

Hospital Transitions

Operational Readiness



OHA Capital Planning Conference

Anatomy of the Hospital Project Lifecycle – Keys for Success

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Operational Readiness

Introductions



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Operational Readiness

Agenda

1. What is *Operational Readiness* and Why is it Important for Project Success?
2. Five Key Themes – Challenges and Solutions for Each
3. Our Challenge to You...

1 Operational Readiness

What is Operational Readiness?



1

What is Operational Readiness?

Our definition

- Operational Readiness is the **end state** of operational planning.
- An organization that is operationally ready to provide patient care and service has.....
*the right **people** at the right **place** at the right **time**, working with the right **equipment** and **technology** in accordance with the right **policies** and **protocols**.*
- Measured by stakeholder satisfaction, quality of service, and operational sustainability.



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What is Operational Readiness?

What does the 'typical' capital project involve?

- + Program Planning - Master Plan & Functional Program
- + Facility design
- + Land & municipal agreements
- + Financial & legal requirements
- + Equipment, furniture, IT planning
- + Facility construction & commissioning



= A **FACILITY** ready for operations
 - the facility is only 1/2 of the project!



1

What is Operational Readiness?

What is missing?

So what is missing?



1

What is Operational Readiness?

But wait...there's still more!

The **other half** of the capital project

- the "living" half 🌱!



1

What is Operational Readiness?

What does the “living” half of the capital project bring with it?

- + Redesigned models of patient care and workflow
- + Human resources strategy including physician strategy
- + IT/IS and telecom strategy and implementation
- + Opening day definition and ramp down and up plans
- + Financial plans and operating budget
- + Stakeholder relations and meeting expectations
- + Internal and external communications
- + Orientation and training



= An operationally ready **ORGANIZATION** -
the other 1/2 of the project!

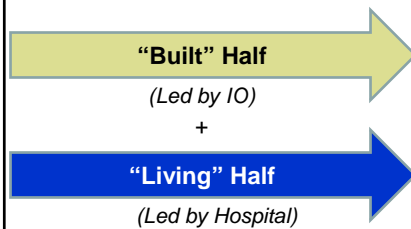


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Why is Operational Readiness Important?

Project success requires both the facility & the organization to be ready.

Success on a Capital Project Requires:



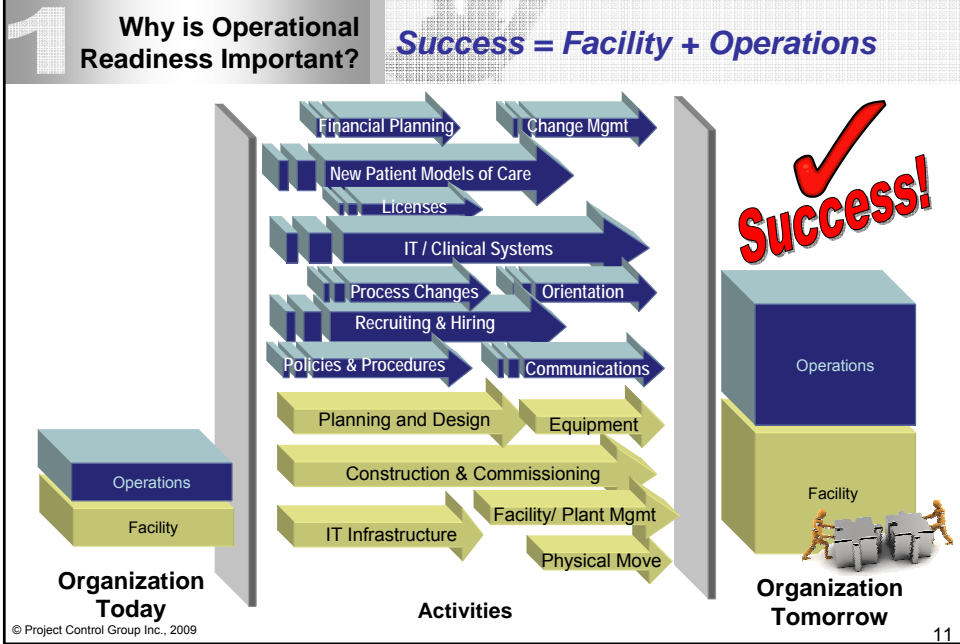
- Properly designed and commissioned **facility ready** for operation
- Properly planned and operational **organization ready** to provide safe patient care and services

Applies to All Project Delivery Types:

- Traditional Delivery
- Alternative Financing & Procurement (AFP)



... Operational readiness is the other half of the project and needs to be treated like a project!



2 Five Key Themes: Challenges & Solutions

What will we face and how can we successfully deal with it?

