





## Overview

1. Who is Halton Healthcare?
2. Capital Project Overview
3. Operational Readiness Framework
4. Focus on
  - Process
  - Equipment and Technology
  - People
5. Measurement

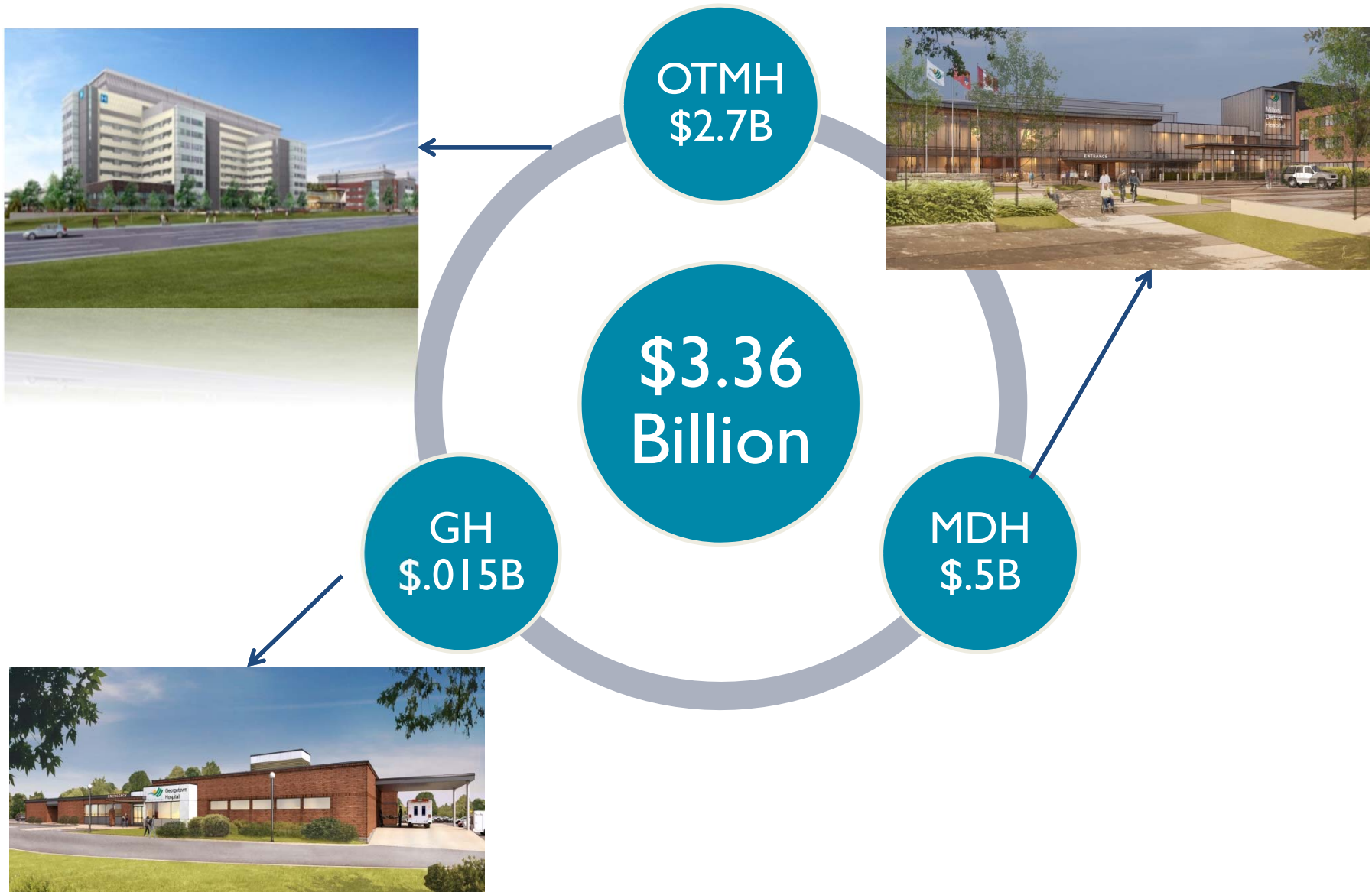


**Georgetown  
Hospital**

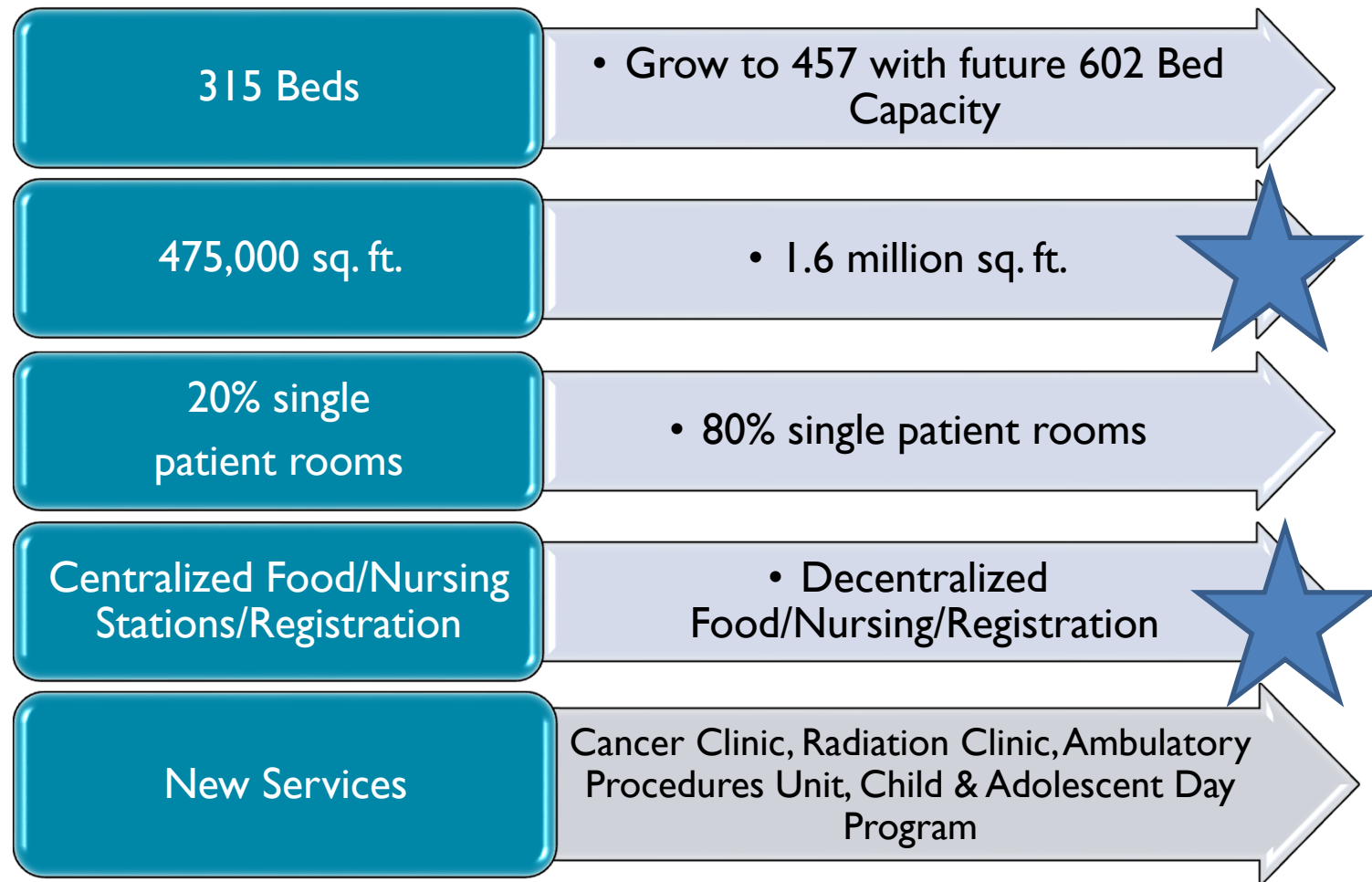
**Milton District  
Hospital**

**Oakville-  
Trafalgar  
Memorial  
Hospital**

# “Trifecta” of Infrastructure Projects



## New OTMH Change Snapshot



## Operational Readiness



*... success means the right people with the right attitude at the right place at the right time, working with the right equipment and technology in accordance with the right policies and protocols.*



**Change Management\*\***

- Diagnosis of change challenge
- Early development of shared understanding
- Enrichment of shared understanding
- Establishment of a sense of urgency
- Creation of a limited and focused strategic agenda
- Rapid strategic decision making and deployment
- Human flywheel of commitment
- Identification and management of sources of resistance
- Follow-through on changing organizational realities
- Demonstrated leadership commitment

\*\*Nancy, D. J., & Klockner, P. R. (2012). *Fast Forward: Organizational Change in 30 Days*. New York, NY: Oxford University Press.

**Symbols**

- Planning Condition
- Communications Element (Internal)
- Communications Element (External)
- Preposition
- Process
- Deliverable Document
- Customs of Location
- Template
- Governance
- Redevelopment Implication

