Brief Contents

	Preface	xvii
1	Introduction: The Need for Effective Execution in Healthcare	1
	Section I Strategy	7
2	Developing Strategic Focus	9
3	Internal and External Assessment Using Business Intelligence	19
4	From Data Analysis to Focused Strategy	41
	Section II Tools	51
5	The Balanced Scorecard	53
6	Project Management	71
7	Variations on Project Management and Clinical Innovation	103
8	Embedding the Change	115
	Section III People	131
9	Structure and Compensation	133
10	Culture and Employee Engagement	145
	Section IV An Integrated System	171
11	Leadership	159
12	An Integrated System for Execution	173
	Appendix: Additional Information on Systems Interviewed	181
	References	183
	Index	187
	About the Author	195

Detailed Contents

	Preface .	xvii
L	Introduction: The Need for Effective Execution in Healthcare	1
	The Emerging Importance of Execution in Healthcare	2
	A System for Execution in Healthcare	2
	I. Strategy—Developing a Focused Strategic Plan	4
	II. Tools—Contemporary Business Methods of Execution	4
	III. People—Leading Individuals and Organization for Effective Change	4
	IV. Systems—An Integrated System for Execution in Healthcare	5
	How the Chapters Are Organized	5
	Companion Textbook	6
	Notes	6
	Section I Strategy	7
2	Developing Strategic Focus	9
	State of the Art	9
	Rationale for Strategic Planning	9
	Models of Strategic Planning	10
	Scenario Planning	12
	Healthcare Strategic Planning Today	13
	Notes from the Field	13
	HealthPartners	13
	Twin Cities Orthopedics	15
	Vincent Valley Healthcare	15
	Summary	17
	Resources	18

3	Internal and External Assessment Using Business Intelligence	19
	State of the Art	19
	Data Sources for Internal Analysis	19
	Data Warehousing	21
	Extract, Transform, and Load (ETL)	23
	Metadata	23
	Analysis	23
	Performance Reporting	24
	Graphical Data Displays	25
	Predictive Analysis	29
	Data Mining	29
	Benchmarking	31
	Source of Benchmarks for Operational Data	31
	Examples of Operational Benchmarks	32
	Quality Measures and Benchmarks	32
	Analyzing Benchmarks	33
	Notes from the Field	34
	HealthPartners—Performance Reporting	34
	Dean Health System—Benchmarking	34
	Marshfield Clinic—Performance Reporting and Drill Down	35
	Mayo Clinic—Data Mining	35
	Vincent Valley Healthcare	37
	Summary	38
	Notes	39
4	From Data Analysis to Focused Strategy	41
	State of the Art	41

	Scenario Planning	42
	Tracking Trends	42
	Building Scenarios	43
	Analysis	44
	Vincent Valley Healthcare	45
	The Medical Home for Foothills Physicians	45
	An ACO for VVH's Primary Care Network	47
	Bundled Payments for VVH	49
	Summary	50
	Note	50
	Section II Tools	51
5	The Balanced Scorecard	53
	State of the Art	53
	Why Do Today's Management Tools Fail?	53
	Robert Kaplan and David Norton	54
	Elements of the Balanced Scorecard System	55
	Strategy Development	56
	The Four Perspectives	57
	Linking Balanced Scorecard Measures to Strategy	59
	Strategy Maps	60
	Themes and Synergy	62
	Modifications by Healthcare Organizations	62
	Cascading Strategy Maps and Scorecards	62
	Targets, Resources, Initiatives, and Budgets	63
	Displaying Results	63
	A Strategy Management System—Ensuring That the Balanced Scorecard Works	64

	Implementation Issues	64
	Notes from the Field	65
	SMDC Strategy Map and Balanced Scorecard	65
	Vincent Valley Healthcare	67
	Resources	69
	Summary	69
6	Project Management	71
	Definition of a Project	72
	Project Selection and Chartering	73
	Project Selection	73
	Project Charter	74
	The Project Manager	75
	Stakeholder Identification and Dialogue	76
	Feasibility Analysis	77
	Project Charter Document	78
	Project Scope and Work Breakdown	78
	Tools	78
	Scope	81
	Work Breakdown Structure	82
	Project Team	85
	Scheduling	85
	Network Diagrams and Gantt Charts	85
	Slack and the Critical Path	87
	Crashing the Project	89
	Project Control	89
	Monitoring Progress	91
	Change Control	91
	Communications	93

	Risk Management	94
	Quality Management, Procurement, and Project Closure	95
	Quality Management	95
	Procurement	95
	Project Closure	97
	The Project Manager and Project Team	98
	Team Structure and Authority	98
	Team Meetings	99
	The Project Management Office	100
	Summary	101
	Notes	101
7	Variations on Project Management and Clinical Innovation	103
	State of the Art	103
	Agile Project Management	103
	Lean Six Sigma and DMAIC	104
	IHI Model for Improvement	106
	Comparing and Selecting the Project Management System	107
	Clinical Innovation—Reducing the 17 Years	108
	Organized Clinical Innovation	109
	Large-Scale Spread	110
	Rapid Learning from Electronic Health Records—The Future	111
	Notes from the Field	111
	HealthPartners	111
	Vincent Valley Healthcare	112
	Accountable Care Organization	112
	The Project Management Office	113
	Summary	114

	Resources	114
8	Embedding the Change	115
	State of the Art	115
	General Systems Theory and the Role of Feedback	115
	Operating Procedures and Process Maps	116
	Checklists	117
	Control Charts	119
	Dashboards and Scorecards	119
	Business Rules	121
	Clinical Decision Support	122
	Huddles, Transparency, and Face-to-Face Accountability	124
	Notes from the Field	125
	Vanderbilt Medical Center	125
	SMDC	126
	Vincent Valley Healthcare	126
	Summary	128
	Note	129
	Section III People	131
9	Structure and Compensation	133
	State of the Art	133
	Fundamentals of Effective Organizational Design	133
	New Concepts for Structuring Large Organizations	136
	Effective Compensation Systems	138
	Physician Compensation, Professional Services Agreements, and Compacts	139
	Physician Compacts	139

	Notes from the Field	140	
	Vincent Valley Healthcare	140	
	Structure and the Professional Services Agreement	140	
	Variable Compensation	143	
	Summary	143	
10	Culture and Employee Engagement	145	
	State of the Art	145	
	The Elements of Culture	145	
	Assumptions Underlying an Organization's Culture	146	
	Shaping and Embedding Culture	148	
	The Engaged Workforce	149	
	Employee Engagement Surveys	149	
	Survey Feedback	151	
	Actions to Improve Engagement	151	
	Culture, Engagement, and Leadership	153	
	Notes from the Field	153	
	HealthPartners	153	
	SMDC	154	
	Vincent Valley Healthcare	155	
	Culture Analysis—ACE Project	155	
	Employee Engagement—Medical Home	157	
	Summary	157	
	Note	158	
11	Leadership	159	
	State of the Art	159	
	Adaptive Leadership	159	

Servant Leadership	163
Physician Leadership	165
The IHI Model	166
Vincent Valley Healthcare	167
Adaptive Leadership and the ACO Project	167
Servant Leadership and the Medical Home Project	169
Summary	170
Section IV An Integrated System	171
12 An Integrated System for Execution	173
State of the Art	173
The Integrated System	173
Chaos and the Unexpected	174
The Baldrige Award	175
An Action Plan for Developing an Integrated System for Execution	176
Summary	178
Note	179
Appendix: Additional Information on Systems Interviewed	181
References	183
Index	187
About the Author	195