

# Strategy Deployment

*(aka Hoshin Kanri)*

# 方針管理

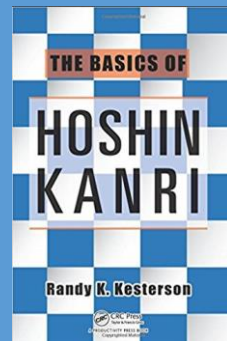
**Hoshin**  
Direction

**Kanri**  
Management/  
control

1. Strategy Development
2. Organizational Alignment
3. Execution

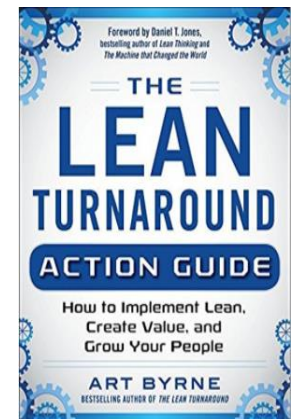
# Strategy Deployment (Hoshin Kanri)

"A strategic planning practice that defines a direction and priorities, aligns the organization around that direction through dialog and detailed plans, then implements the plans and measures performance against those plans in a disciplined way. "



Source: Lisa Boisvert, *The Basics of Hoshin Kanri*

- Deploys the long-term strategic plan throughout the organization.
- Aligns leadership and organization around a defined set of objectives.
- Creates a linkage between the organizational strategy, initiatives, and key metrics.
- Creates accountability