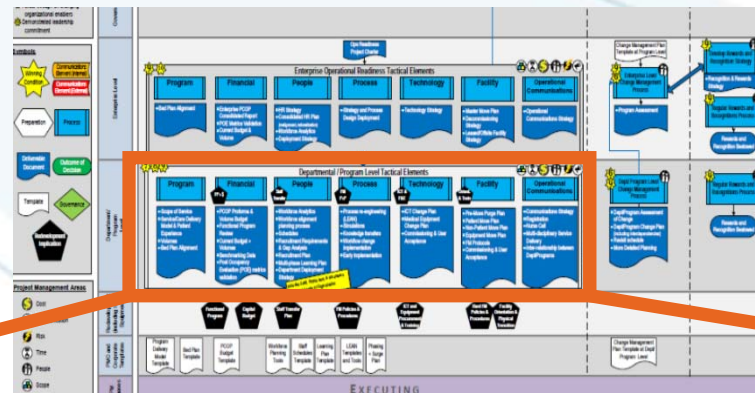
**Project Management Areas**

- Cost
- Communication
- Risk
- Time
- People
- Scope

Change Management	1 Analysis of change challenge	2 Early development of shared understanding	3 Enrichment of shared understanding	4 Establishment of a sense of urgency	5 Creation of a limited and focused strategic agenda	6 Rapid strategic decision making and deployment	7 Human flywheel of commitment	8 Identification and management of sources of resistance	9 Follow-through on changing organizational realities	10 Demonstrated leadership commitment
	Initiating	Planning	Executing	Monitoring	Closing					
Key Deliverables and Outcomes	<p><b>Enterprise</b></p> <ul style="list-style-type: none"> <li>Governance Structure</li> <li>Hospital Wide Opening Day View and Planning Principles</li> <li>ICT Opening Day View and Planning Principles</li> <li>Operational Readiness and Transition Budget</li> <li>Project Management Office (PMO) Mandate/ Framework</li> <li>Project Management Office (PMO) Set-up</li> <li>Enterprise Operational Readiness Project Charter (including POE Metrics and Transitions Metrics)</li> </ul> <p><b>Dept/Program</b></p> <ul style="list-style-type: none"> <li>Not Applicable – Initiating phase deliverables are at the Enterprise Level!</li> </ul> <p><b>Internal Communications</b></p> <ul style="list-style-type: none"> <li>Develop Communications Plan Framework</li> <li>Communications of Governance Structure, Opening Day View, Budget, PMO, and Charter</li> </ul> <p><b>External Communications</b></p> <ul style="list-style-type: none"> <li>Key Messaging/Communication of Opening Day View and Budget</li> </ul>	<p><b>Enterprise</b></p> <ul style="list-style-type: none"> <li>Multi-Disciplinary Planning Teams Established for each Program/Dept</li> <li>Review and Validation of Dept/Program Charters</li> <li>Conduct Coaching Sessions for Dept/Program Work Plan Development</li> <li>Operational Readiness Transition Planning</li> <li>Operational Readiness Risk Register</li> </ul> <p><b>Dept/Program</b></p> <ul style="list-style-type: none"> <li>Opening Day View</li> <li>Gap Analysis</li> <li>Project Charter (including POE Metrics and Transitions Metrics)</li> <li>Work Plan Development                             <ul style="list-style-type: none"> <li>Deliverable Breakdown Structure</li> <li>Stakeholder Analysis</li> <li>Schedule and Task Assignments</li> <li>Assumptions and Constraints</li> <li>Project Roles and Responsibilities</li> <li>High Level Risk Identified and Response Strategies</li> <li>People Change Management and Learning Assessment</li> </ul> </li> <li>Opening Day View Communications with Stakeholders</li> </ul> <p><b>Internal Communications</b></p> <ul style="list-style-type: none"> <li>Planning Team Kick-off Meetings</li> <li>Develop Communications Plan Content</li> <li>Internal Communications</li> </ul> <p><b>External Communications</b></p> <ul style="list-style-type: none"> <li>Key Messaging/Communication</li> </ul>	<p><b>Enterprise</b></p> <ul style="list-style-type: none"> <li>Enterprise Operational Readiness Tactical Elements                             <ul style="list-style-type: none"> <li>Program</li> <li>Financial</li> <li>People</li> <li>Process</li> <li>Technology</li> <li>Facility</li> <li>Operational Communications</li> </ul> </li> <li>Change Management &amp; Support</li> <li>Rewards and Recognition</li> </ul> <p><b>Dept/Program</b></p> <ul style="list-style-type: none"> <li>Operational Readiness Tactical Elements                             <ul style="list-style-type: none"> <li>Program</li> <li>Financial</li> <li>People</li> <li>Process</li> <li>Technology</li> <li>Facility</li> <li>Operational Communications</li> </ul> </li> <li>Change Management &amp; Support</li> <li>Rewards and Recognition</li> </ul> <p><b>Internal Communications</b></p> <ul style="list-style-type: none"> <li>Communication of Tactical Elements, Rewards &amp; Recognition</li> </ul> <p><b>External Communications</b></p> <ul style="list-style-type: none"> <li>Presentations, Publications, &amp; Journal Submissions</li> <li>Publicity and Public Events</li> </ul>	<p><b>Enterprise</b></p> <ul style="list-style-type: none"> <li>Risk Assessment and Mitigation</li> <li>Performance Assessment &amp; Corrective Action</li> <li>Continuous Improvement</li> </ul> <p><b>Dept/Program</b></p> <ul style="list-style-type: none"> <li>Monthly Status Reporting</li> <li>Continuous Improvement</li> </ul> <p><b>Internal Communications</b></p> <ul style="list-style-type: none"> <li>Communication of Project Status</li> </ul> <p><b>External Communications</b></p> <ul style="list-style-type: none"> <li>TBD</li> </ul>	<p><b>Enterprise</b></p> <ul style="list-style-type: none"> <li>Consolidated Best Practices / Lessons Learned</li> <li>Post Occupancy Evaluation Report</li> <li>Team Celebrations</li> <li>Journal Submissions</li> <li>Publicity and Public Events</li> <li>Close Out Deliverables                             <ul style="list-style-type: none"> <li>Close Out Report</li> <li>Operation and Training Manuals</li> <li>Operations Manuals</li> </ul> </li> </ul> <p><b>Dept/Program</b></p> <ul style="list-style-type: none"> <li>Best Practices / Lessons Learned Report</li> <li>Project Evaluations                             <ul style="list-style-type: none"> <li>PMO Evaluation Report</li> <li>Program/Dept Outcomes Indicators Report</li> </ul> </li> <li>Team Celebrations</li> <li>Journal Submissions</li> </ul> <p><b>Internal Communications</b></p> <ul style="list-style-type: none"> <li>Project Team Celebrations</li> </ul> <p><b>External Communications</b></p> <ul style="list-style-type: none"> <li>Presentations, Publications, &amp; Journal Submissions</li> <li>Publicity and Public Events</li> </ul>					
	PMO Phases	INITIATING	PLANNING	EXECUTING	MONITORING	CLOSING				



