Operational Excellence in Healthcare

Creating a Culture of High Reliability:

Healthcare Today – Complexity and High Reliability Organizations

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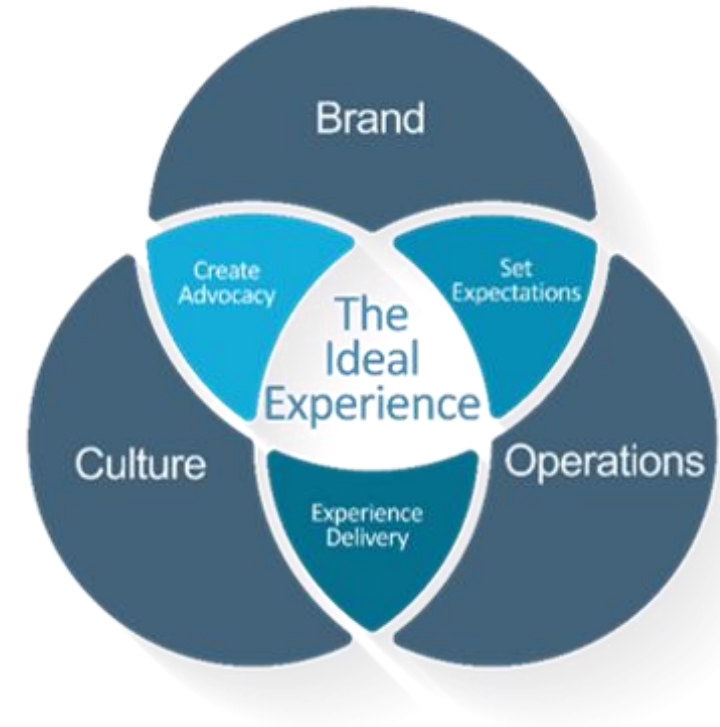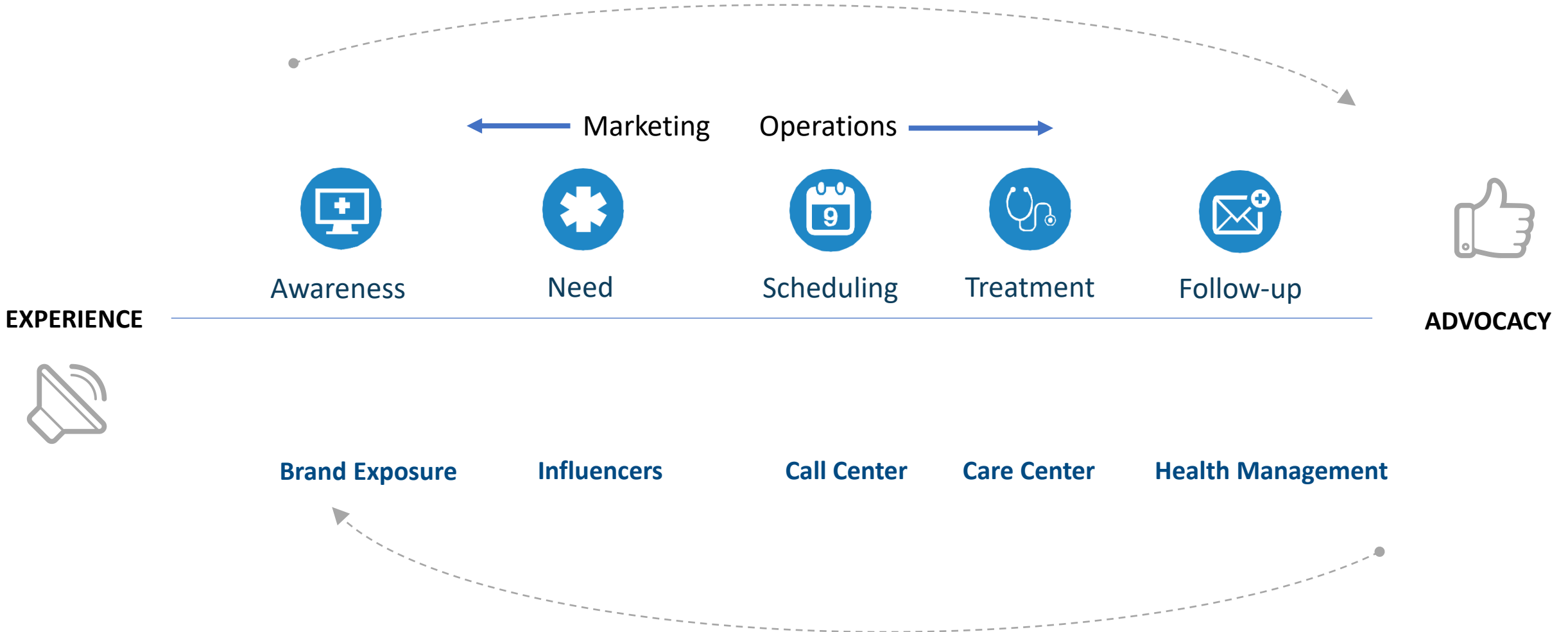
Operational Excellence is not just for a competitive edge…