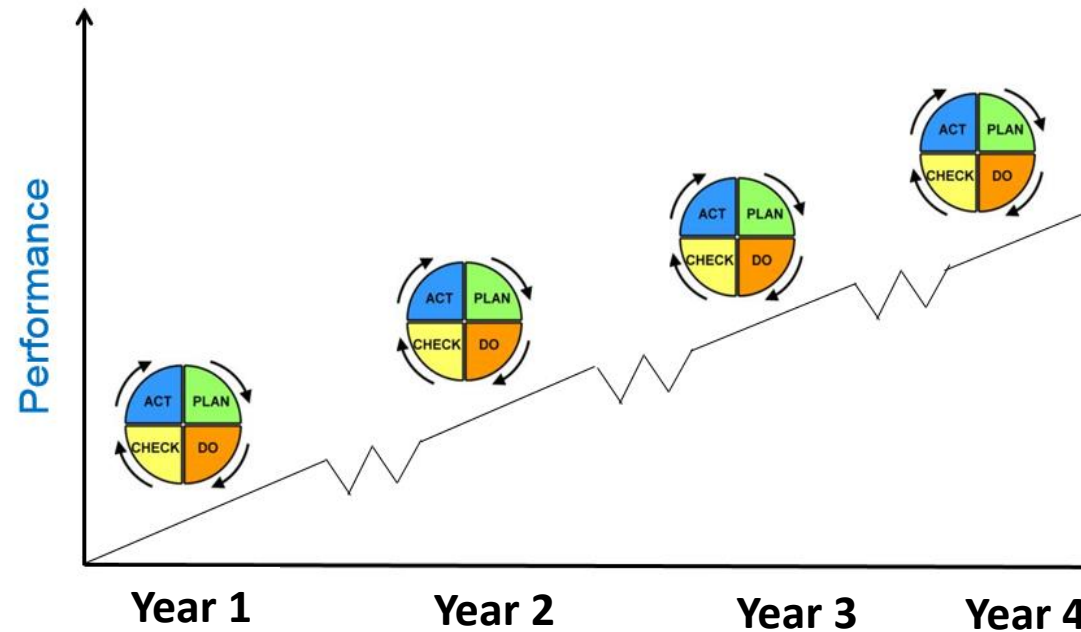


Source: Art Byrne, *Lean Turnaround*

# Yearly Organizational Learning Cycles

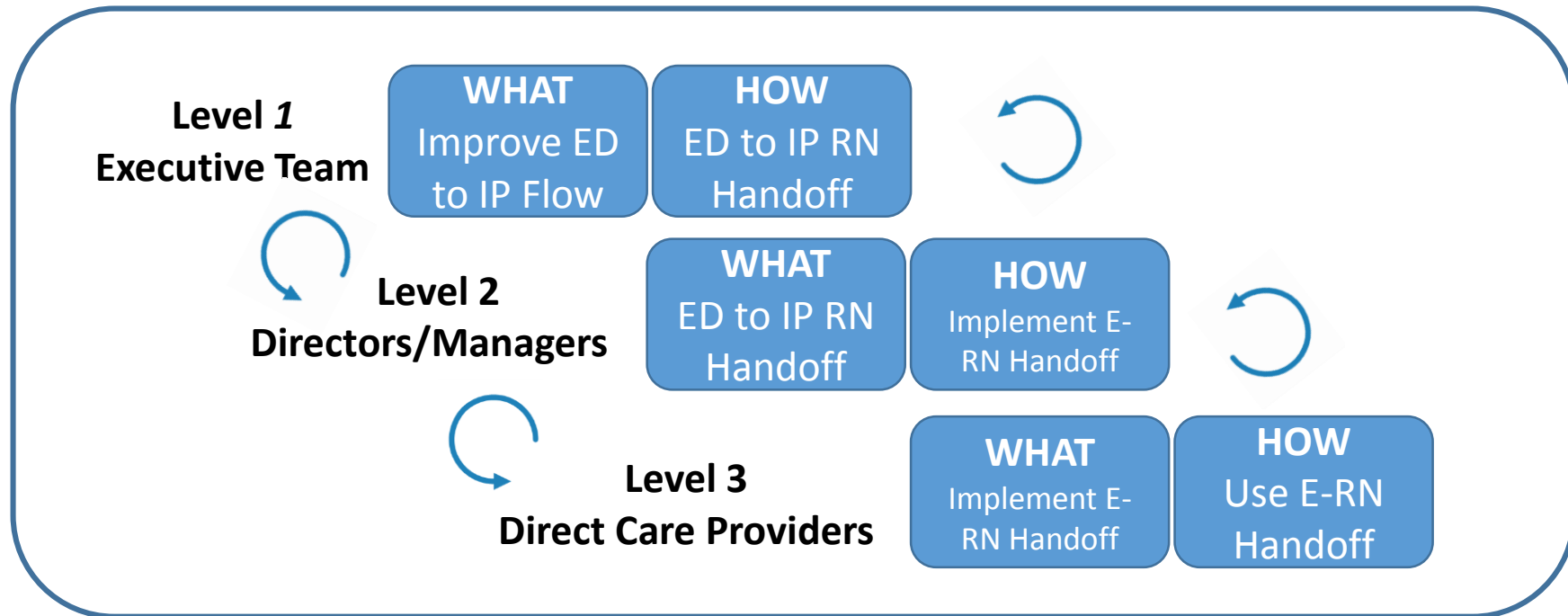
It's the organizational version of the PDCA cycle.

- PLAN: Strategy development/deployment
- Do: Execution of plans
- Check: Impact of the plans on goals
- Act: Based on data decide to continue with the plans or take corrective action to alter or develop new plans.