# Seven Tactical Elements





## Tactical Element – Process

- Several planning groups erected
- Scrutiny of current state process and workflows
- LEAN methodology utilized
- Seek efficiencies
- Understand future state expectations
  - Design
  - Space
  - Services
  - Technology
- Identify and mitigate risks

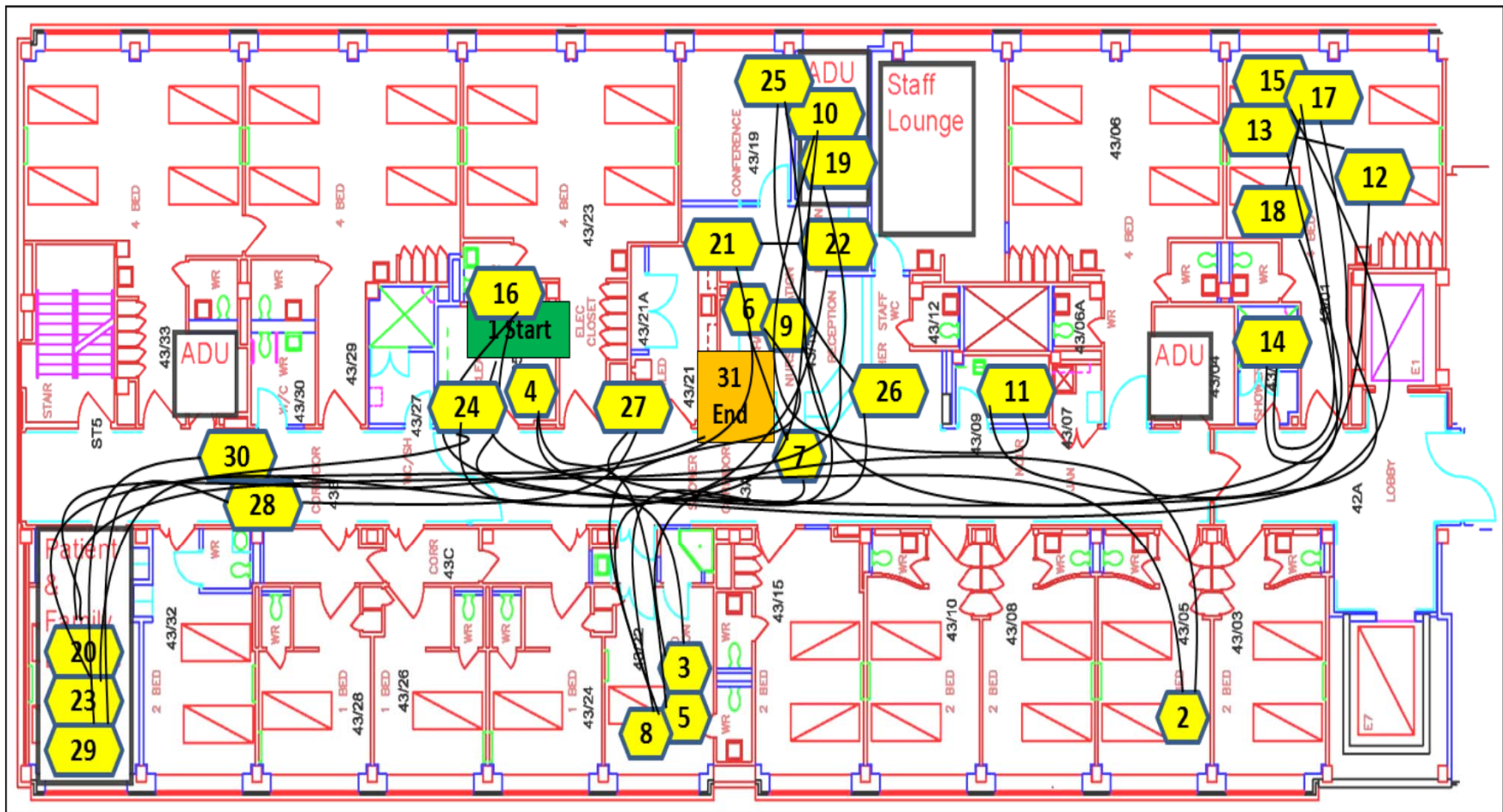
