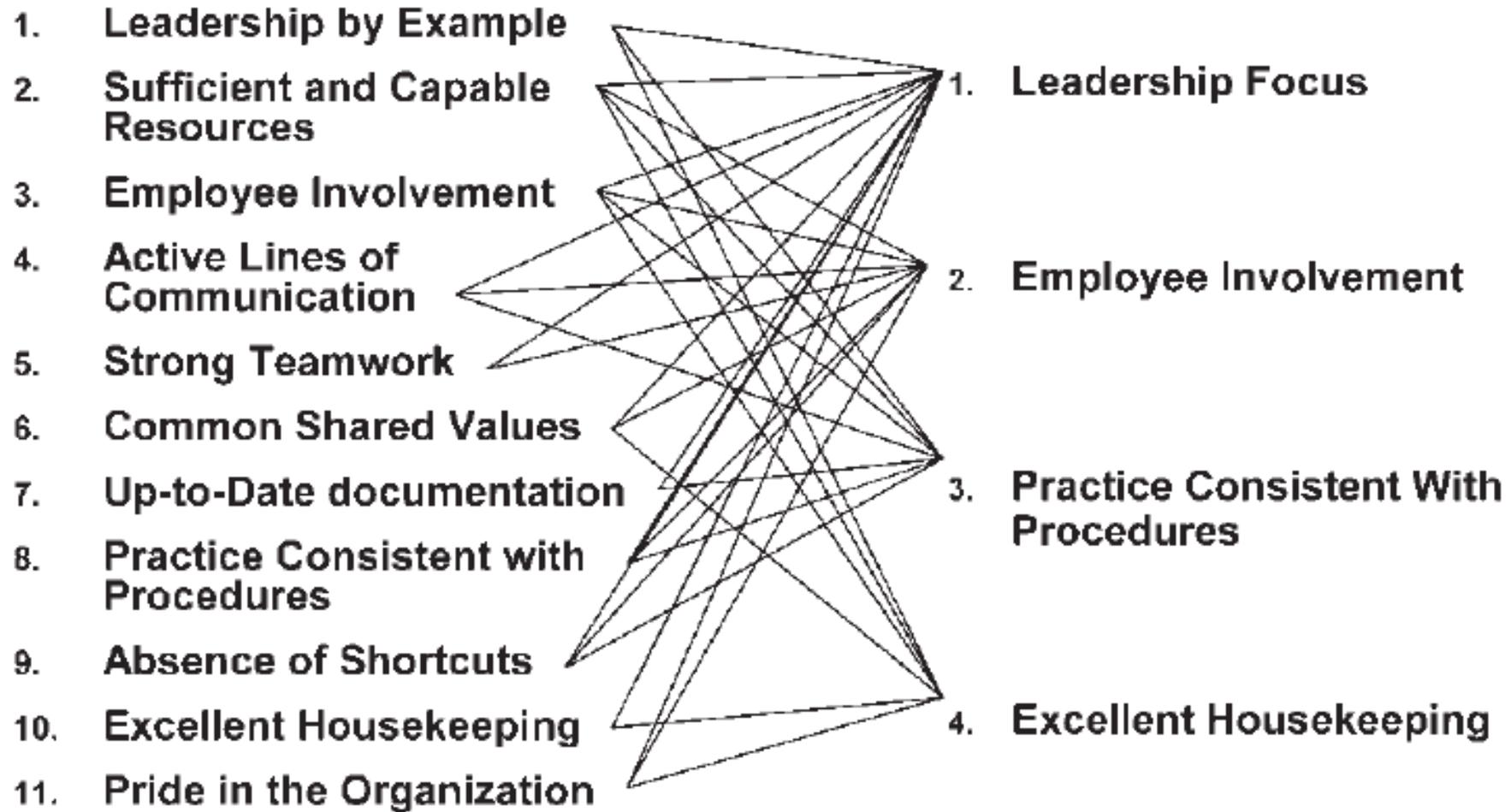
- Current vision for Operational Discipline is too academic and general for the front-line
- Mergers have brought together different cultures – what is the target culture?
- Managers lack good examples of leadership

- Lack of leadership training
- Initiative and task overload
- Indecisiveness or bureaucratic decision-making
- Lack clearly defined objectives, plans, tasks and procedures to execute

- Reward mechanisms not aligned to desired behaviors
- Culture of compliance
- Employees can be reprimanded for doing the right thing (example: Stop Work)

To what degree do these limitations exist and how widespread?