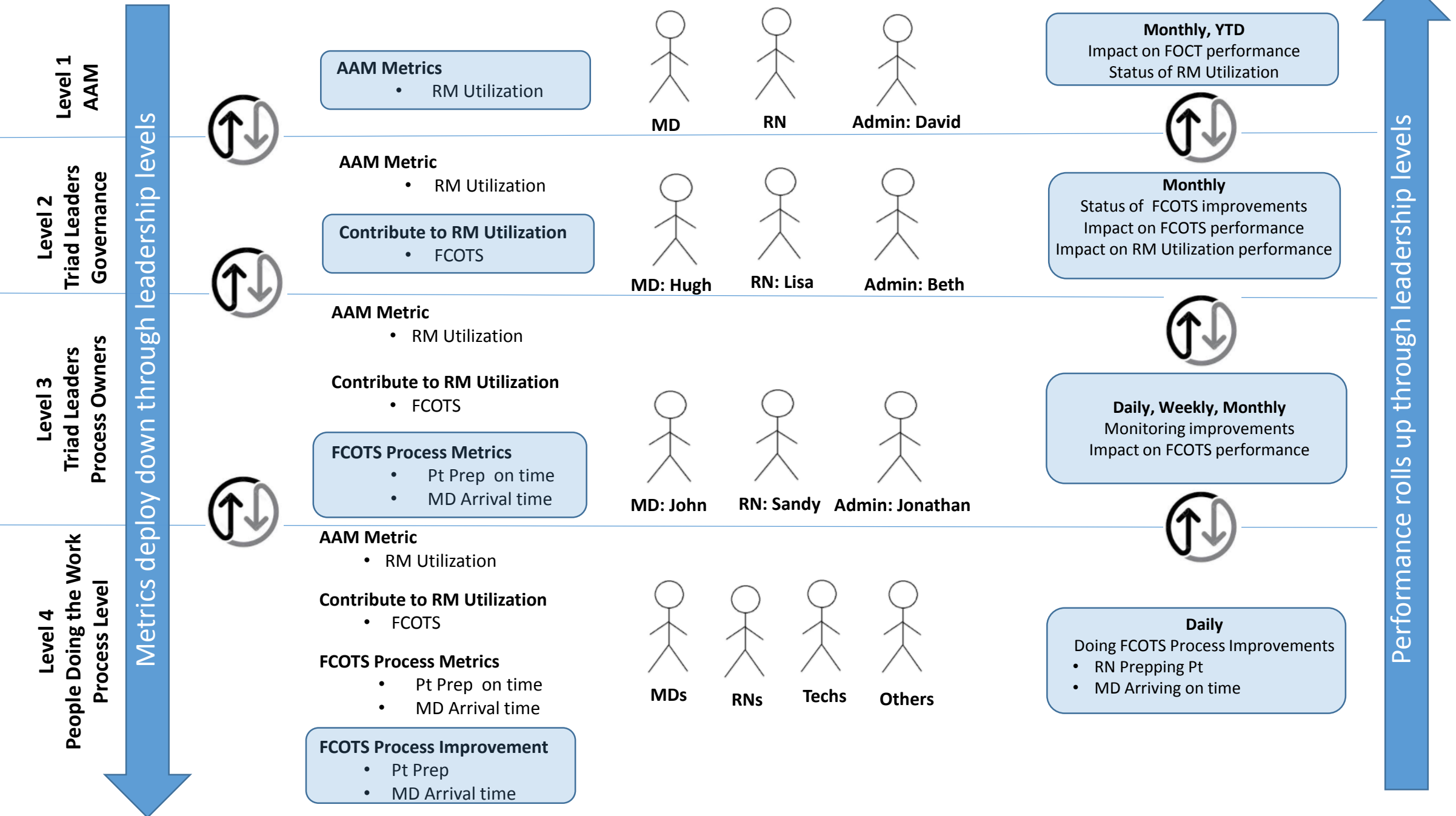


# Organizational Alignment

## Cascading Priorities By Levels



A bidirectional framework to link procedural department's performance metrics with local departmental improvements.




# Standard Work: Endoscopy Patient Prep

## Prior Day Setup (1<sup>st</sup> case)

(std protocol)

**PREP KIT FOR NEXT DAY 1<sup>ST</sup> CASE**




1. Begin with a new and clean Patient Belonging Bag (fill bag with below components)
2. Fill a small plastic bag with:
  1. IV Start Kit
  2. Red Dot Electrodes
3. IV fluids and tubing.
4. 2 patient gowns
5. 1 pair of socks

6. Hang completed kits in shower rm across from Rm. 8 for next day 1<sup>st</sup> case


Charge Nurse will ensure that kits are made each day for the next day 1<sup>st</sup> case in room  
Charge nurse may delegate as needed and will verify task completion prior to end of day

**Procedure room setup**  
(stretcher with clean linen, Oximeter and BP cuff)



procedure nurse responsibility prior day

**Instrument setup kit**  
(lines, H2O and tubing)



Instrument Tech puts in each room the day before and opens in the am

**FIRST CASE SCOPES NEEDED**


Room	Scope	Notes

Prepped


1. Charge nurse completes sign off & boxes for AM instrument kit
2. Charge nurse/instrument tech confirm in kit
3. Instrument Tech delivers kit(s) to each room