1. There is no “out-of-the-box” solution
2. Need to operationalize your vision
3. Hospital defines success for opening day (and beyond)!
4. Operational Readiness has distinct steps with different challenges
5. Governance and oversight requirements are increasing



“The art of simplicity is a puzzle of complexity.”
Doug Horton

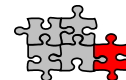


2 Five Key Themes: Challenges & Solutions

#1 There is no “out-of-the-box” solution

Challenges:

- Each hospital is unique:
 - Culture
 - Organizational structure
 - Patient populations
 - Community
 - Current/future state visions
 - Building
- No publicly mandated processes or reporting structures – unlike capital



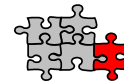
2 Five Key Themes: Challenges & Solutions

#1 There is no “out-of-the-box” solution



Solution:

- ✓ Operational Readiness success has to come from **within** the Hospital
 - Business owner *involvement* and *accountability*
 - End-user *ownership* and *solutions*
 - Project management *structures* and *toolbox*



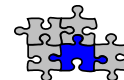
2 Five Key Themes: Challenges & Solutions

#2 Operationalize your vision



Challenges:

- Functional Program does not tell the whole story
- Constant environmental change
- Project complexity & long life span
- Funding limitations
- Existing project management structures
- Maintaining a 'living' FF&E list



2 Five Key Themes: Challenges & Solutions

#2 Operationalize your vision

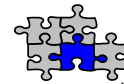
Solutions:

- ✓ Hold on to and communicate your vision
 - Scalable decision-making
 - Build a “history repository”
- ✓ Start working with it early and look for early opportunities
 - Project management & decision-making
 - Procurement & asset management
 - Succession planning
 - Current state & future state gap analysis



(Over & over & over)

*"Leading Change: Why Transformation Efforts Fail"
by John Kotter. Harvard Business Review, March-April 1995.*



2 Five Key Themes: Challenges & Solutions

#3 Hospital defines success for opening day (and beyond)!

Challenges:

- Functional Program does not tell the whole story
- Stakeholder expectations are tied to a vision (theirs)
- Funding formulae are not tied to the Functional Program



2 Five Key Themes: Challenges & Solutions

#3 Hospital defines success for opening day (and beyond)!



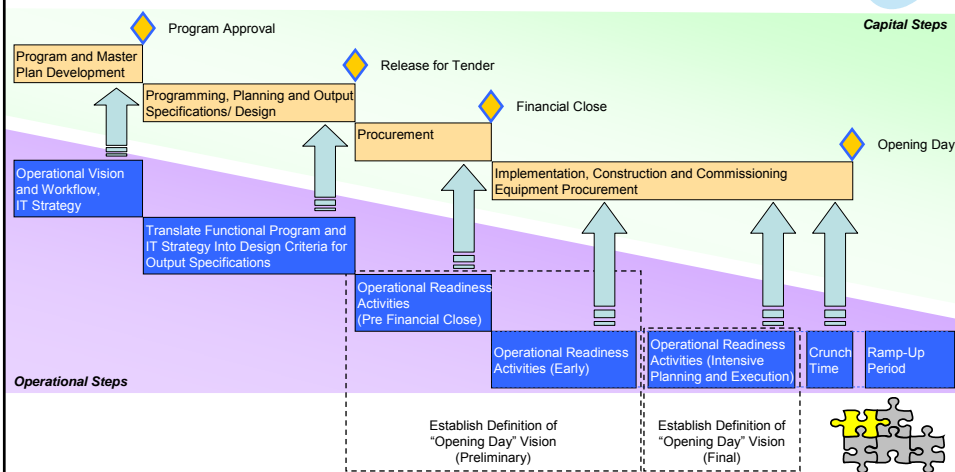
Solutions:

- ✓ Define success
- ✓ Establish the Opening Day View
 - [Ramp up], Ramp down & Ramp up
- ✓ Manage the amount of change
- ✓ Message, Message, Message, Message, Message, **Message**, Message



2 Five Key Themes: Challenges & Solutions

#4 Operational Readiness has distinct steps with different challenges



2 Five Key Themes: Challenges & Solutions

#4 Operational Readiness has distinct steps with different challenges



Challenges:

- Each step has different challenges and complexities
- Start operational planning too close to the end of the project
- Need for a rapid decision making process for hospital
- Human resources changes
- Planning fatigue
- Project complexity – setting clear user expectations