## Medical Surgical Inpatient Units

### Features

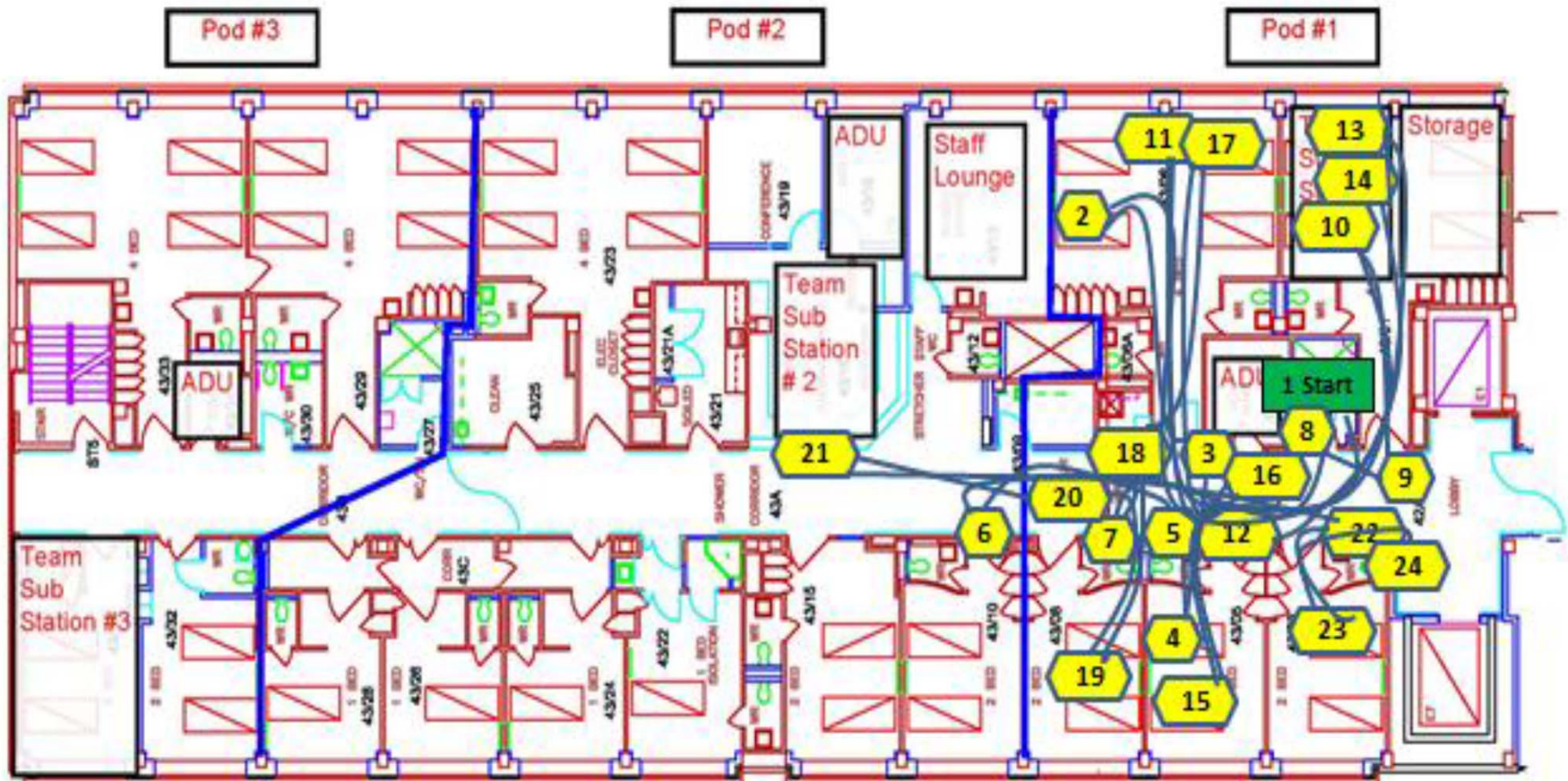
- Each unit has capacity for 36 patients, divided into three pods of 12
- 80% single patient rooms
- Decentralized team stations bring caregivers closer to the patient
- Advanced pneumatic tube system to transport key types of laboratory samples, medications and small pieces of equipment.
- Room service food delivery model



