

Reasons for Model Development

Onboarding of
Clinical Leaders to
PI Support

Approach to
Standardize PI
Support
Expectations

Drive Step
Function Change
of KPI
Performance

1:1 Discussion Tool
With Leaders

Highlight Maturity
(as PDSA work is
conducted)

PI Performance
Review Validation

Performance Improvement
Engineer Service Line
Support

BJH Strategic Planning

- Share Process
- Share current BJH level artifacts
- Connect Goal cascading

Service Line Strategic Planning

- Goal Cascading
- Performance Governance
- Collaborating (Pt exp, safety team)

- Mid-year calibration
- Accountability / Engagement Model

Service Line Problem Solving

- Project Chartering
- PDSA Cycle
- Drive Momentum / Recognition

- Team Facilitation
- Benchmarking
- Education
- Visual Management

Director Support

- 1:1s
- Gemba Walks
- Staff / Leadership Meetings

- Capacity Creation
- Outside Service Line exposure
- Lean Thinking skill enhancement

Unit Level Strategic Planning

- Goal Cascading
- Performance Governance
- Collaborating (Pt exp, safety team)

- Mid-year calibration
- UPC Chartering / Facilitation
- Accountability / Engagement Model

Unit Level Problem Solving

- Project Chartering
- PDSA Cycle
- Drive Momentum / Recognition
- Lean Thinking Skill enhancement

- Waste Walks
- Visual Management
- Best practices identification / implementation

Manager Support

- 1:1s
- Gemba Walks
- Staff / Leadership Meetings
- Lean Thinking skill enhancement
- Unit Performance Reviews

- Capacity Creation
- Outside Service Line exposure
- Outbrief Preparation
- Leadership Best Practice Introductions

Where do I begin?