EXAMPLE: WHAT DOES OPERATIONAL DISCIPLINE LOOK LIKE



THE VALUE OF OPERATIONAL EXCELLENCE

Operational Excellence delivers industry leading performance across 7 value drivers

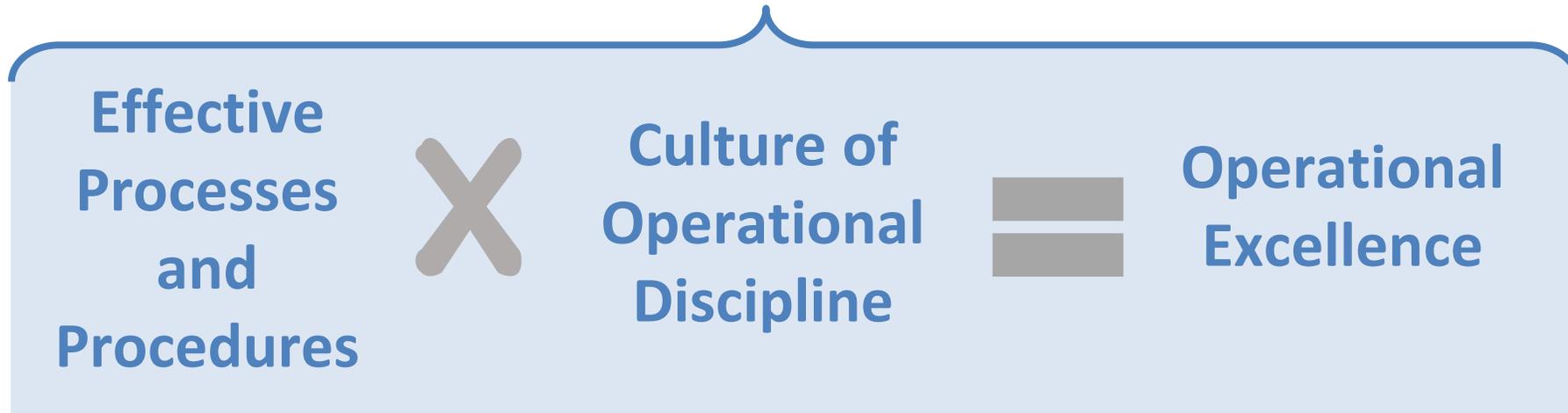


Given two companies with similar strategies, the one that executes better will have greater performance across all 7 Value Drivers

COMPONENTS OF OPERATIONAL EXCELLENCE

A sound management system and culture of Operational Discipline create Operational Excellence