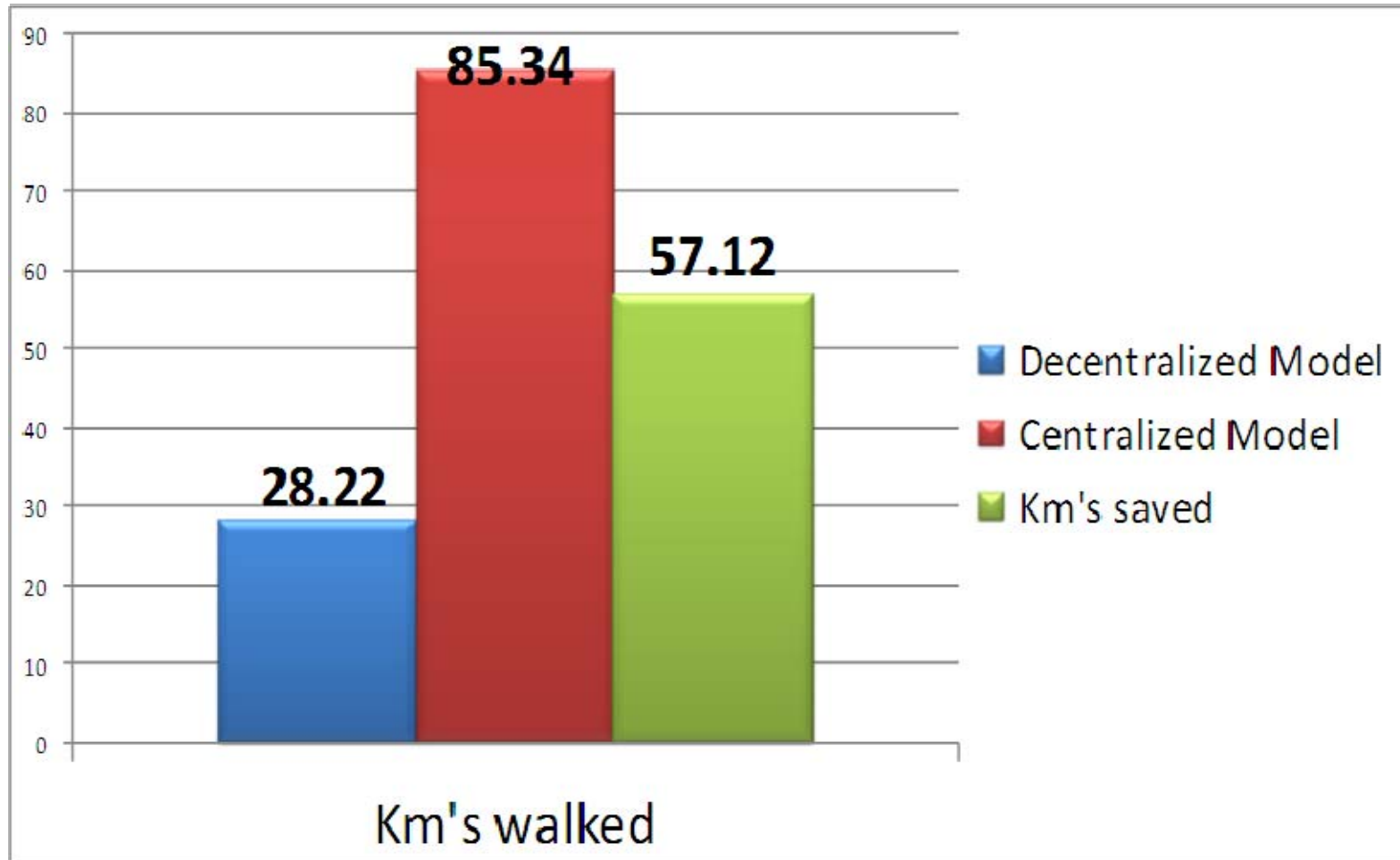
# Employee Traffic Pre-Pod Design



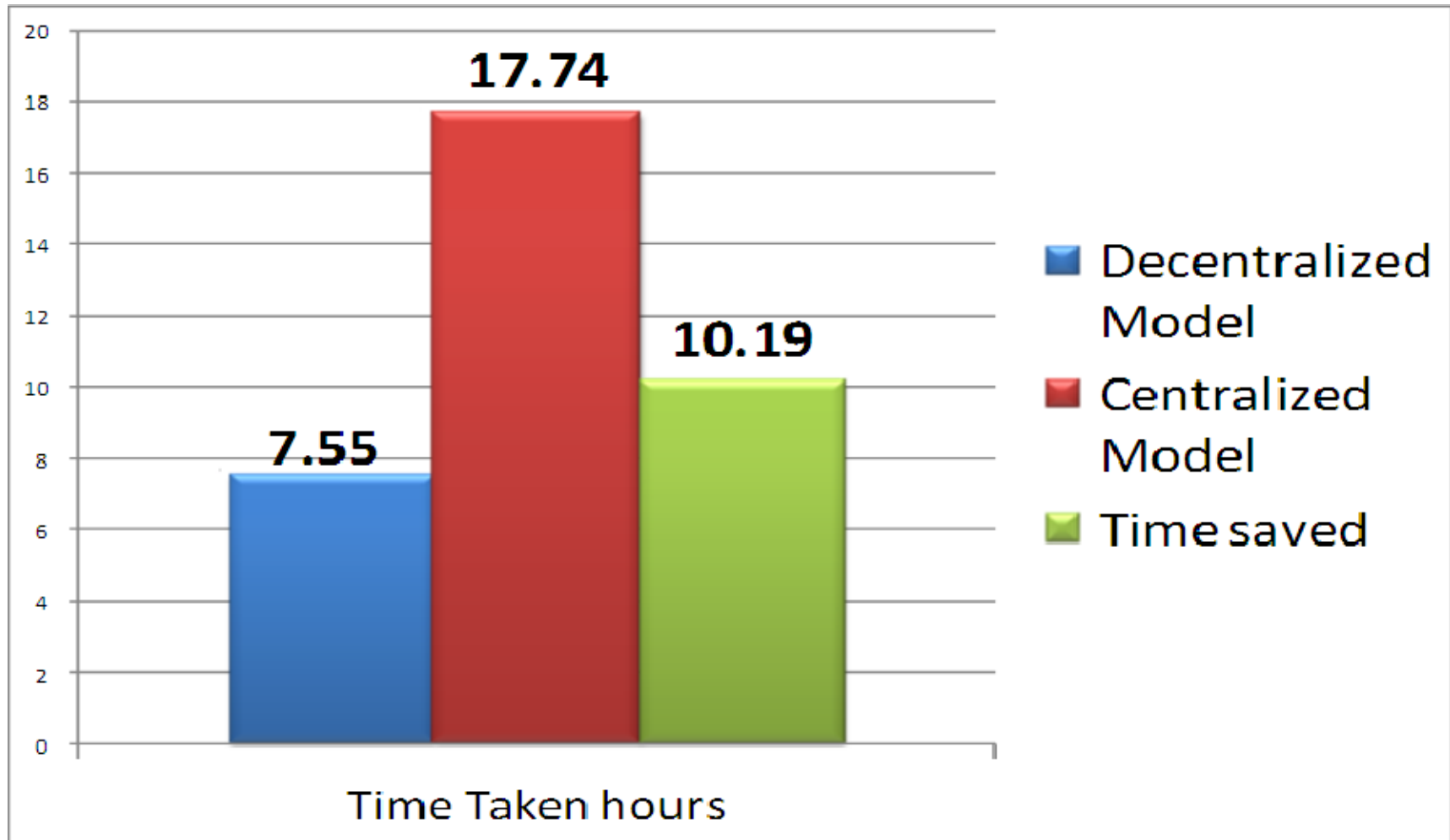
# Employee Traffic Post Pod Design



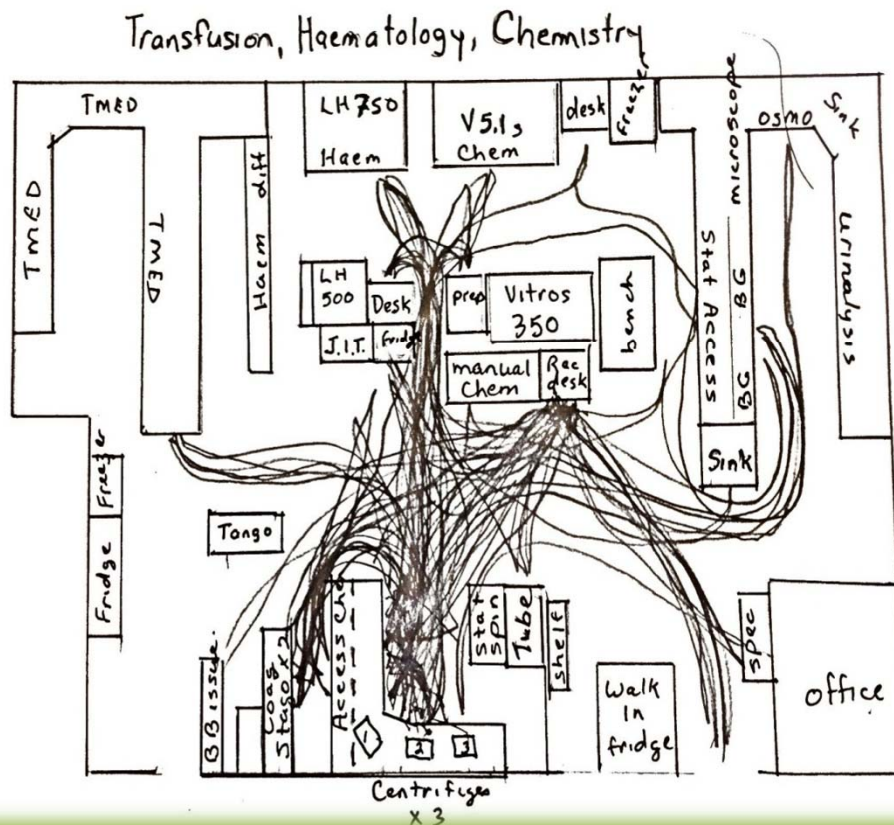
## Patient Transport SDC



## Patient Transport - SDC



## Corelab-Oakville



### Pre-Improvement Spaghetti Map

Duration: 1 hour (from 0700 to 0800)

## CURRENT STATE METRICS


- Number of Steps\*:
  - 0.86 km per day
  - 27 km per month
  - 322 km per year



\*Number of Steps: Steps taken between the receiving area to the centrifuge, and then to the analyzer



# Post-Lean Metrics

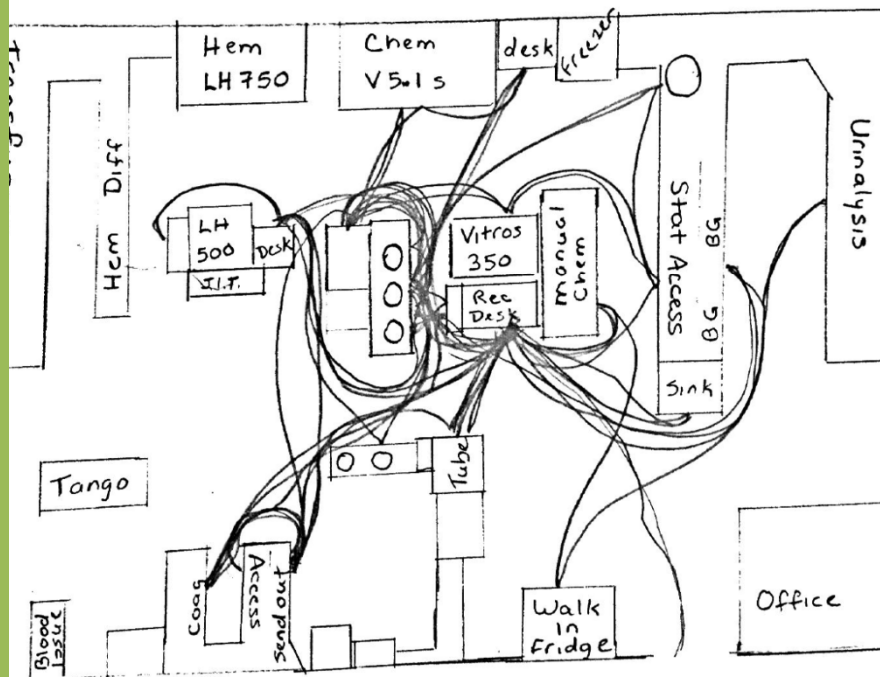
- **Number of Steps:** 
  - From 0.87 km per day to **0.57 km**
  - From 27 km per day to **18 km**
  - From **323 per year** per day to **215 km**