It's a matter of survival!

CONNECTING THE DOTS

Experience Management = Accelerating Revenue + Optimizing Business Performance

Marketing   Operations

Awareness   Need   Scheduling   Treatment   Follow-up

EXPERIENCE   **ADVOCACY**

Brand Exposure   **Influencers**   **Call Center**   **Care Center**   **Health Management**

Endeavor

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

Healthcare Today: Complexity and High Reliability Organizations (HROs)

- How the World has Changed for Healthcare Providers

- Characteristics of Complex Systems

- Must-Haves for a Building a High Reliability Organization

- Characteristics of a High Reliability Organization Culture

THE WORLD HAS CHANGED

Healthcare providers must take advantage of new approaches to safety and reliability

Situation

- Healthcare continues to increase in complexity
  - Services, technology, organizations, processes, supply chains, regulatory environment, etc.

Complication

- Cost and operational risk are increasing exponentially with complexity

- Traditional approaches to safety and risk management are being stretched to their limit
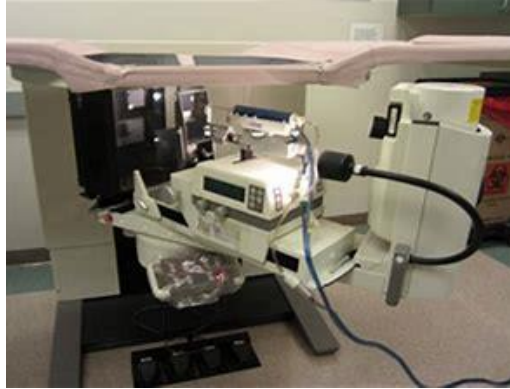
Opportunity

- A few organizations have evolved new methods and approaches for achieving safety and reliability in the face of complexity

- Other organizations can and should take advantage of these best practices

WHAT DOES COMPLEXITY LOOK LIKE?

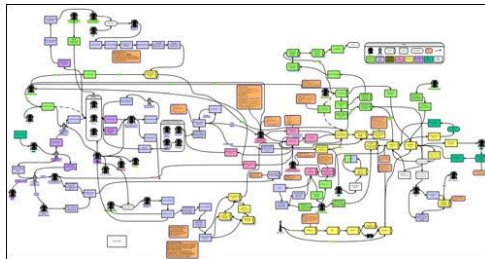Complexity is stretching the capabilities of most organizations
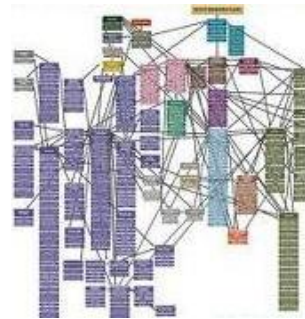
TECHNOLOGY IS MORE COMPLEX