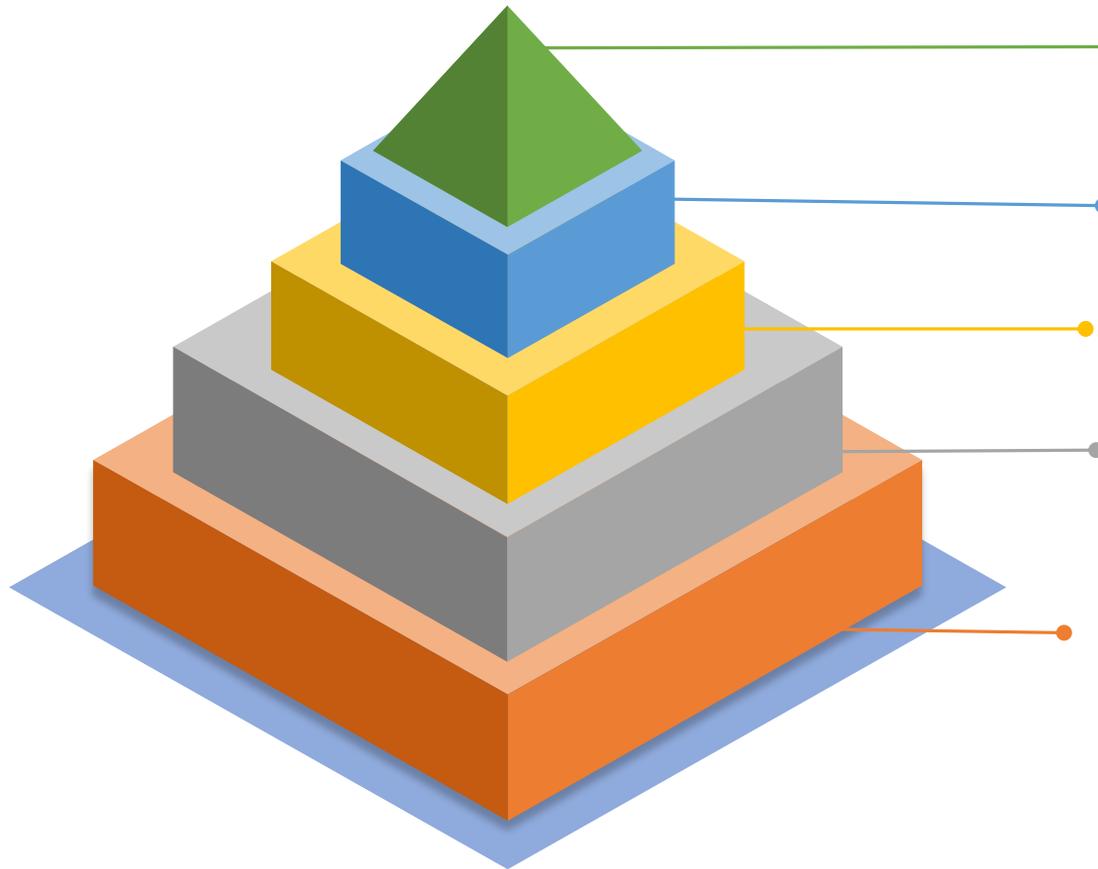
Sound Strategy × **Operational Excellence** = **Leading Performance**



Processes and procedures, without a culture that embraces Operational Discipline, will not result in Operational Excellence (**HRO Layers of Defense**)

DEFINING OPERATIONAL EXCELLENCE

The often overlooked first step



Leadership Alignment

Leaders must be united and share a common vision

Consistent Messaging

If leaders aren't aligned, messages won't be clear and consistent

Employees Understanding

Unclear and inconsistent messages impede employee's understanding

Clear Roles and Responsibilities

If employees don't understand vision, they will spend time trying to define their roles

Increased Commitment

In the face of ambiguity, many employees take a "wait and see" stance

OPERATIONAL EXCELLENCE



As leaders, what are you doing to ensure your people are understanding the message and building commitment to it?

Talk to us about how we can help!



ABOUT US

Our Qualifications

OUR FIT

Insights + Expertise = Practical Strategies

Industry Expertise

A team that includes those with prior healthcare leadership experience.

Deep understanding of the healthcare system environment, from the most complex (academic-community partnerships) to most competitive (regionally-based systems).

Trusted advisor to some of the most recognized healthcare systems in the country.

Research-Driven Insights

Use of proven research tools and frameworks for brand, experience, culture and operations management across industries.

A 50-year heritage of research innovation to drive strategic decision-making.

Best practices developed with national leaders in healthcare.

Practical Strategies

Clear and actionable recommendations using insight-driven scenario development to express multiple options.

Consensus-driven decision making processes to ensure the strategy is embraced.

Engagement processes to maximize the potential for advocacy of the strategy, both internally and externally.