Strategic Plan	PI Support Topic	BIH Role Model	At Target	Progress	No Action	2020 Plan	EBIs	Measure of Success	Jan
		EOY 2017 Neuro Actuals	Evidence	2018 Plan	2019 Plan				
BIH Strategic Plan	Share Process	No Action		At Target	Role Model	Role Model	Educate service line	Milestone	
	Share Current BIH level artifacts	No Action		At Target	Role Model	Role Model	educate service line, visually represent framework and BIH performance	Milestone	
	Connect Goal Cascading	No Action		At Target	Role Model	Role Model	utilize boards to connect mission, vision, framework and GC	> 0 visual boards in each unit	
	Goal Cascading	Role Model	Neuro GC Placemat	Role Model	Role Model	Role Model		Milestone	
	Performance Governance	Progress	Neuro GC Scorecard	At Target	Role Model	Role Model	mature from reporting scores to utilizing scorecard to highlight OFIs	Timeliness of scorecard completion % of performance review meetings scheduled / attended	
	Collaborating (Pt exp. safety team)	No Action		Progress	Progress	At Target	Active collaboration touchpoints with all support departments and service line leadership	> 0 touchpoints	
	Mid-year calibration	No Action		No Action	Progress	Progress	revisit placemats and scorecards and assess relevance	Milestone	
	accountability / engagement model	No Action		Progress	Progress	At Target	Develop and drive discipline to service line accountability/engagement model	> 85% of commitments met	
	Project Chartering	At Target	Endovascular VSA, UPC Projects, Service Line orientation	At Target	At Target	At Target	Utilize capacity of PI engineer to increase the volume of project chartering	> 4 projects chartered	1
	PDSA Cycle	Progress		At Target	At Target	At Target	increase identification of PI support opportunities	> 3 projects with sustained KPI results	
Service Line Strategic Planning	Drive Momentum / Recognition	Role Model	3 Outbriefs, 2 TAQIs, GC, Readmissions, Leadership Engagement, service line orientation	Role Model	Role Model	Role Model	Engage nursing / PCT projects at a service line level. Create some continuous improvement recognition program for neuro	> 1 TAQI Submission > 2 outbrief opportunities > 6 Lean Thinker Awards	1 Outbrief
	Team Facilitation	Progress	Service Line Orientation, UPCs, Endovascular, spine care re-design	At Target	Role Model	Role Model	increase volume of service line improvements	# of KPI improvements > 8	
	Benchmarking	Progress	Fall Prevention Red Zone; UPC Logistics;	Progress	Progress	At Target	Tied to frequency of waste identification and PI activation	% of projects with benchmarking dispositioned > 90%	
	Education	No Action		Progress	At Target	At Target	Deliver intentional lean thinking training to those contributing to problem solving	> 80% Leadership trained in Lean thinking > 25% of front line staff trained in lean thinking	
	Visual Management	Progress	Established Goal Cascading Artifact presence with performance	Progress	At Target	At Target	Align projects with GC visibility	Milestone	
	1:1s	No Action		Progress	At Target	At Target	provide a sounding board for thoughts / service line direction	> 80% of 1:1s attended	
	Gemba Walks	No Action		No Action	Progress	Progress	PI participation in Gembas	> 70% of gembas invited to attended	
	Staff / Leadership Meetings	No Action		Progress	Progress	At Target	PI participation	> 80% attendance	
	Capacity Creation	No Action		No Action	Progress	Progress	Establish a systematic approach for project / statement of work delegation. Meeting analysis. Offer toolkits and methodologies that will assist in the elimination of waste	> 50 man hours of capacity created	
	Outside Service Line Exposure	Role Model	Pilot for Goal Cascading, Outbriefs, Operating System Influence	At Target	Role Model	Role Model		> 2 hospital wide initiatives supported by Neuro	
Director Support	Lean thinking skill enhancement	No Action		Progress	Progress	At Target	Offer toolkits and methodologies that will assist in the elimination of waste	> 2 Lean thinking educational deliveries	
	Goal Cascading	Role Model		Role Model	Role Model	Role Model		Milestone	
	Performance Governance	Progress	scorecard populated this year	Progress	At Target	At Target	Establish cadence of review and action plan development and deployment	% of performance reviews conducted	
	Collaborating (Pt exp. safety team)	No Action		Progress	Progress	At Target	Collaborate as a unit level steering committee	> 0 touchpoints	
	Mid-year calibration	No Action		Progress	At Target	At Target	re-assess relevance of placemat and scorecard on a routine basis	Milestone	
	UPC Chartering / Facilitation	At Target		At Target	At Target	At Target	Help introduce concepts for agendas that will help increase value perceived by attendees	% increase of participation; # of KPIs sustained	
	Accountability / Engagement Model	No Action		Progress	At Target	At Target	create the accountability / engagement model and drive execution to it	> 85% of commitments met	
	Project Chartering	No Action		Progress	At Target	Role Model	Identify unit level projects needing PI support and populate	> 0 Project Charters created	
	PDSA Cycle	No Action		Progress	At Target	At Target	Engage leadership and staff on PDSA approach, implement PDSA process for at least 1 project	> 0 full completions of the PDSA cycle	
	Drive Momentum / Recognition	Progress	visual performance reporting (MDI/GC)	At Target	Role Model	Role Model	Align recognition strategically with PDSA and KPI performance	> 0 Lean Thinkers Awarded	
Unit Level Strategic Planning	Lean thinking skill enhancement	No Action		Progress	At Target	At Target	utilize the 70/20/10 learning model to drive lean thinking	> 2 Lean thinking educational deliveries	
	Waste Walks	No Action		No Action	Progress	Progress	Educate staff on what waste is and introduce the waste walk concept	> 5 Waste Walks conducted	
	Visual Management	Progress		At Target	Role Model	Role Model		Milestone	
	Best Practices Identification / implementation	No Action		Progress	At Target	At Target		> 0 Best Practices reaching outside service line influence > 0 Best Practices adopted & improved KPI performance	
	1:1s	Progress	ad hoc currently	At Target	At Target	Role Model	establish an operating rhythm for PI and manager 1:1s	> 80% 1:1s scheduled to be executed	
	Gemba Walks	No Action		Progress	At Target	At Target	incorporate Gembas into manager standard work	> 0 Gemba Walks	
	Staff / Leadership Meetings	No Action		Progress	Progress	Progress	participate in staff meetings	> 70% attendance	
	Lean thinking skill enhancement	No Action		Progress	Progress	At Target	Offer toolkits and methodologies that will assist in the elimination of waste	> 2 Lean thinking educational deliveries	
	Unit Performance Reviews	Progress	ad hoc; currently just getting performance reported	Progress	At Target	At Target	Timeliness of reporting; value added discussions about performance and actions	> 80% adherence to Performance reviews	
	Capacity Creation	No Action		No Action	Progress	Progress	Establish a systematic approach for project / statement of work delegation. Meeting analysis. Offer toolkits and methodologies that will assist in the elimination of waste	> 0 Outbriefs delivered > 0 Outside Service Line Gembas	
Unit Level Problem Solving	Outside Service Line Exposure	Progress	Leadership Engagement Outbrief; Service line orientation	Progress	At Target	At Target	increase the sphere of influence that each manager has on the hospital		
	outbrief Preparation	Role Model	linking outbriefs to E3, Goal Cascading, actions to take away	Role Model	Role Model	Role Model		Survey from manager - % confident in delivering public speaking	
	Leadership best practice introductions	At Target	Goal Cascade, inclusion of front line into decision making, reinforcing behaviors, team performance model, TED Talks, SLCH	Role Model	Role Model	Role Model	continually introducing more mature leadership concepts and applying them	> 3 formal Best practice introductions	Gembas

