



## **Operational Excellence in Healthcare**

Creating a Culture of High Reliability:  
Management System Fundamentals

**Endeavor**

# OUR VIEW

Set, Met, Reinforced – The Key to Experience Management

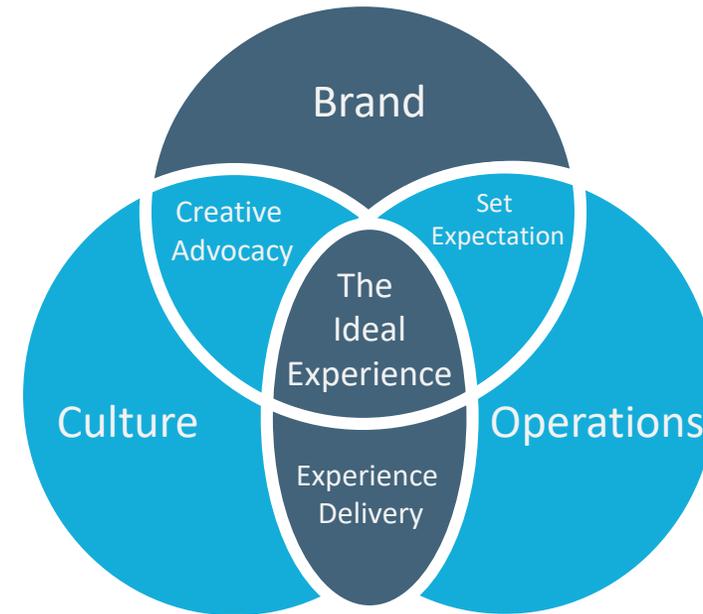
We believe that your brand, operations and culture are linked through the experience delivered.

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).

