



ED PIP: Preparation Phase

Workplan

Prepare: Outcomes and Timing



	Weeks 1-2	Weeks 3-4	Weeks 5-6	Weeks 7-8
Operating System	<ul style="list-style-type: none"> Preparation meeting with senior leaders and physicians to discuss program 	<ul style="list-style-type: none"> Conduct Site Visit Understand existing initiatives that may overlap or leave gaps 	<ul style="list-style-type: none"> Draft team charter outlining proposed scope, team, and objectives (draft in appendix) Share and validate with sponsors 	<ul style="list-style-type: none"> Project deliverables identified Draft process flow diagram
Performance Management	<ul style="list-style-type: none"> Align on improvement targets for core operating metrics (e.g., ED ALOS, IP ALOS, ED LWBS) with LHIN (or appropriate body of authority) 	<ul style="list-style-type: none"> Assign lead and establish metrics tracking tool that provides 'real time' results for core set of operational metrics 3 month baseline collected 	<ul style="list-style-type: none"> Initial data request placed Understand existing targets, metrics, performance 	<ul style="list-style-type: none"> Review initial data set
Culture & Capabilities	<ul style="list-style-type: none"> Ensure project is aligned with strategic objectives 	<ul style="list-style-type: none"> Senior leaders and physicians engaged to support program Understanding of barriers to change from initial discussions 	<ul style="list-style-type: none"> Focus on building skills in areas that are gaps amongst the team 	<ul style="list-style-type: none"> Team leader training Team sponsor training Stakeholder map
Communications	<ul style="list-style-type: none"> Project introduced to top team Project introduced to leaders on participating units 	<ul style="list-style-type: none"> Project introduced to hospital by CEO or senior executive who will have full ownership 	<ul style="list-style-type: none"> Communication plan finalized 	<ul style="list-style-type: none"> Share leader's goals for project with hospital (broad communication)
Team Management	<ul style="list-style-type: none"> Experienced and credible team leaders recruited (teams: ED, Admissions and IP unit) Recruit multi-disciplinary team of front line leaders (2 part time members per team) 	<ul style="list-style-type: none"> Ensure appropriate backfills are in place for team members and team leaders (e.g., vacations, training) 	<ul style="list-style-type: none"> Secure appropriate physical and IT infrastructure (e.g., team room, phone and PC access) 	<ul style="list-style-type: none"> Confirm all logistics for kick-off training and first 2 weeks