- 1) Conduct Self Assessment
- 2) Develop 3 year outlook with 1 year plan with Director / Manager
- 3) Reinforce model and maturity through conversations and PDSA work

Service Line Model Applications

NeuroSciences

Oncology

Siteman

Therapy
Services

Performance Improvement
Engineer Initiative Support

Mission:			
Vision:			
Stakeholder	Stakeholder	Stakeholder	Stakeholder
Pillar #1	Pillar #2	Pillar #3	Pillar #4
3 year Objectives			
1 Year Objectives			
Targets	Targets	Targets	Targets
Strategy / Plan / Approach			
Engagement Model / Accountability Plan			

Initiative Strategic Planning

- Mission / Vision setting
- Pillar Definition (Stakeholder Value Analysis)
- Goal / Target Development
- Integrated Schedule

PLAN

- Education
- Root Cause Analysis
- Benchmarking
- Goal Cascade / chartering
- KPI Definition (Lead / Lag)
- Scorecard Development
- Tools/Techniques
- Team Facilitation

Do

- Action Plan Development
- Action Plan Execution
- Drive Momentum / Recognition
- Team Facilitation
- Benchmarking
- Education
- Visual Management

Study

- Gemba Walks
- Scorecard Performance Reviews
- Team Facilitation
- Observations
- Waste Walks
- Visual Management

