Operational Excellence in Healthcare

Creating a Culture of High Reliability:

Key Organizational Behaviors and How to Ingrain Them

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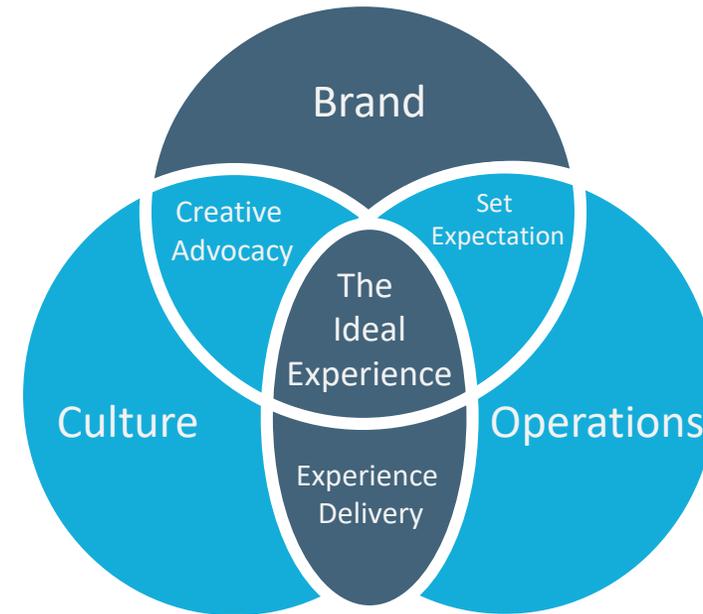
Operational Excellence is not just for a competitive edge…

It's a matter of survival!

CONNECTING THE DOTS

Experience Management = Accelerating Revenue + Optimizing Business Performance

Marketing   Operations

EXPERIENCE

| Awareness | Need | Scheduling | Treatment | Follow-up |

ADVOCACY

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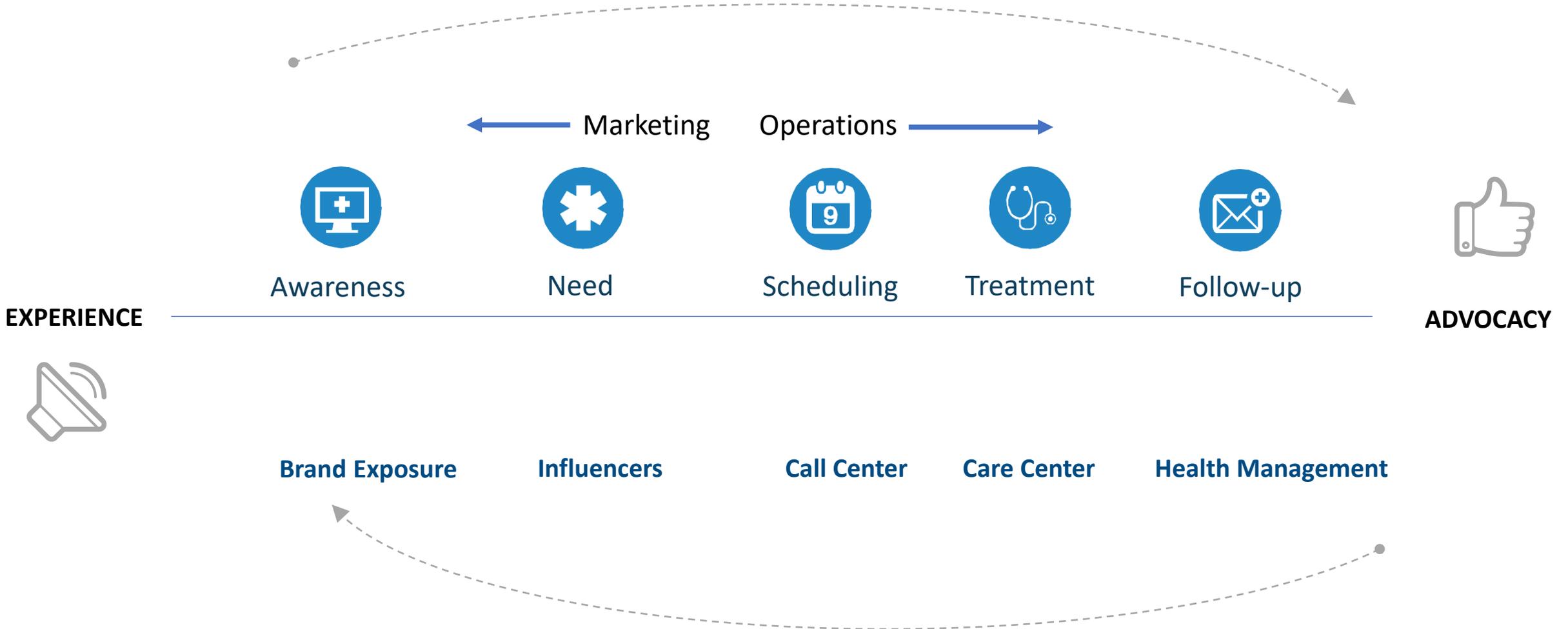
COMMON CHALLENGES

