

25<sup>TH</sup> ANNUAL



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# High, High Hopes for a Living: Facilitating Alignment Sessions to Kick Off a Collaborative Team

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**25 YEARS OF LEARNING: SUPERCHARGE YOUR LEAN JOURNEY IN THE MOTOR CITY**

OCTOBER 25, 2023



# We're not Panic at the Disco, but...

We have High High Hopes for a Living

- Shooting for the Stars
- Go Make a Legacy
- It's uphill for oddities
- It's a little complicated
- It's gonna be a sight to see
- I always had a feeling





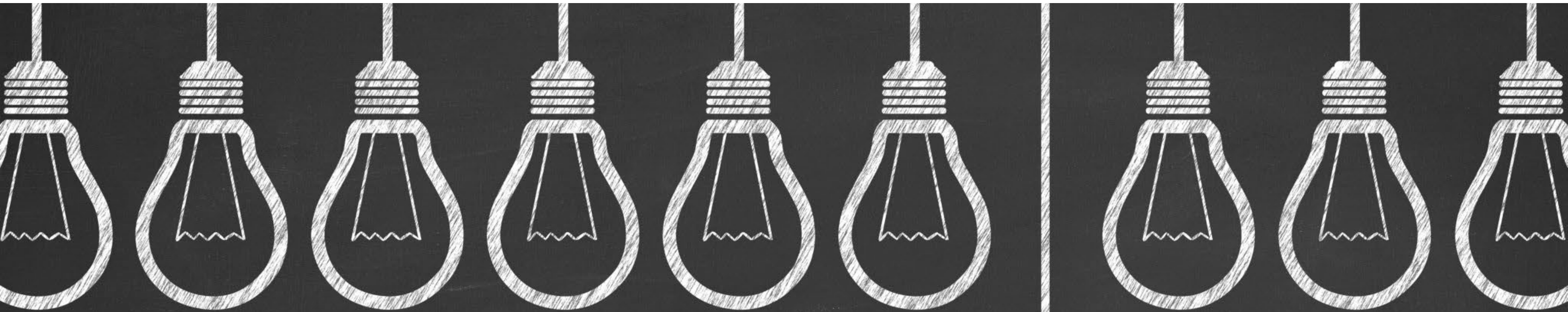
# Getting Started: Shooting for the Stars

*Had to have high, high hopes for a living  
Shooting for the stars when I  
couldn't make a killing  
Didn't have a dime but I always  
had a vision  
Always had high, high hopes*

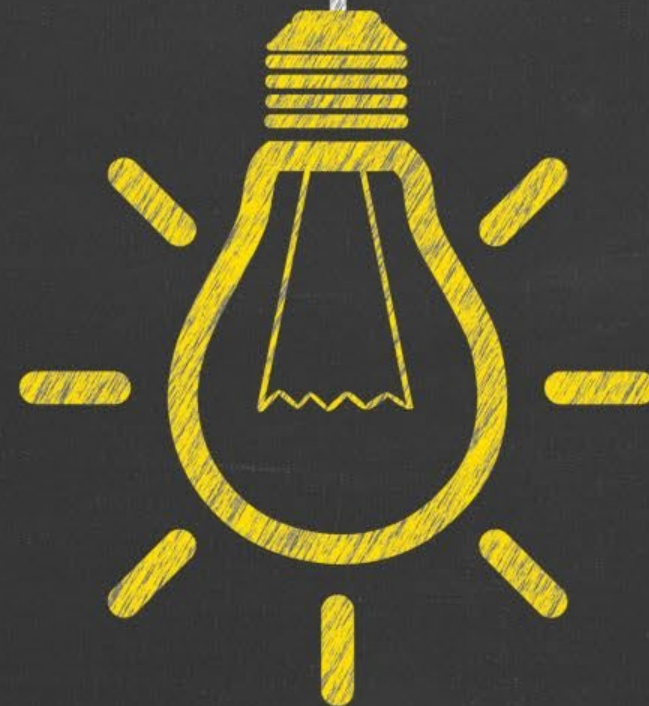
Source: [LyricFind](#)



# Shooting for the Stars



It's our job to translate needs and expectations into something that can be seen and measured –  
**but how do you do this?  
and when does this begin?**