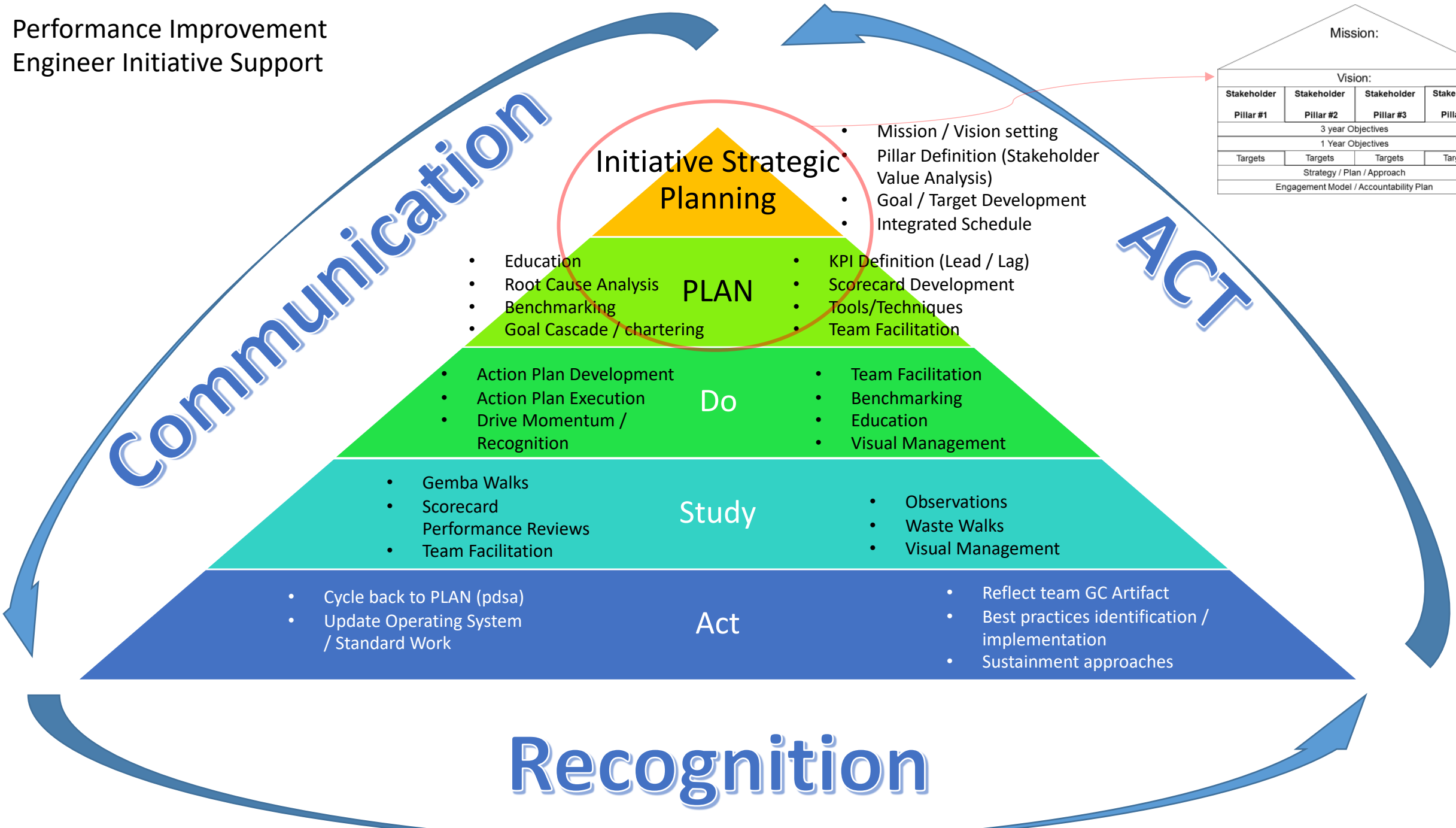
Act

- Cycle back to PLAN (pdsa)
- Update Operating System / Standard Work
- Reflect team GC Artifact
- Best practices identification / implementation
- Sustainment approaches

Communication

ACT

Recognition



Assessing Performance of PI Support

	PLAN									
Program / GDP	Mission	Vision	Stakeholder Pillars	Objectives	Measures of Success	Plan/Strategy	Integrated Schedule	Governance Model	Root Cause Analysis	Propose Solutions
Readmissions Initiative										
Impetus Group										
HR GDP										
	PLAN			DO	Study	ACT				
Project	Charter	Root Cause Analysis	Propose Solutions	Implementation	Sustainment	Update Standard Work / Op System				
Neuro Recruiting										
CAM parking										
Therapy Services										
AMC parking										
	PLAN			DO	Study	ACT				
Organizational Efforts	Charter	Root Cause Analysis	Propose Solutions	Implementation	Sustainment	Update Standard Work / Op System				
Outbrief Value										
Goal Cascading										
Accountability										
	Program / GDP			Project				Organizational Efforts		
	Readmissions	Impetus Group	HR GDP	Neuro Recruiting	CAM Parking	Therapy Services	AMC Parking	Outbrief Value	Goal Cascading	Accountability
Milestones Achieved	N/A	50%								
Timeliness of Action Item Completion	92.30%	71.40%								
Agendas dispersed before meetings	80%	100%								
Outbrief contributions	1	1	0							
% of KPI Targets Sustained (3 period trend)	0	0	0							

Project Management Model Applications

Re-admissions
GDP

Retention
GDP

Impetus
Group

11400/11500
UPC

Throughput
Committee