

# Enterprise Strategic Planning (ESP)



LEAN HEALTHCARE



*ESP Overview: Create vision, focus, alignment and engagement to achieve your objectives. The ESP process helps our clients:*

- *Align:* Establishes clearly defined goals and objectives within their organization
- *Focus:* Determine areas of focus and approach to be taken to achieve the goals. (Transformation, Model Service Line, Project)
- *Engage:* Creates senior leadership ownership of improvement and of role of lean in their management system

## If you could improve any 2-3 metrics by 10+% what would they be?

**Approach:** Having an improvement approach that aligns improvement systems with strategic and/or operational objectives is key for any organization. We believe in quickly creating a *model value stream* (e.g. ED, orthopedics, primary care, OR, lab, cath lab, etc.) to demonstrate *results, improvement methodology and employee engagement*. One deliverable of the ESP is the selection (and subsequent creation) of this model value stream

If your health system, hospital or medical group could improve any 2-3 metrics by 10+% in the next 12 months what would they be?

- Access
- Quality (core measures/ clinical outcomes)
- Growth (Revenue)
- Patient Satisfaction
- Employee Satisfaction
- Cost
- Working Capital (Cash)
- \_\_\_\_\_?

This is how the process of aligning lean with your senior leadership's business objectives begins. In first gaining an understanding of your organization's goals and objectives, we can begin to understand your needs, prioritize work efforts and determine the most appropriate path forward.

to create flow in the areas (value stream/service line) that impact our objectives. Once processes are established then management systems are put in place. It is the management system that serves as the basis for: ongoing organizational alignment to goal, problem identification, gap analysis, employee engagement and proactive operational management (managing for daily improvement – MDI).

The ESP process plays a critical role in defining senior leaders roles and responsibilities in support of a Lean Management System, alignment of improvement resources and achieving your objectives.

Our clients have achieved the following:

- Improved Access 40% (*time to 3<sup>rd</sup> next available*)
- Reduce CLABSI infection rate 82% (\$1.6mm)
- Emergency Department (LWBS) -82%
- Productivity +33% (department level)
- Revenue +78% (imaging)
- Revenue +\$1.6mm (primary care)
- Cost/procedure -16.8%
- EMR installation: 83% same day encounter close rate in week 1; 100% schedules by end of week 2
- \$3.2mm in Working Capital (Inventory)

- Enterprise strategic planning is often the first step in a lean effort. The ESP creates:
  - Alignment to Strategic and Operational Objectives
  - Defined Direction for Work Efforts
  - Clear goals, objectives, milestones and timeline
- There are many things your organization *can* work on. Our clients have found that time spent deciding on the *right* things to work on (1) creates clarity for your organization, (2) increases effectiveness of the work efforts as a whole, (3) increases *Speed to Value*