**Additional Instrument Supplies: tubing, etc**  
(placed in all rooms, day before)

**Individual items**



**In a kit**




Instrument Tech puts in each room the day before

## Day of 1<sup>st</sup> Case

(std protocol)

**Scope(s) retrieval**



Instrument Tech delivers scopes 7-7:15a (goal)


**Patient flow**

Procedure rooms 3, 6, 8, 9	→	Direct to procedure room	
Rooms 5, 7	→	Changing room	→ Procedure room
Room 4	→	Changing room	→ Pre-procedure area


\*Note room 6 - if 1 Proc RN than he/she will get room ready  
# 2 Proc RN's then 1 will do pt interview in pre-procedure area

**Nursing & Anesthesia collaboration**


**A. Procedure Nurse conducts interview**



**B. Pre-Procedure Nurse inserts: IV, O2 & monitors**



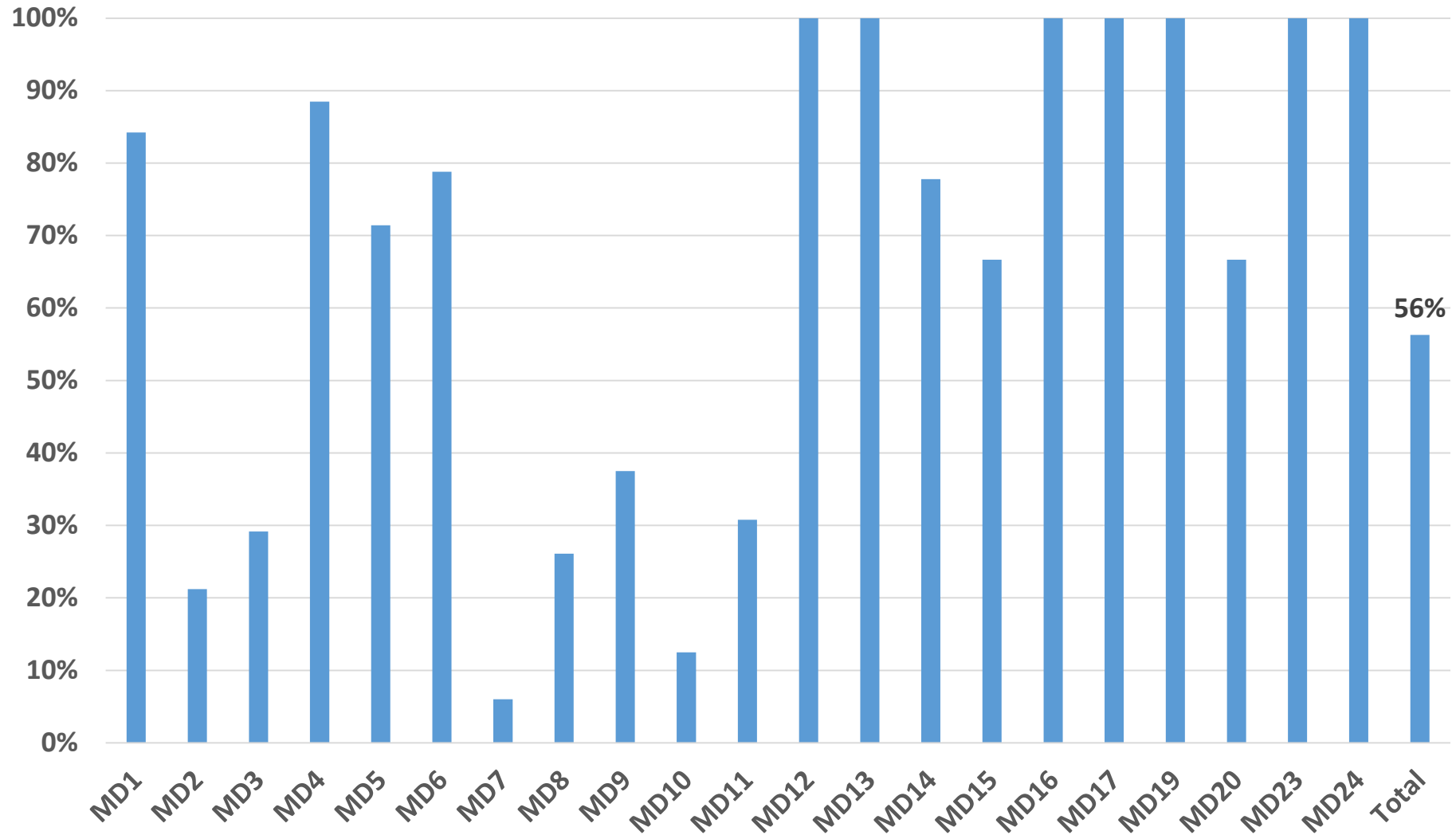
**C. Anesthesia conducts evaluation & consents any time after patient is changed**