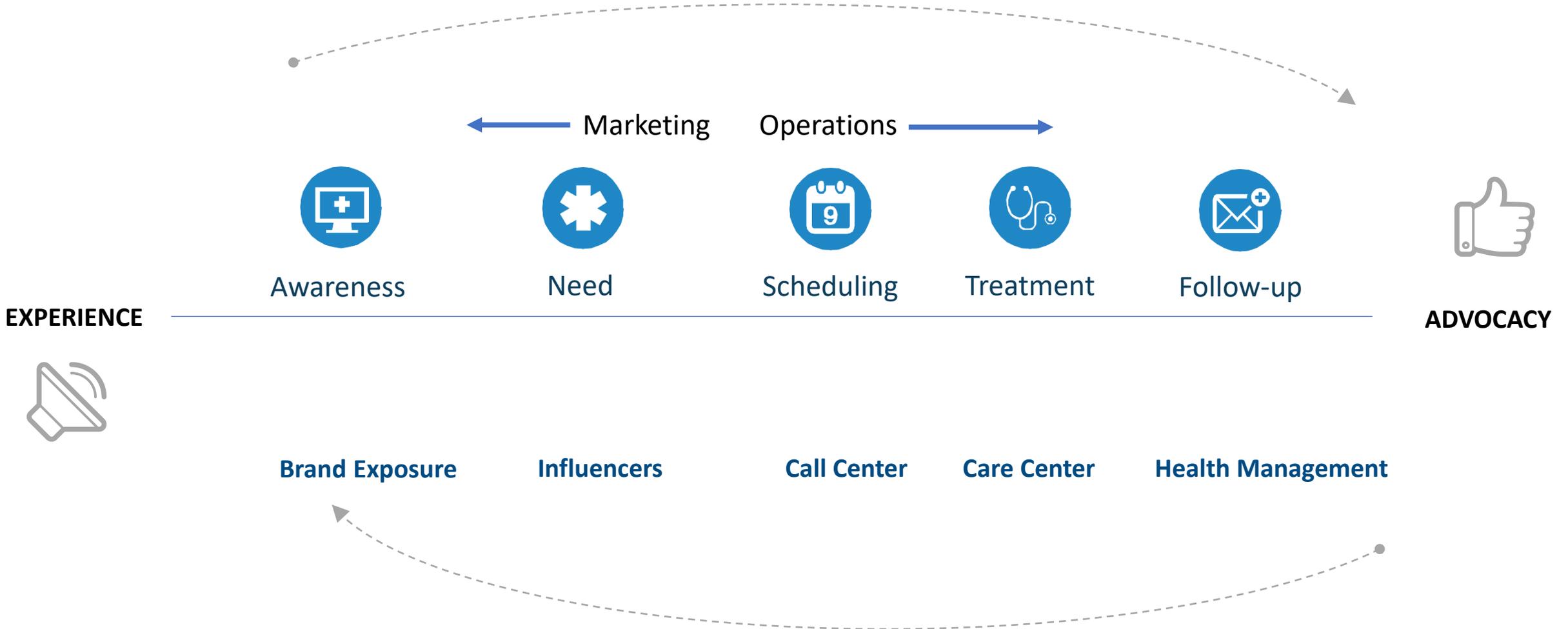


**Operational Excellence is not just for a competitive edge...**

**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

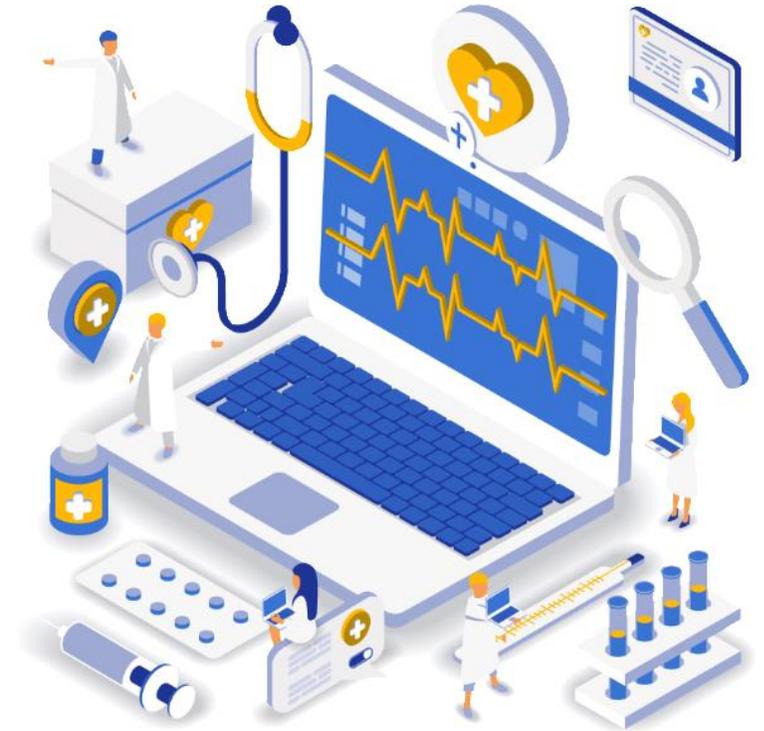
Silos create dysfunction and are counter-productive to achieving desired top- and bottom-line results

4

We lose sight of those we treat when overwhelmed with administrative burdens

5

We are losing money





# AGENDA

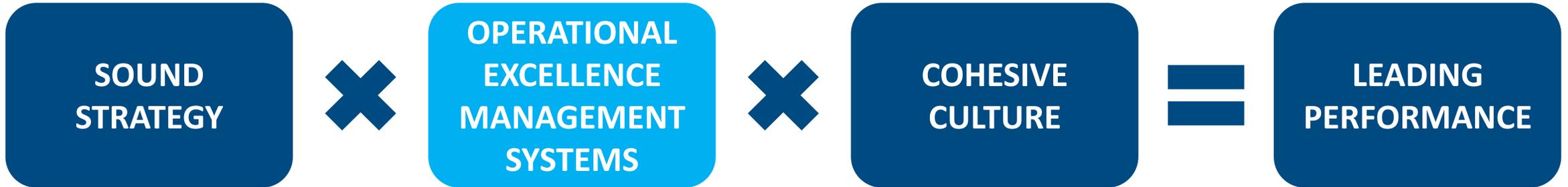
## Management System Fundamentals

- Purpose and Value of a Management System
- Elements of a Management System
- Process of a Management System



# THE PURPOSE OF A MANAGEMENT SYSTEM

Most management systems exist to manage strategic risk



*Strategy determines the optimal portfolio of risks your company is willing to take on to deliver value*

