



## ED PIP: Preparation Phase

Tools: Work Plans

# Overall Work Plans Plan – Overview

There are so many ways to organize and plan for the work being done. Below, is a high level overview of work plans in general and subsequently, a couple examples are provided, but should be customized to meet your needs as well as fit within your organization's planning expectations.

<b>Outcome</b>	<ul style="list-style-type: none"> <li>■ Team Leader and Team members are aligned and understand the required deliverables for each phase</li> </ul>
<b>Definition:</b> <b>'What is it?'</b>	<ul style="list-style-type: none"> <li>■ A summary plan that details the activities that need to be performed, by week, to deliver the outcomes specified</li> <li>■ It contains the expected start and end times for key activities</li> </ul>
<b>Objectives:</b> <b>'What is it used for?'</b>	<ul style="list-style-type: none"> <li>■ To provide structure for the delivery of activities:             <ul style="list-style-type: none"> <li>• Progress status</li> <li>• What by when</li> <li>• Align interdependencies</li> </ul> </li> </ul>
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>■ Key milestones are delivered on time</li> <li>■ Activity interdependencies are aligned</li> </ul>
<b>When to use</b>	<ul style="list-style-type: none"> <li>■ Use the work plan format at the start of the Prepare phase, then iterate at the start of each subsequent phase</li> <li>■ Use the work plan to monitor achieving desired tactical steps and project milestones</li> </ul>

# The following is a sample work plan used during the diagnostic phase

DIAGNOSTIC PHASE WORKPLAN				
	Weeks 1-2	Weeks 3-4	Weeks 5-6	Weeks 7-8
<b>Operating system</b>	<ul style="list-style-type: none"> <li>SIPOC</li> <li>Value Stream Map</li> <li>Go &amp; See</li> <li>Diagnostic interviews with select leaders</li> </ul>	<ul style="list-style-type: none"> <li>Issue tree / hypothesis tree</li> <li>Analysis (e.g., Pareto) and observation (e.g., Go &amp; See) to prove / disprove hypothesis</li> <li>Initial description of opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Initial sizing of opportunities</li> <li>Root cause (e.g., 5 why) problem solving for each opportunity</li> <li>Profile of each opportunity area</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity set prioritized by expected impact on metrics (e.g., LOS)</li> <li>Root cause for issues and opportunities understood</li> </ul>
<b>Performance Management</b>	<ul style="list-style-type: none"> <li>Targets confirmed</li> <li>Metrics reviewed on DART</li> <li>Additional data request placed (as required)</li> </ul>	<ul style="list-style-type: none"> <li>Data collection plan</li> </ul>	<ul style="list-style-type: none"> <li>Performance management diagnostic interviews with leaders</li> </ul>	<ul style="list-style-type: none"> <li>DART training</li> </ul>
<b>Culture &amp; capabilities</b>	<ul style="list-style-type: none"> <li>Team norms session</li> <li>Team learning session</li> <li>Capability assessment</li> <li>Skills learning</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder management plan</li> <li>Existing patient sats assessed</li> <li>Functional learning</li> </ul>	<ul style="list-style-type: none"> <li>Organization culture assessed via interviews and focus groups</li> <li>Skills learning</li> </ul>	<ul style="list-style-type: none"> <li>Organizational cultural themes (strengths and barriers) identified</li> <li>Functional learning</li> </ul>
<b>Communications</b>	<ul style="list-style-type: none"> <li>Project and team introduced to unit</li> </ul>	<ul style="list-style-type: none"> <li>Communications plan</li> <li>Engage physicians and staff</li> <li>Update sponsors</li> </ul>	<ul style="list-style-type: none"> <li>Share VSM with unit staff &amp; physicians and validate hypothesis</li> <li>Prep Steering Committee #1</li> </ul>	<ul style="list-style-type: none"> <li>Steering Committee</li> <li>Align on 10-15 opportunities to pursue</li> <li>Hospital wide update</li> </ul>
<b>Team Management</b>	<ul style="list-style-type: none"> <li>Project logistics established</li> <li>Team tour of unit</li> <li>Team calendar established</li> </ul>	<ul style="list-style-type: none"> <li>Team event</li> </ul>	<ul style="list-style-type: none"> <li>Site visit / guest speaker</li> </ul>	<ul style="list-style-type: none"> <li>Team event</li> </ul>

*There are items listed as “skills or functional learning”. This refers mainly to the focused training for information and tools found within this toolkit.*