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
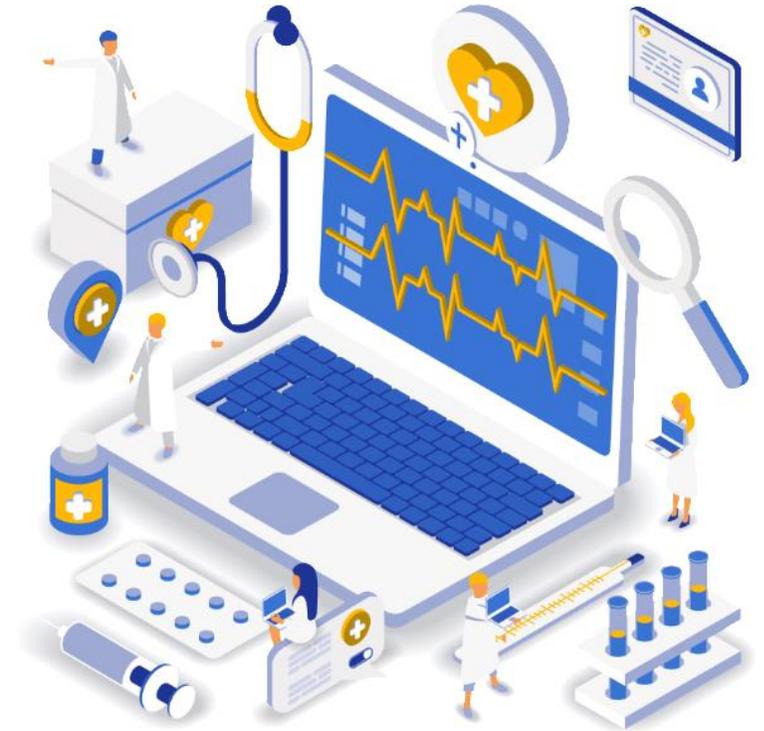
AGENDA

Key Organizational Behaviors and How to Engrain Them

- Definition of Operational Discipline

- Pillars of Operational Discipline

- Components of Operational Discipline

Endeavor

OPERATIONAL DISCIPLINE DEFINED

Operational Discipline addresses <u>how</u> work is done

Operational Discipline is composed of 3 simple requirements:

Operational Discipline

1 **Do the right thing**

2 **the right way**
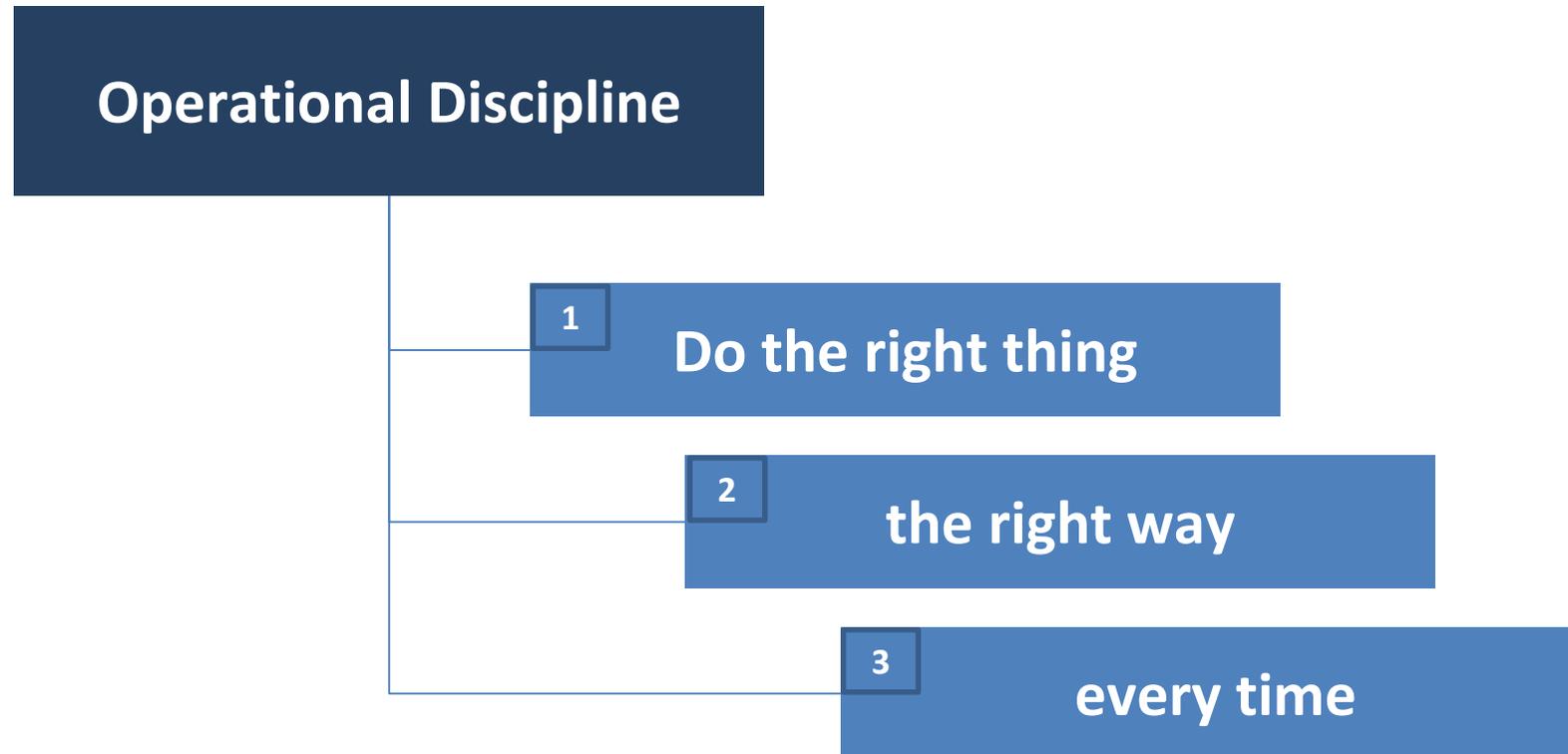
3 **every time**

THE "PILLARS" OF OPERATIONAL DISCIPLINE

Operational Discipline

Doing the right thing,

the right way,

every time.

The Necessary "Pillars"

Level of Knowledge. Understand not just what you do, but why you do it. Continually seek greater knowledge about the systems, processes, and hazards in and around your workplace.

Formality. Treat your workplace and your role with respect, recognizing the seriousness of what you do and your role as a part of something bigger. Follow authorized procedures and expect the same from others. If you think of a better way, follow authorized processes to review and improve the procedures.

Questioning Attitude. Constantly ask yourself what could go wrong. Check for out-of-the-ordinary and learn to anticipate potential problems. Don't assume things are okay—verify.

Team Backup. Backup your co-workers by looking out for what they may have missed, and expect the same in return. Have the courage to care, intervening even when it makes you uncomfortable. If you see an issue, own it.

Integrity. Be reliable. Do what you say you are going to do, completing every task the right way, every time, even if no one is watching.

THE "PILLARS" OF ARE SELF-REINFORCING

Operational Excellence delivers industry leading performance across 7 value drivers

The Pillars of operational discipline are self-reinforcing and interdependent – it cannot be achieved by adhering only to one or some of the Fundamentals.

Integrity

Integrity means you can be relied upon to support your team

Level of Knowledge

Level of Knowledge allows ID of out-of-the-ordinary conditions

Level of Knowledge allows you to back up others

Questioning Attitude enhances Level of Knowledge

Team Backup

Questioning Attitude helps you spot what others may have missed

Questioning Attitude

Backup drives procedural compliance

Formality ensures backup is professional & productive

Formality

Questioning Attitude supports process improvement, not work arounds

Endeavor

KEY COMPONENTS REQUIRED

Understand Root Causes

OD failures are rooted in a combination of Cultural, OEMS, Governance and Risk Management deficiencies.

Have A Clear Vision

Changing behavior requires changing people's beliefs. This requires a clear, unifying vision for each employee.

Manage The Transition

Enterprise-wide changes introduce risk during the transition between current and future states. Mismanaging the risk will stall or undo progress.

1   **2**   **3**   **4**   **5**

Manage Complexity

Complexity can cloud direction and diminish effectiveness of limited resources. Complexity in the form of documents, people, processes, meetings, committees, and the like must be actively managed.

Create A "Pull" Environment

Culture change cannot be pushed on an organization. The effort must leverage internal sources and needs to create a receptive environment for Operational Discipline.

ACHIEVING OPERATIONAL DISCIPLINE

- How would you describe the current culture?

  - What values and beliefs do people hold?

  - What sayings do you commonly hear?

- What characteristics do you want to see in a desired culture?

- What strengths, barriers and obstacles exist to achieving the desired culture?

  Talk to us about how we can help!

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

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
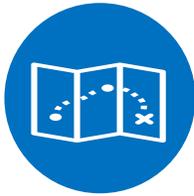
Experience Management

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.