SERVICES ARE MORE COMPLEX

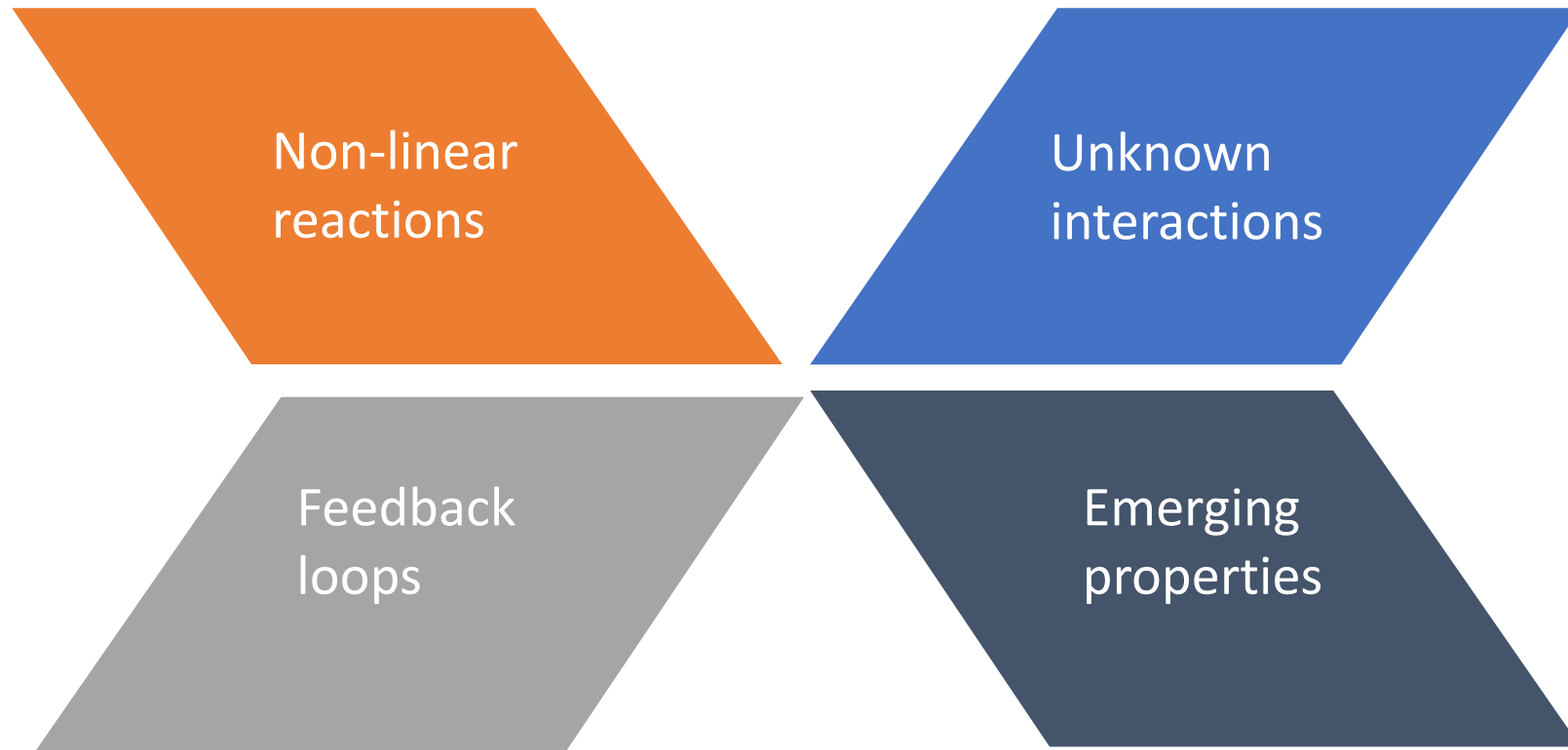**PROCESSES MORE COMPLEX**

ORGANIZATIONS MORE COMPLEX

MARKETS MORE COMPLEX

REGULATIONS AND REIMBURSEMENT MORE COMPLEX
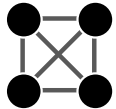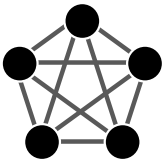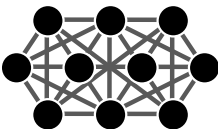
CHARACTERISTICS OF COMPLEX SYSTEMS

Complexity is stretching the capabilities of most organizations

Non-linear reactions

Unknown interactions

Feedback loops

Emerging properties

MANY COMPANIES PASSING COMPLEXITY THRESHOLD

Operational risk grows exponentially with complexity

#Items		#links
1	●	0
2	●—●	1
3		3
4		6
5		10
⋮		
10		45

COST & RISK
(exponential growth)

An increasing number of companies are here

VALUE
(diminishing returns)

