Objectives

- Recognize and analyze key concepts of operations and flow in different industries
- Identify ways of managing large-scale operations and flow in a non-health care industry that can be compared with, and applied to, your own organization
- Develop ideas for improving flow in your own organization
**Agenda for the day**

<table>
<thead>
<tr>
<th>Time</th>
<th>Action</th>
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<tbody>
<tr>
<td>7:30-8:30</td>
<td>Breakfast</td>
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<tr>
<td>8:30-9:30</td>
<td>Welcome, Introductions, and Setting the Context</td>
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<tr>
<td>9:30-2:30</td>
<td>Content in Action: A Tour *Lunch will be from 12:00-12:30</td>
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<tr>
<td>2:30-3:00</td>
<td>Debrief and Reflections</td>
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<tr>
<td>3:00-3:15</td>
<td>Break</td>
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<td>3:15-4:30</td>
<td>Action Planning</td>
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<td>4:30</td>
<td>Conclusion</td>
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*What brought you here today?*
Building our theory

- Aim(s)
  - Decrease overutilization of hospital services
  - Optimize patient placement to ensure the right care, in the right place, at the right time
  - Increase clinician and staff satisfaction
  - Demonstrate a ROI for the systems moving to bundled payment arrangements

- Key primary drivers
  - Shape or reduce demand
  - Match capacity and demand
  - Redesign the system

What are some of our assets and opportunities with respect to our primary drivers?
World Café: Why we do it

- To share knowledge, stimulate creative thinking, and explore real-life issues and questions
- To get to know one another
- To foster small group dialogue in a large group

World Café: How it works

- Overview and transition

- Café topic discussions (each group will spend approximately 10 minutes at each station and then rotate clockwise)

- Report out
Participant Roles

- Introduce yourself (name and location)
- Contribute your thinking via conversation
- Listen to other participants
- Build on participant comments
- Link ideas from previous group

Host Roles

- Introductions and share question
- Ensure key insights are captured
- Encourage everyone to participate
- Briefly share insights from other previous conversations
- Start the new group of learning
Let's Get Started!

Report Out
### A new lens

<table>
<thead>
<tr>
<th>Healthcare</th>
<th>Hotel</th>
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<tbody>
<tr>
<td>- Intake process</td>
<td>- Reservations</td>
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<tr>
<td>- Transitions/handoffs</td>
<td>- Assistance to room</td>
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<tr>
<td>- Monitoring patient condition/stay</td>
<td>- Monitoring guest stay, needs, and requests</td>
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<tr>
<td>- Demand versus capacity</td>
<td>- Coffee shop, room service</td>
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<tr>
<td>- Discharge planning</td>
<td>- Check out process</td>
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Think about your problem areas as you observe

### Where we will visit

- Front Office
- Hawks Landing Golf Course
- Event Services
- Lost and Found
- Housekeeping
- Banquet and Kitchen
- Starbucks
On the tour…

- Observe and note **structural** components of the operations—physical facility, equipment, and human resources, as well as organizational characteristics such as staff training.

- Observe the **processes** that have been developed at each setting to manage flow and large scale operations.

- What is the role of front-line staff in ensuring **reliability** and consistent quality?

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Preparation for the tour

- Capture your observations
  - Write down what you see
  - Take pictures (or videos) that will help illustrate something you think is notable

- Ask lots of questions…don’t be shy! We are experts, too!

- Write down any outstanding questions
Some questions you might ask

- How do you anticipate demand and match staff accordingly?
- What causes surges in demand for you? How do you know?
- What data do you use to drive your processes (and redesign)?
- How do you design for variation (e.g. people requesting late check out?)
- What is the role your staff plays in these efforts? How do you train staff and coach them to respond to variation/unanticipated situations?

Looking ahead

- Reflect on what you observed
- Harvest core concepts
- Generate ideas to apply in your own organizations
Tour Time!

Debrief and Reflections
Action Planning

Step 1 – Part 1: Reflect

- Write down your ideas or observations about what you saw as they relate to the 3 primary drivers
  - Shape or reduce demand
  - Match capacity and demand
  - Redesign the system
**Step 1 – Part 2: Generate**

- Write down your ideas about how what you observed could be translated to health care, 1 per sticky
- Aim for quantity, not quality
- Be creative – use both sides of your brain!

**Step 2 – Share**

- Share your observations with one another
- Build off each other’s ideas
- Try to “affinitize” or categorize your ideas if possible
Step 3- Prioritize

Step 4- Report

- Please select the top 5 ideas you would like to share with the rest of the group and who will report out
Wrap Up

• What surprised you about what you observed and learned today? Why?

• How might you capture the spirit of what was done today to engage your own organization?

• What might you test in your own organization by next Tuesday? How will you evaluate its success?
Some Details

- CEUs will be available online- please reference the instructions in your session materials

- Please fill out your evaluation form. We are an improvement organization, we are always looking for opportunities!

IHI Resources


Thank You!