ABOUT ENDEAVOR

Endeavor

Healthcare market leaders and challengers turn to Endeavor (formerly Gelb Consulting) to advance their strategic objectives. We work collaboratively with our clients to merge market insights and industry expertise to design and implement practical strategies. Our clients keep coming back to us not only for a near-term game plan, but as a long-term trusted partner.

Understanding the What and the Why

Our approach yields direction for our clients to drive advocacy – customers willing to go out of their way to recommend you. This is formed by the alignment of your brand’s promise, your delivery of services and how they are delivered. These create the ideal experience.

We believe that market leadership is based on a keen understanding of the underlying drivers of your customers – whether they be patients, families, referring physicians, donors or employees. Since our founding in 1965, we have continued to innovate identifying industry-leading best practices and deploying the latest research techniques to support our clients’ success.

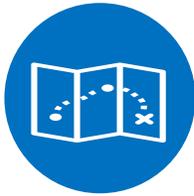
Making the How a Reality

This is where our experience comes in. Our clients include many of the most recognized and well-regarded healthcare organizations in the country, with a focus the most complex - academic medical centers. We bring best practices and success to the table.

In addition, our seasoned consultants have been in your shoes, having decades of experience serving in leadership positions within healthcare organizations. We understand the challenges of navigating the most challenging of situations – from competitive environments to resource constraints. We work with you to implement practical strategies to accelerate business performance at a pace that’s manageable for your organization.

ENDEAVOR MANAGEMENT CONSULTING

Deliver Experiences that Accelerate Revenue While Optimizing Business Performance



Experience Management

Creating Advocates Through Enchantment

Since the early 90s, Endeavor has been using our experience mapping approach to organize insight development, design engagement strategies, align operations and culture, and monitor the outcomes. [Learn More...](#)

[Patient Experience Management](#)
[Physician Experience Management](#)
[Donor Experience Management](#)
[Real-Time Dashboards](#)



Marketing Strategy

Accelerating Revenues

Endeavor has the experience to guide your strategic marketing efforts with well-executed marketing research and proven methods to design winning strategies. [Learn More...](#)

[Healthcare Growth Playbook](#)
[Healthcare Brand Management](#)
[Digital Insights and Dashboards](#)
[Strategic Planning](#)
[Destination Medicine](#)



Operational Excellence

Optimizing Business Performance

Our team of operations consultants and former healthcare executives have executed strategic planning, transformation, and programs. [Learn More...](#)

[Cultural Transformation](#)
[Financial Analysis](#)
[Revenue Cycle Improvement](#)
[Quality and Patient Safety](#)
[Executive Transition](#)
[Insights360 Performance Dashboards](#)
[Healthcare Expert Advisory Group](#)

ENDEAVOR ANALYTICS

Real-time Integration of Disparate Data

Take Big Data to Big Impact

Leveraging our history of over 60 years in marketing research, we have created technology-enabled tools to help capture voice of the market, customer and employee. Our Insights360 solution will allow you to place listening posts at high priority touchpoints providing you with a 360 degree view of your key stakeholders and influencers. Built on the Salesforce.com platform, you can integrate real-time feedback with operational data for reporting insight within the context of the business environment. In addition, you can incorporate CRM to monitor, track and respond to positive and negative feedback all within the same system. Finally, a single platform for capturing feedback, tracking customer service trends, responding/service recovery and measuring your relationship with your customers.



Armed with customer experience insights, Endeavor Analytics leads CRM design teams to develop systems that meet workflow and business reporting needs; all aimed to enhance the customer experience. This includes a careful examination of end-user needs, identification of operationally critical information, workflow enhancements and data schema. Our requirements documentation can be used for your own programming, with other vendors, or for quality control and training.

Take Big Data to Big Impact. Our Insights|360 solution will take your program to the next level. Going beyond data integration, we work with you to establish a solid measurement program that is in alignment with your business goals and strategy.

We help you identify what data matters most, streamline the process of data integration, then create visually rich dashboards and data visualizations to help you socialize and share insights with your stakeholders.