

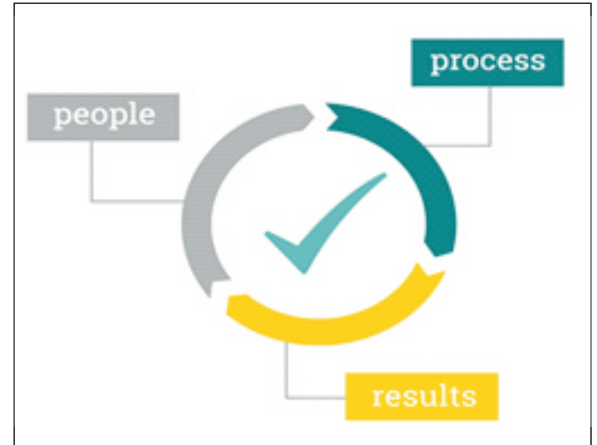
THE STANDARDIZATION & OPTIMIZATION PROCESS

KM&T takes a balanced and holistic approach to organizational transformation. In this case that means working directly with staff to build upon our Vision of Outstanding Care - No Exceptions!

The process outlined here includes constant coaching, training and empowering staff throughout the process.

- 1) Identify the services which will benefit patients most from standardization by:
 - mapping the key processes and patient pathways at both sites
 - analyzing performance data
 - listening to staff who do the work and observing the processes
- 2) Work with staff groups to identify best practice and performance within WRH - Set the standard
- 3) Work with staff groups to identify best practice and performance outside WRH - Optimize performance
- 4) Develop and implement a WRH optimized final state for each service/pathway
- 5) Communicate documented plans to attain and maintain best practices and track results

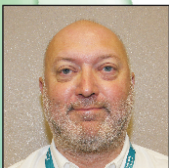
An "opportunity search" (step 1) is already underway to identify which areas will benefit most from SOP and where the work will begin.



OUR PARTNERS IN THE JOURNEY

KM&T is a worldwide business improvement consultancy, specializing in innovative business and operational performance improvement solutions.

Right now the hospital is in the process of recruiting a team to work with members of KM&T on the SOP.



John McKillop
Lead Consultant,
KM&T



Jeremy Butler
Global Healthcare
Director, KM&T



Marko Jurisic,
Trainer, KM&T



Aaron Newhook,
Consultant,
KM&T



Denise Madden,
Human Resources,
KM&T



Darcy Read,
North American
Sector Director, KM&T

THE STANDARDIZATION AND OPTIMIZATION PROCESS WILL:

- Standardized care so patients receive the same outstanding care, regardless of location
- Identify and implement best practices at both campuses
- Create a foundation of best practices that will eventually dictate the design of a new state-of-the-art acute care facility
- Strengthen the WRH team so staff can flow seamlessly between campuses

"In our case we do not have to implement these changes in order to save monies. Our focus is on our patients and their experience."

David Musyj,
President & CEO, Windsor Regional Hospital

KNOWING THE RULES OF THE GAME

By Jeremy Butler

We all have our own ways of working. Generally, we can get along pretty well with our colleagues, but sometimes we struggle with particular individuals, and they struggle with us. This isn't necessarily about liking or disliking someone, it's about how you work together.

We all have our own rules. How we apply those rules, to ourselves or our team, or how your manager applies the rules, can have a significant impact on how effective we all are in the workplace. This is about personal styles, not about whether or not you can recite the organization's policies verbatim!

How this can work:

My rules/my rules

Your manager has the same expectations of both him/herself, and of you. For example your manager may expect an e-mail reply within (say) the hour, and you know that he/she will also reply within an hour. These managers are pretty easy to work for as they model what is expected. This approach is typical in organizations with a traditional hierarchy, where things need to 'get done'.

My rules/your rules

Your manager has a way of working, and is relaxed about your approach, as long as you get results. This could mean you start late and finish late, whereas your manager does the opposite - and that's okay. It could be that your manager works systematically through a piece of work, while you rush to get it done at the last minute - again, that's okay. What is important is that you get the job done in the way that works for you, and your manager understands and respects your approach.

No rules/your rules

This kind of manager doesn't really have any structure, but expects you do. This can be frustrating, as you cannot expect your manager to follow any rules, although he/she expects you to have yours. On the plus side, you are given the freedom to work your way.

No rules/my rules

The worst kind of manager! Nothing applies to me, but I am going to tell you how you should work. Research suggests that only around 6% of managers are like this, but they demotivate their team by failing to exhibit, or model, the kind of behaviours that they expect from their team.

No rules/no rules

Interestingly, this anarchic state can work. Typically, it works in small, high-growth, highly creative environments, where everyone is bright and self-motivated. The approach works well in start ups, but as they grow, things change and managers need to adopt a style. In the meantime, it's all great fun.

Think about your own work environment. What are the rules? Do you recognize your manager or yourself in any of these approaches? Once you understand the rules, consider what you can do differently to succeed in your environment.

THE SOP PROJECT DASHBOARD

You won't get too far into the Standardization & Optimization Process before you are introduced to "the wall". It is the heart of the Project Management Office (PMO) and a way to chart out the entire project, for all to see.

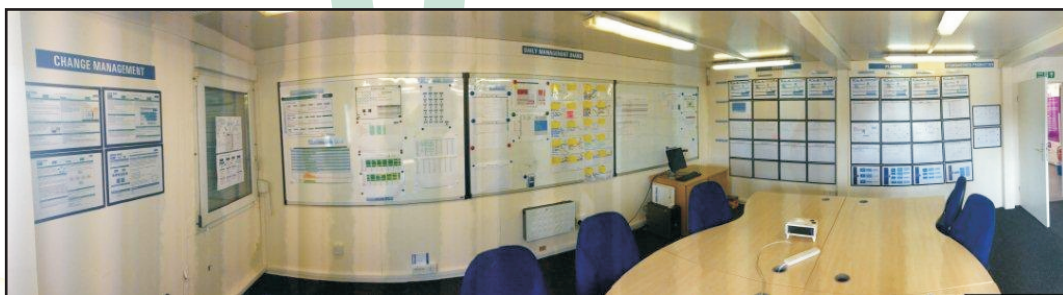
John McKillop, the Lead Consultant on the project, says the wall is a communication tool used to make the change process visual and transparent. It includes information about goals, timelines, obstacles, risks and benefits. The information is reviewed regularly to track change and determine which areas need extra support.

McKillop says the best PMO walls are 'alive'. "We don't just stand and talk about what is on the wall once a week. Team members will come in in the middle of their work day, when something pops up, and scribble it on the wall."

The PMO wall is a management tool, but it is not exclusive. Throughout the process everyone is encouraged to take a look, see what projects are being worked on in their areas, and share ideas.



KM&T's John McKillop starts work on WRH's PMO wall.



This is an example of a well developed PMO wall at a company that KM&T has worked with in the past.

"You must be the change you wish to see in the world."
~ Mahatma Gandhi

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