Culture, Process + Outcomes
Where Strategy Begins

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- Tracy Kenniff is a practice Administrator for the Eye & LASIK Center and has no financial interest in the subject matter of the presentation.
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Discussion Points
- Where does strategy begin?
- What is your practice culture?
- Defining and challenging your processes
- Making Meaningful Adjustments
A good hockey player plays where the puck is. A great hockey player plays where the puck is going. — Wayne Gretzky

Where does strategy begin?
- Must be focused around the “Job to be Done”
- Purposeful Brand

Profit Formula
- How do you make money?
- Avoid the “Marginal Costs” Mistake
- Keeping the Main Thing the Main Thing – Healing Patients

Allocation of Resources – You Influence This
Resource Allocation can make your practice turn out very different than you intended. Opportunities Emerge or Misinvest and outcomes are bad. What is your process?

Available Resources
- Staff
- Capital
- Scheduling Capacity
- Providers
- Locations
- Marketing Dollars

Team members embrace priorities and follow procedures by instinct and assumption rather than by explicit decision.

What is your Culture?
What are the steps to change it?

Culture dictates how members of the group prioritize and address recurrent problems.

Edgar Schein, MIT Sloan School of Management
When Vision is Clear

- Job Satisfaction
- Commitment and Loyalty
- Clarity About Values
- Pride in the Organization
- Organization Productivity

You must define for yourself what you stand for and draw a line in a safe place.

Clayton Christensen, Harvard Business School

You and Your Physicians Set The Tone

- Must be able to say “No”
- Manage Energy not Time
- Live a life of integrity

What yardstick will patients and their family use to reflect on their care experience?

Standard Operating Procedures
- Process Steps
- Documented
- Analyzed for Efficiency
- Staff Training

Policy and Procedure Manual
- Documented
- Analyzed
- Trained To
Commitment to Reducing Waste

Operationally
Financially
Time/Energy Management

What is the average clinic day % of physician direct patient care out of 480 minutes?

What is Controllable Wait?

Challenging your Processes – Analytics

You need objective and actionable data.

Take risk and reward risk-taking. You need to conduct experiments. Search for opportunities to change, grow, innovate, and improve.

Develop a process to improve your patient flow logistics.

Source: Kouzes and Posner, The Leadership Challenge

Visual Management Screens for Managing Flow and Performance

Total Provider Flow – Value Stream View

Reception Screen
Work Up Lane Screen Diagnostic Testing Screen
Exam Lane Screen

Visual Management Screens for Managing Flow and Performance

Business Analytics

Objective
Timely
Accountable – What Action Are You Going to Take
### Patient Journey:
- **Steps through the clinic**
- **Staff (Tech)**
- **Patients**
- **Doctor**

### Level I Analytics
- **Detail Reports**
- **Doctor**
- **Patients**
  - (HIPAA shaded)

### Level II Analytics
- **Process Statistics**
- **Process Step Time Analysis**
- **KPI Page: On Provider Team Productivity**

### Level III Analytics
- **Key Performance Indicators**
Making Meaningful Adjustments

Define the “Job to be Done”. Is your practice brand “Purposeful”?

Understand how influence strategy.

What is your success metric as a leader? Ask yourself how can I impact our culture?

Commit yourself, your team and physicians to reducing waste.

THANK YOU

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