\*Number of Steps: Steps taken between the receiving area to the centrifuge, and then to the analyzer



**33%**

Corelab - Oakville



**Post-Improvement Spaghetti Map**

Duration: 1 hour (from 0700 to 0800)

## Tactical Element – Equipment & Technology

- Procurement Process designed to ensure that equipment meets CSA standards and highlights ergonomics as a priority
- Exhaustive stakeholder engagement
- User Acceptance Testing
- Demo Days
- Strong promotion of minimal lift practices through technology



## Typical Inpatient Room

### Features

- Electric ceiling mounted patient lift hidden when not in use
- Bariatric and standard beds with motor for transport by single user\*, weigh scale capability, versatile positioning
- Anti slip flooring
- AIRPAL® Patient Transfer System



## Equipment & Technology



### Pneumatic Tube System

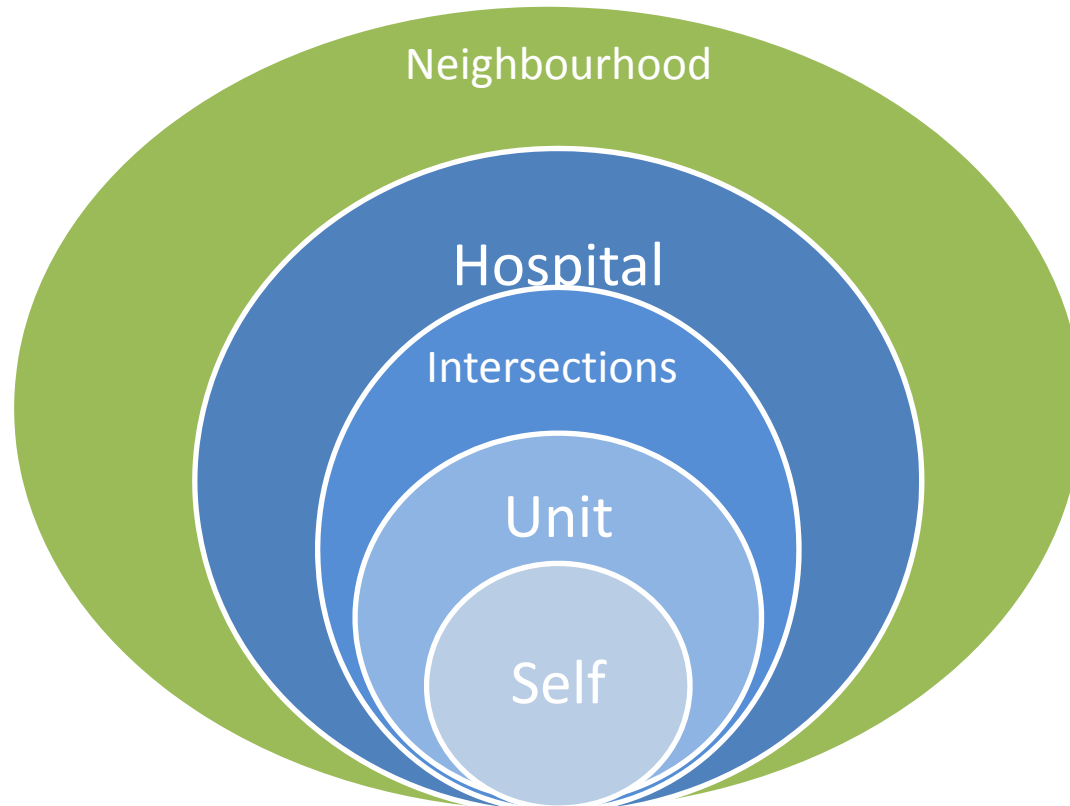
- Hospital wide in all nursing stations
- Reduced transport time for materials, lab work, IVs etc.
- Tools are available to staff when and where they need it
- Leads to improved patient care

## Tactical Element - People

- ① Learning about change and resiliency
  - As an individual
  - As a manager
  - As a change champion
- ① Training
  - Virtual?
  - Off site
  - On site
  - New equipment



## Tactical Elements – People



- Focus on learning, change and resiliency
- Our Orientation Model's intent is to provide scaffolding for individual staff members to become increasingly situated and competent in the new environment, with new equipment and new processes

## Supporting Staff Wellness

- Proactive “Press Refresh” Campaign to support employees mental and physical well being
- Dedicated Employee Wellness Centre including:
  - Wellness Library
  - Meditation Room
  - Employee Lounge
  - 24/7 Fitness Centre
  - Courtyard and walking labyrinth





## Measuring Success

- Pre-move implementations of some programs
- Identification of opportunities for improvement
- Day in the Life Simulation at new site
- Gathering firm baseline data pre-move
- Move day is December 13, 2015
- Confident in positive outcomes due to extensive operational readiness
- Staff feedback



## Comments from Staff

The changes that were made in core lab have really made a huge difference! I love having everything within arms reach...very streamline and effective :)  
on the cruise ship we used to say "work smarter, not harder" and I feel like this is what you've achieved with the changes.  
Great job!

I dislike change but I can deal with this.

"A lot quieter at the send out bench. We are able to concentrate and complete our tasks faster without the interruptions"

I don't feel like I've walked miles on my shift anymore – definitely less walking.

"We should have done this year's ago; I love it...."



Halton  
Healthcare

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