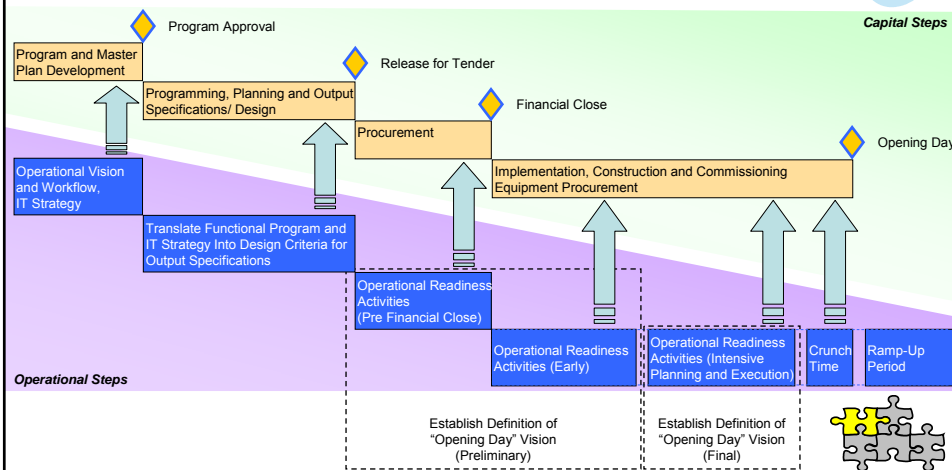


2 Five Key Themes: Challenges & Solutions

#4 Operational Readiness has distinct steps with different challenges



✓ Solutions: Recognize the Major Steps and Activities within each Step to Achieve Operational Readiness



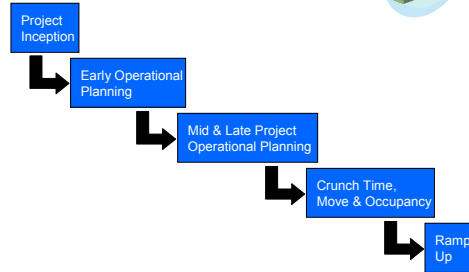
2 Five Key Themes: Challenges & Solutions

#4 Operational Readiness has distinct steps with different challenges

Solutions (cont'd):

✓ **Identify the different tools/ techniques during each step...**

- Project Vision & Governance Structure
- Current State/Future state
- Risk Register
- Deliverable Breakdown Structure
- Implementation Plan/Schedule
- Performance Monitoring
- Transition & Move Plans
- Issues Log



✓ **During all steps...**

- Clear hospital decision-making process
- Succession planning – people change
- Develop communications processes
- User group engagement throughout
- Clear expectations



2 Five Key Themes: Challenges & Solutions

#5 Governance and oversight requirements are increasing

Challenges:

- There are multiple project stakeholders, including the LHIN, MoHLTC and your Board
- Accountabilities and expectations are evolving and increasing



2

Five Key Themes:
Challenges & Solutions

#5 Governance and oversight requirements are increasing

Solutions:

- ✓ Establish an operational governance structure
- ✓ Understand stakeholder expectations
- ✓ Identify resource requirements
- ✓ Establish clear accountabilities for deliverables
- ✓ Use a project management approach including project management tools and techniques



3

Your Challenge

Our challenge to all of you



3

Your Challenge

Understand the five key themes

1. There is no “out-of-the-box” solution

- You are driving the bus to get it done

2. Need to operationalize your vision

- Look for early change opportunities

3. Hospital defines success for opening day (and beyond)!

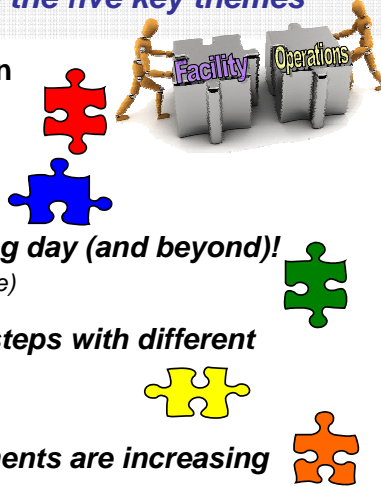
- Have a clear “opening day” view (can change)

4. Operational readiness has distinct steps with different challenges

- Different challenges and solutions for each

5. Governance and oversight requirements are increasing

- Utilize project management principles



Lots to do but it is achievable!

3

Your Challenge

Remember where you started



- Operational vision for patient care captured in your Functional Program
- The goals you set for the Hospital in the design... *will you meet them operationally?*
- Operational Readiness will be the face of success to the patients, staff and community

3

Your Challenge *We challenge you to ask yourself...*

- 1) Where are we along the journey of operational readiness?
- 2) What have we consciously done so far to plan and prepare?
- 3) What are we doing to close any gaps?
- 4) What goals are set out in our Functional Program and in the design of our hospital...

... ***will we meet them operationally?***



Hospital Transitions

Thank You



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