# Start at the Opportunity

- What do you know about the community and the client?
- What do you know about this project?
- What is the RFx telling you?
- **Assemble the team and ideate verbally and visually.**





# Don't Stop When You Win

- It's easy to jump into design – but don't
- **Go slow to go fast**



# Next Steps: Go Make a Legacy

*Mama said  
Fulfill the prophecy  
Be something greater  
Go make a legacy  
Manifest destiny  
Back in the days  
We wanted everything, wanted  
everything*

Source: [LyricFind](#)





# Facilitating Exercises for Alignment

- Ensure all stakeholders are represented or considered
- Scale the effort to meet the project needs
- **Ask before you assume**
- This should be balanced with project confidentiality – and it can be.





# Facilitating Exercises for Alignment

- Take time to uncover and understand the real why.
- What's working today – what should the future look like?



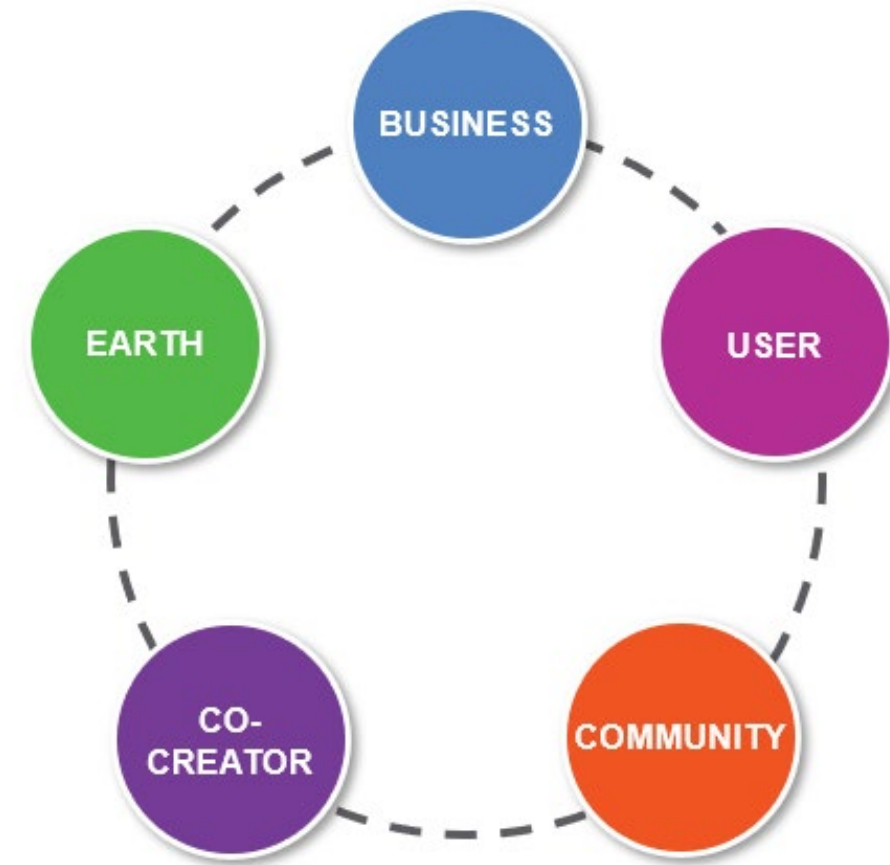






## 3 + 1 Exercise

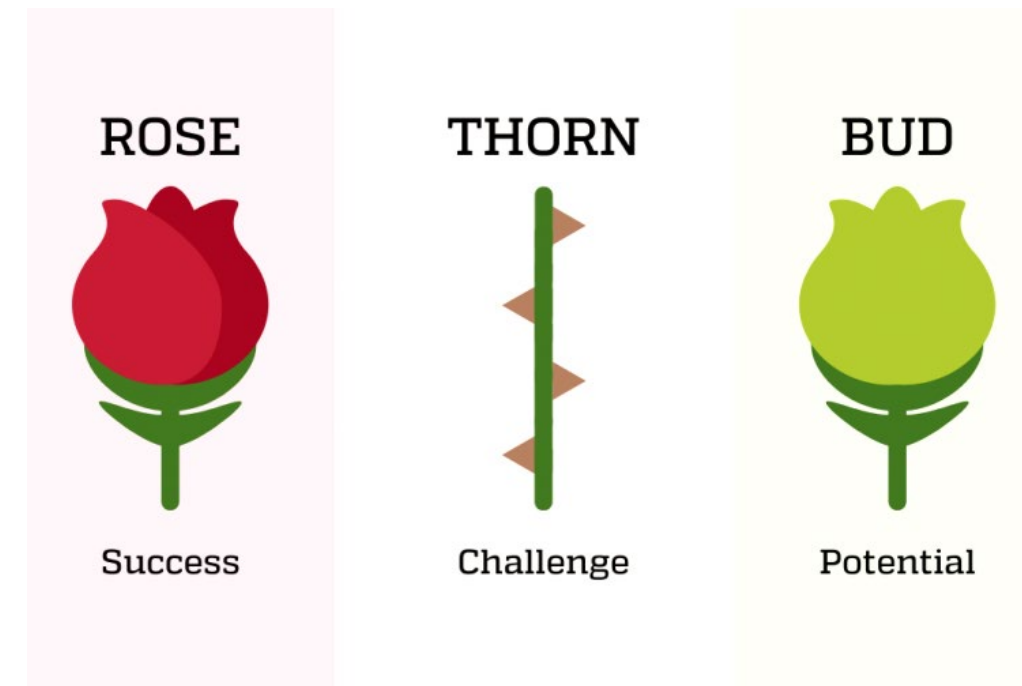
1. What do you believe defines value to the end customer?