Notes

- procedure nurse might opt to do both A & B
- if procedure RN is scheduled late or running late, HC will appoint any available nurse to fill in-unit procedure RN duties

# Endoscopy MD Arrival on time arrival for first case (%)





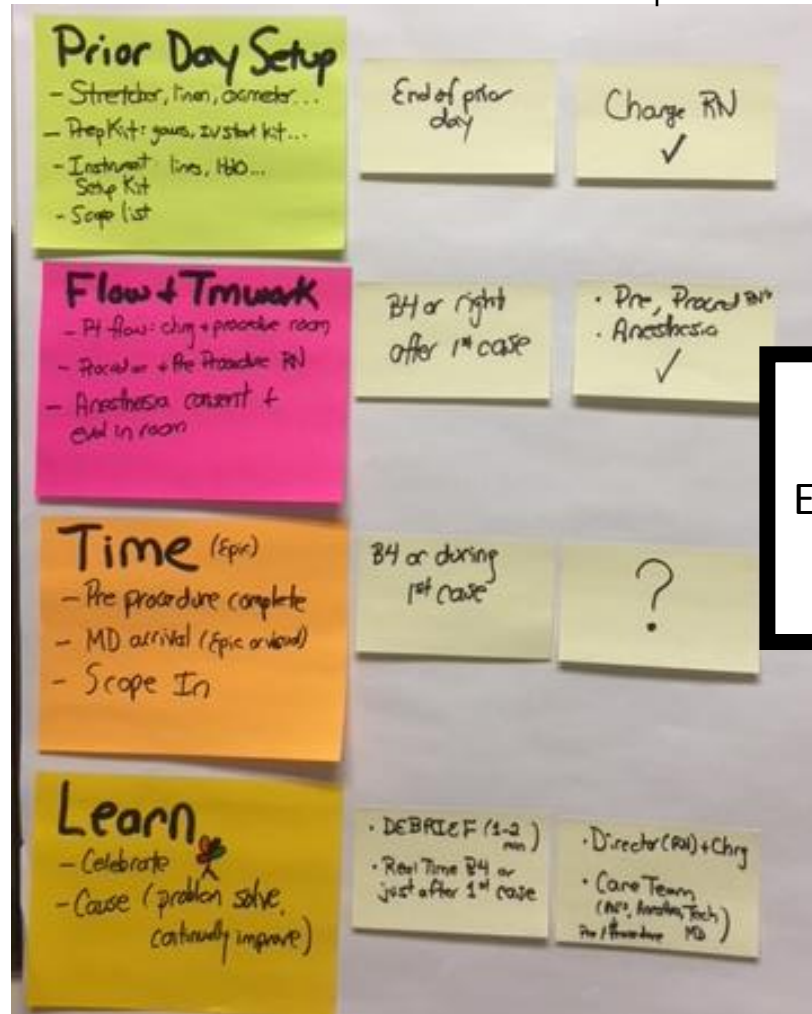
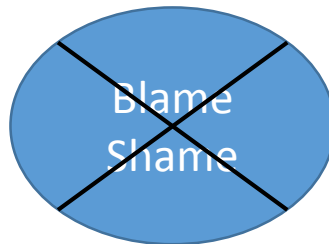
# Daily Management System

## Purpose: Daily Management System

1. Sustain improvements
2. Problem solve
3. Continue improving

## Achieved by evaluating if...

1. Process used as designed
2. Intended outcome was achieved
3. Learning
  - What caused process to not work?
  - Celebrate what was achieved



Recorded daily  
for each room

Endo whiteboard