Many companies are here

Few companies are still here
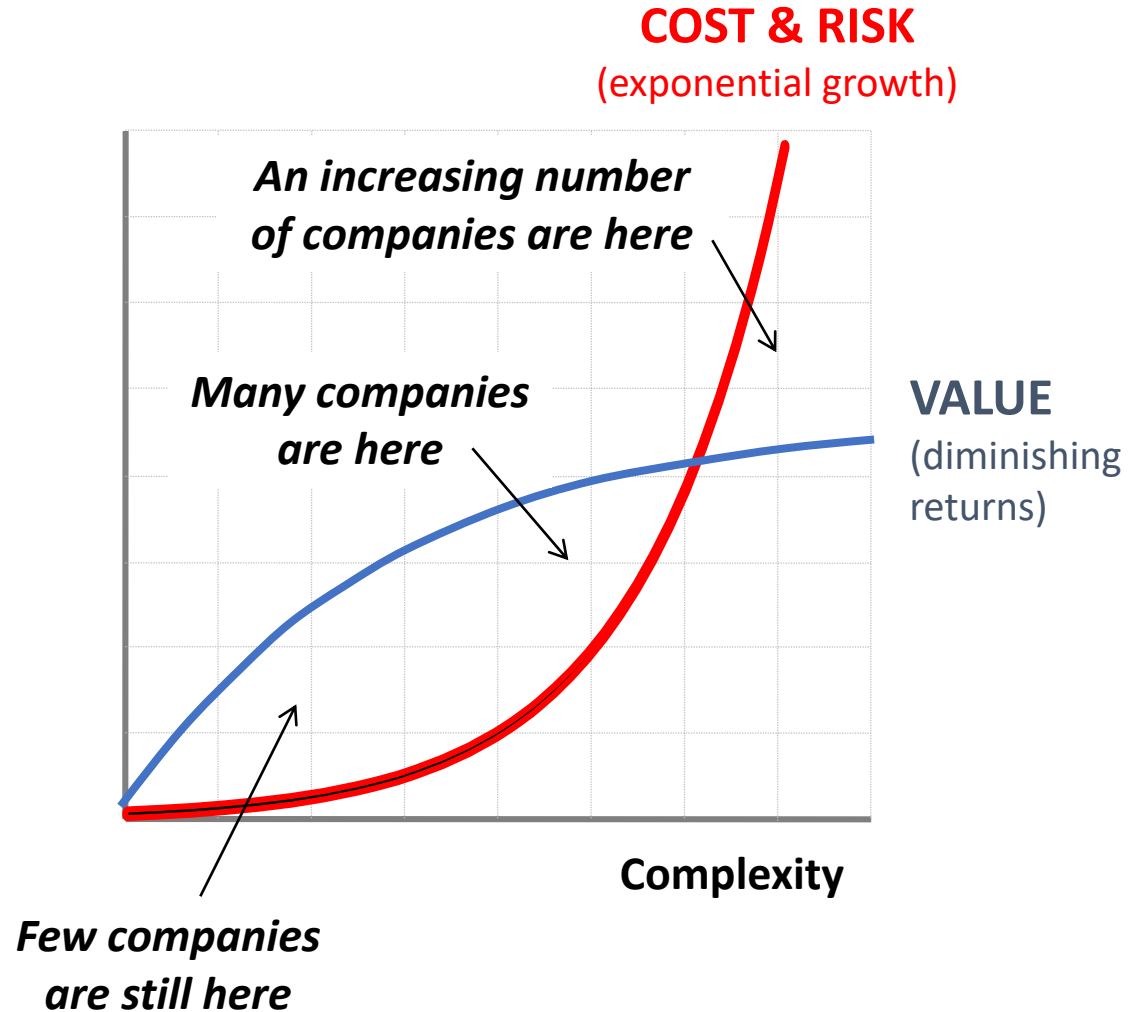
Complexity

RESPONDING TO INCREASING COMPLEXITY

Most organizations respond by adding even more complexity
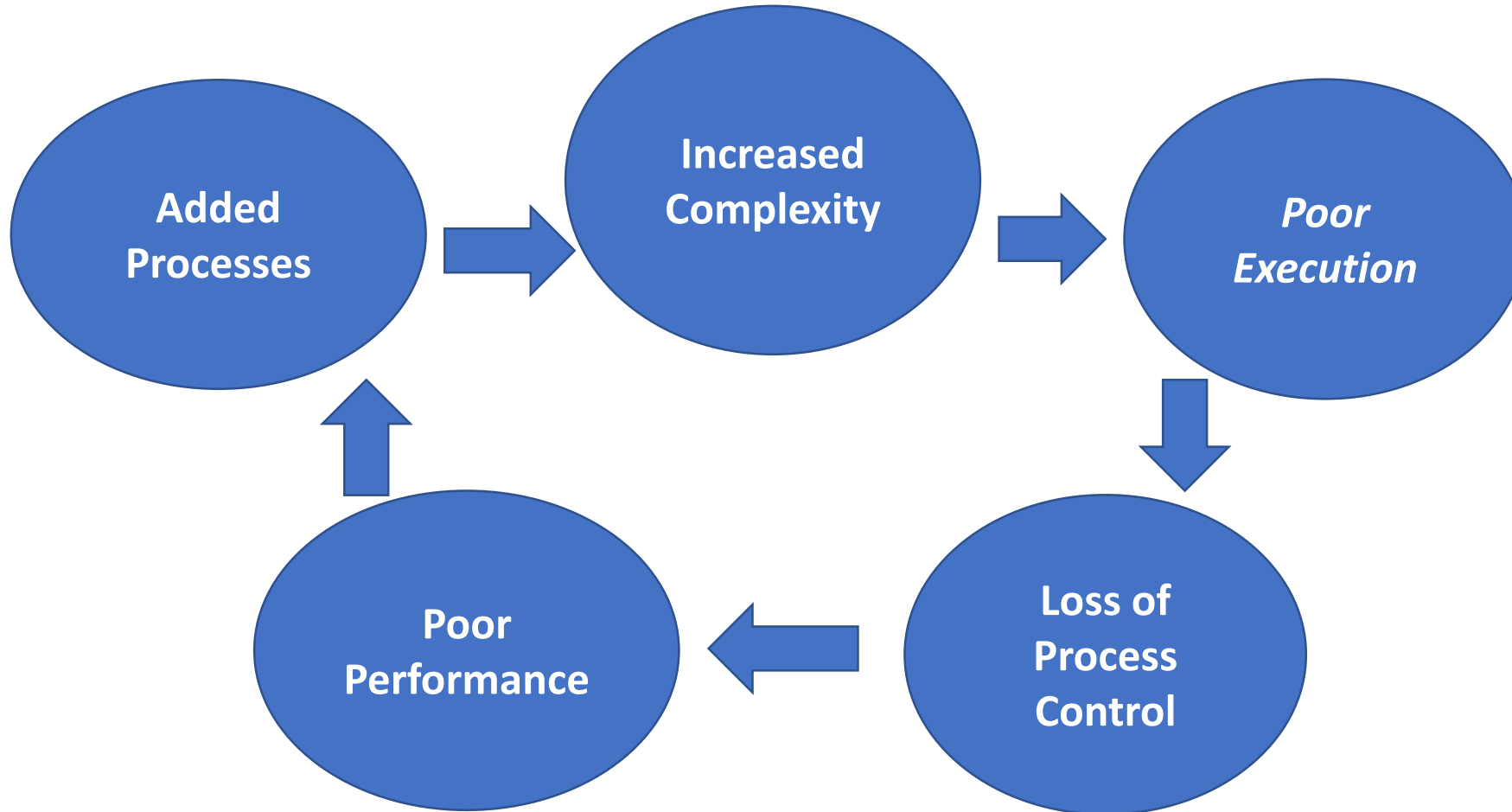
"MUST HAVES" FOR A HIGH RELIABILITY ORGANIZATION

Requirements of HROs: Technology

1 State of the art technology

Advances in technology have improved outcomes and reduced medical errors.