*Establishes Potential Value*

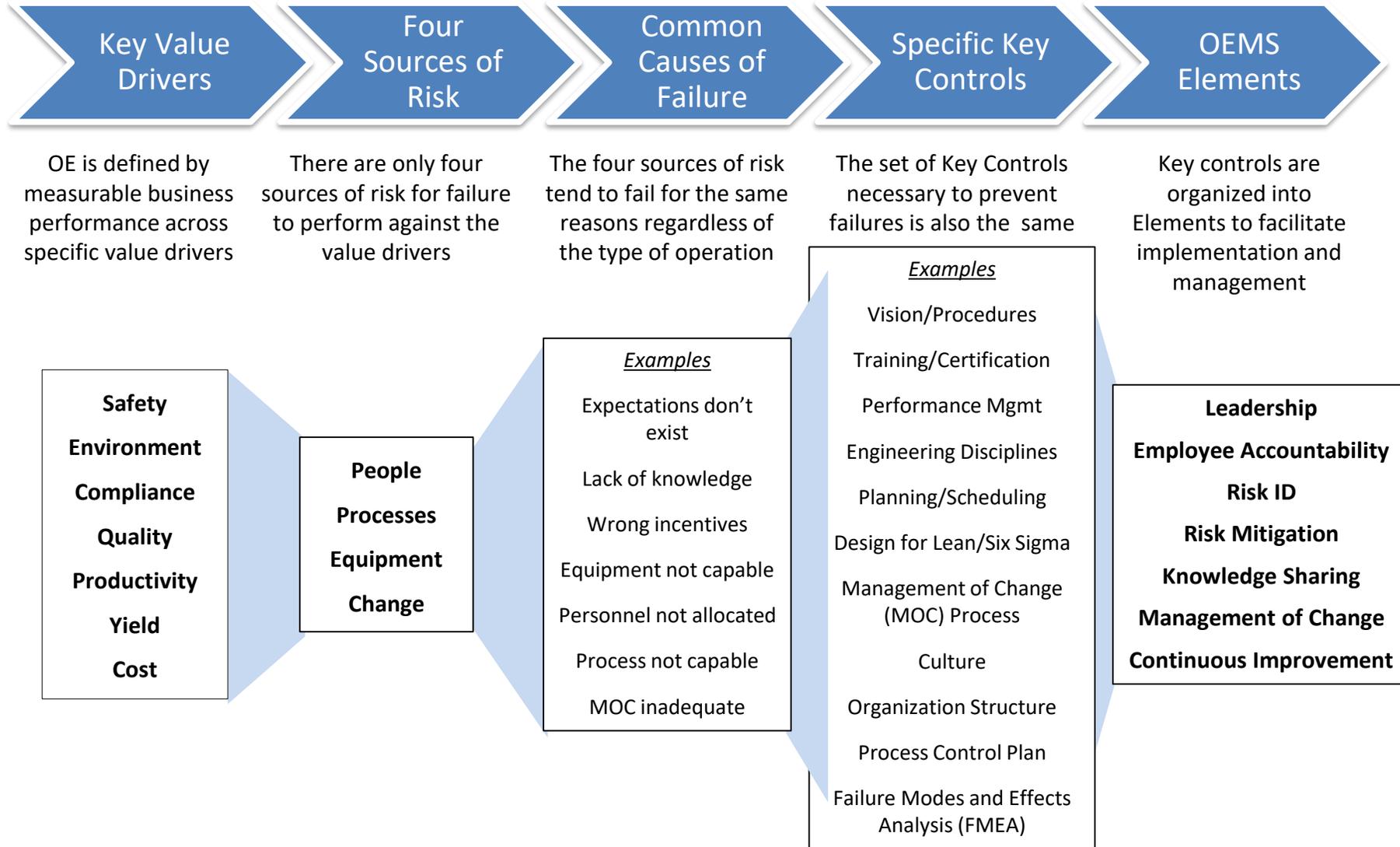
*The effectiveness of the management system is determined by how much strategic value is captured*

*Manages Risks to Capture Value*

*The effectiveness of the management system depends on having a cohesive and complimentary culture*

*Enables Management System to Work*

# HOW DOES THE MANAGEMENT SYSTEM DELIVER VALUE?



# THE 7 KEY ELEMENTS OF AN OE MANAGEMENT SYSTEM

Approximately 30 key processes support the 7 elements

1. Leadership	Leaders articulate a clear vision of Operational Excellence and create a culture of Operational Discipline
2. Employee accountability	Processes are in place to ensure employee's are properly incentivized and know what they are accountable
3. Risk identification	Risks are identified , assessed , and prioritized for processes and equipment
4. Risk mitigation	Controls are put in place to mitigate the identified risks
5. Knowledge sharing	Communication and training systems are in place to share knowledge about the risks and their controls
6. Management of change	Processes are in place to management changes of people, processes, and equipment
7. Continuous improvement	All processes are measured, verified, and continuously approved

# PROCESS DETAILS OF THE MANAGEMENT SYSTEM

## Rationale for hierarchy



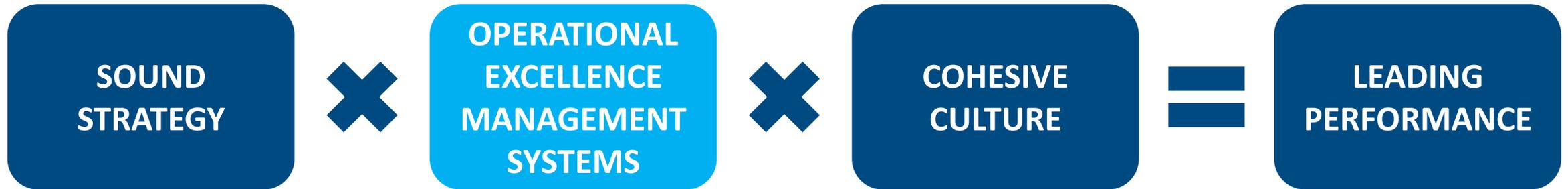
## Key processes for leadership and employee commitment

- Vision
- Goals & targets
- Planning
- Culture & values
- Organizational structure
- Role clarity
- Talent management
- Performance Management
- Employee Engagement
- Leader standard work

## Other management system processes

- Risk Assessment & Mitigation
- Safe work practices
- Regulatory compliance
- Reliability
- Materials management
- Operating procedures
- Supplier management
- Quality
- Maintenance management
- Capital project management
- Data and information management
- Internal and external communications
- Community and stakeholder relations
- Training and competency
- Management of change
- Incident investigation
- Lean/Six Sigma
- Self-Assessments
- Corrective actions
- Management review

# MANAGEMENT SYSTEMS



What does your Management System look like today?

What is working well with the Management System and what are the gaps?

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.

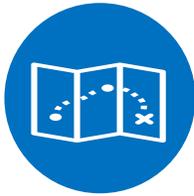
## **Making the How a Reality**

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.