    - Ask this of all stakeholders
  2. What do you see as the project's biggest constraints?
  3. What do you see as the project's opportunities?
- + 1: Based on the above, what are your top # goals for the project?
- **Goal:**
    - Draw out the needs and expectations of a variety of stakeholders
    - Start the conversation on potential opportunities and constraints





# Rose – Thorn - Bud

1. **Rose** – What does success look like?
  2. **Thorn** – What could be a challenge or something that needs additional support?
  3. **Bud** – Where is there potential, an opportunity or new idea that should be explored more?
- **Goal:**
    - Mindful reflection
    - This can be used at meeting check-ins or in a retrospective (Done well – Things to improve – Things with potential)




Graphic Source: [Life Design Log](#)

# Blank Check/Venmo

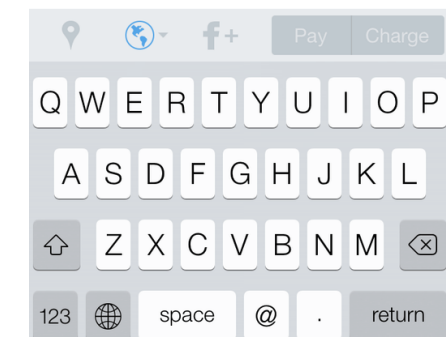
1. If you were writing the check or sending Venmo for the project, what would you spend your money on?
- **Goal:**
    - Talk about priorities for the project