"MUST HAVES" FOR A HIGH RELIABILITY ORGANIZATION

1 State of the art technology

2 Comprehensive, thorough procedures

New procedures have further standardized and improved performance.

But technology and procedures alone are failing to prevent major incidents...

Risk

Complexity
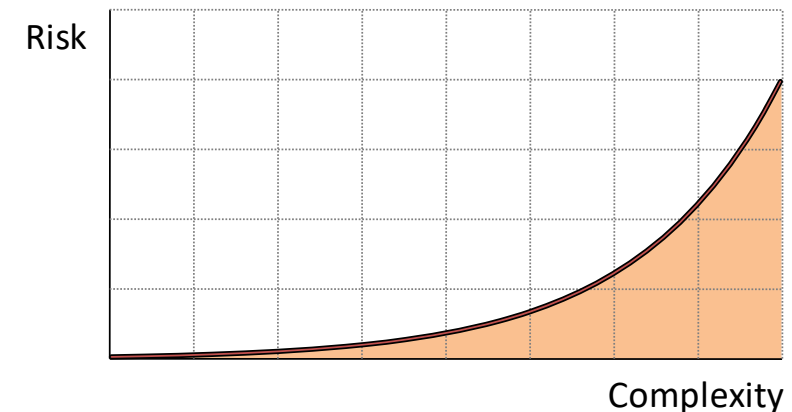
HIGHLY-REGARDED ORGANIZATIONS STRUGGLE

