Business Performance System

Preparation for your site visit.
The Business Performance System concept is hard to digest from a presentation – This high level presentation will describe

- What is BPS?
- How the hospital division is piloting and refining it (PDSA)
- How it drives improved performance over time

Prepare you for today's gemba where you will see BPS in action
How do we Deliver on Strategy Deployment and move to Daily Continuous Improvement?

The Business Performance System: A solution for hospital operations
How Do We Divide Improvement Work

80% Continuous Daily Improvement

20% Transformational Improvement-SD and VS
Our Goal:

To develop our people to solve problems and improve performance.
How TIS, HDVS and BPS Work together to deliver Improvement

Culture of continuous Improvement

Human Development Value Stream:
- Respect for People

BPS: Leader Standard work & discipline
- How we deliver improvement

ThedaCare Improvement System: Lean Thinking & Tools

Performance

Time
Ideal State Information Flow

Status of the Business:
- Information
- Continuous Improvement
- Metrics
- Escalation

Strategy Goals Purpose
- Mentoring
- Teaching
- Barrier Removal
- Strategy
- True North

Level 1
Level 2
Level 3
Level 4
Level 5
Level 6
Level 7
The Business Performance System

Daily Stat Sheet  Daily Huddle  Leadership Team  Monthly Scorecard
Monthly Performance  PDSA and Countermeasures  Leader Standard Work  Visual Management
Review Meeting  Unit Flow Waste Removal

Sustaining Improvement Thru  Training and Managing to SW

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Daily Performance/Defect Review
Huddle (10-15 min cycle time)

Standard work in packet

- Manager, supervisor and leads at main and/or cell tracking
- How did the process perform yesterday, any defects?
- Review of progress around process improvement
- Follow up on assigned work
- Are we ready to have a good day today?
- Barrier removal and escalation
Manager Insights

BPS has taken the work of the Collaborative Care Unit and moved it to the next level… We know our defects, have plans to work them and are visually managing the improvements-everyday!
Manager Insights

Do not underestimate the power and respect demonstrated when leadership comes to the unit and helps us decide what the top priority is for today...
Conclusions

- To develop a community of problem solvers we must lead with dirty hands. Leading, teaching and coaching cannot be delegated.

- Our teams must see how their work relates to the whole picture: we must share the vision, speak to their heart and align the strategy with their daily work – Help them see how they make a difference!

- BPS helps supervisors and leads lead daily operations allowing VPs and managers to work on strategic work and breakthrough improvement.
So...what about results?
2011 Driver Improvements

• 80% of People Metrics Improved (4/5)
• 77% of Safety/Quality Metrics Improved (37/48)
• 78% of Financial Metrics Improved (57/73)
• 22% of Customer Service Metrics Improved (5/12)
2011 Improvement
Managed Expenses/UOS

74% of units improved
2011 Productivity

77% of Units Improved Productivity
9104 Documented Improvements in 2011
Are we ready to Begin?

Follow site visit schedule
In the gemba