Cancel New Transaction

To: Name, Phone, or Email · \$0.00 

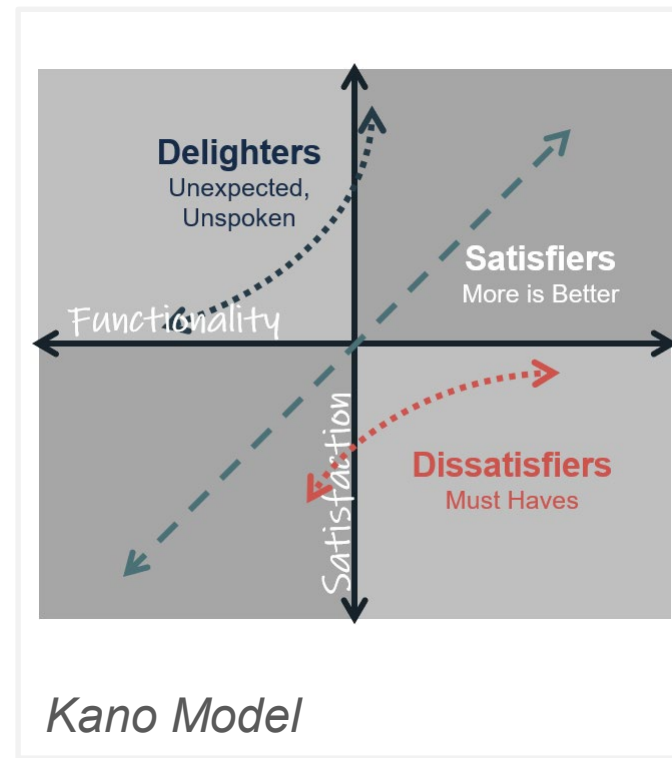
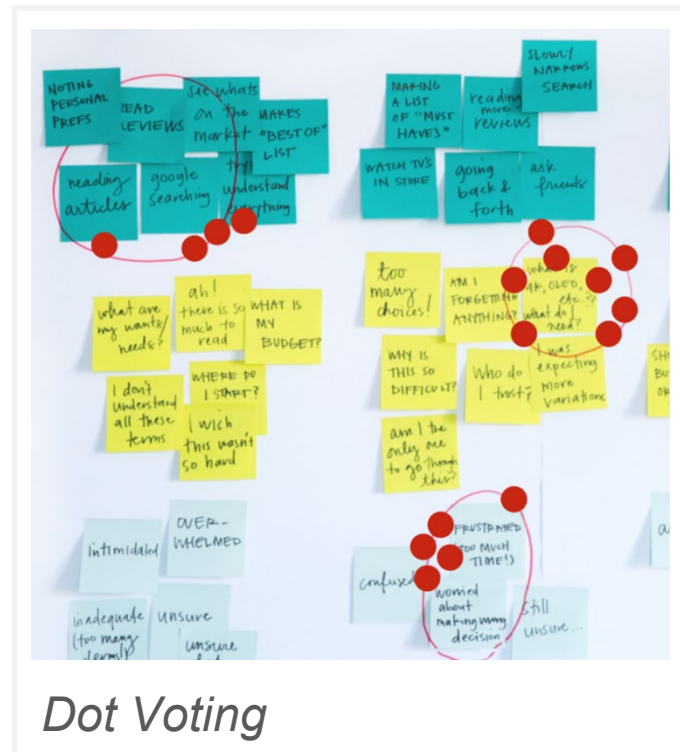
What's it for?





# Facilitation Pro Tips

- Don't start with the solution – pull the stakeholder back to what's driving that thought
- Give people post-its or cards for quiet reflection – then talk about them as a group
- Don't end with a list of all the things – take the next step to talk about priorities



# What are the priorities? Dot Voting

## PROS

- Generate a lot of ideas and then help the important ones rise to the top
- Everyone gets a vote (or 3 or 5)

## CONS

- The voter can be swayed by what their friend or superior is voting, where the majority is, or picking something else if something important is getting a lot of votes
- Scope, schedule, budget are not necessarily known or talked about



*Dot Voting*



# What are the priorities? **Kano Model**

## **PROS**

- Categorize must haves, satisfiers, delighters – not just top 3
- Discuss quality of the work

## **CONS**

- There is risk in one voice dominating the conversation
- There is also risk in teams thinking it's in the project if it's a satisfier
- Scope, schedule, budget are not necessarily known or talked about

## **THINGS TO CONSIDER**

- Combine Kano and Dots – what are their top 3 or 5 satisfiers or delighters?
- All delighters may not even be thought of yet – remember it's the things they never knew they needed.
- Invite the whole design + implementation team to participate and/or listen in.