Requirements of HROs: Procedures

2001- Josie King

2003- Jessica Santilian

2007- Rhode Island Hospital Neurosurgery

2007- Dennis Quaid's Twins

2014- Ebola Outbreak at Tx Presbyterian

These organizations all had well-developed risk management programs and management systems

THE PESSIMISTIC VIEW
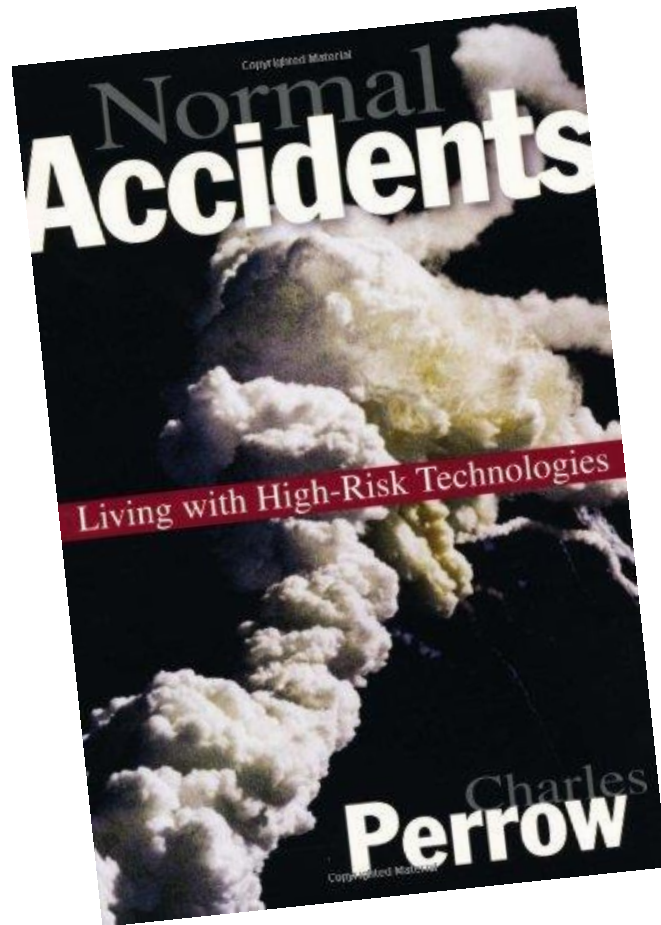
"Regardless of the effectiveness of management and operations, accidents in systems that are characterized by tight coupling and interactive complexity will be normal or **inevitable** as they often cannot be foreseen or prevented"

"MUST HAVES" FOR A HIGH RELIABILITY ORGANIZATION

Requirements of HROs: Culture

1 State of the art technology

2 Comprehensive, thorough procedures

3 **A Culture of Disciplined Behavior**

Some organizations defy the pessimistic view.

We define these organizations as high reliability organizations.

BARRIERS TO A HIGH RELIABILITY ORGANIZATION
Culture is a primary challenge

High Reliability Organization (HRO) Definition:

"An organization that has a remarkably low number of mishaps consistently over a sustained period of time yet performs highly complex and inherently hazardous tasks"

Layers of Defense within HROs:

Robust Equipment

Rigorous Procedures

Disciplined Behaviors

Most organizations are challenged on this last layer of defense (culture)

Characteristics of a HRO Culture

High Reliability Organization

1. Superior Level of Knowledge

2. Formal Systems are in Place and Followed

3. Questioning Attitude is Encouraged

4. Everyone has Each Other's Back

5. High Integrity at all Levels of the Organization

There is a synergistic effect as these characteristics reinforce each other.

Endeavor

COMPLEXITY CYCLE

How is your organization impacted by the vicious complexity cycle today?

Talk to us about how we can help!

Vicious Complexity Cycle

- Increased complexity
- Poor execution
- Loss of process control
- Poor business results
- Processes & people are added to improve

www.endeavormgmt.com/healthcare

Endeavor

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

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
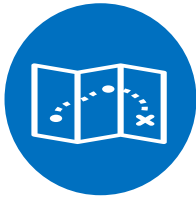
Experience Management

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.

[Physician360](#) [Patient360](#) [Marketing360](#)

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.