# What are the priorities? **Effort-Impact**

## PROS

- Allows you to consider difficulty **and** ROI

## CONS

- **Excluding** stakeholders that have the best knowledge of difficulty or impact could result in inaccurate categorization.
- Quality of the work may not be part of the conversation

## THINGS TO CONSIDER

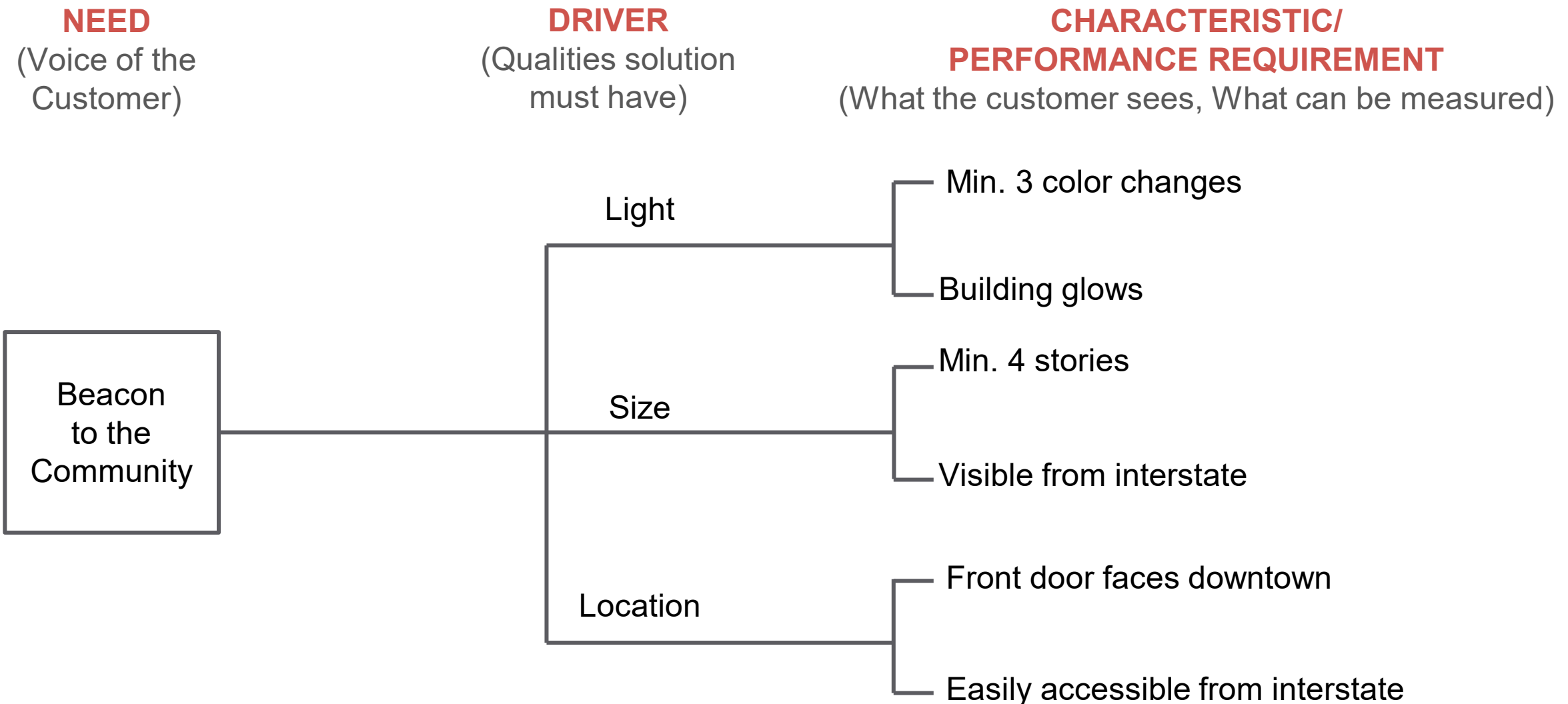
- This process may take several meetings to complete – as more information becomes available it could change the topic's categorization\*.
- Invite the whole design + implementation team to participate and/or listen in.





# Tools for Translation

- Translate the words to things you can see or measure
- The Opportunity – Solution (Critical to Quality) Tree



# Overcoming Resistance: It's uphill for oddities

*Mama said  
It's uphill for oddities* Source: [LyricFind](#)





# Just Do It. But What is It?





# The Warning Signs

- Signs you're heading in the wrong or opposite direction:
  - One person is pushing – but the team and the client are not bought in
  - Your goal isn't a goal
  - Your goals are not attainable
  - Your team is not aligned to the goals





# Guiding Principles vs. Goals

## Guiding Principle

The guiding light, objectives – informing the decisions.

## Project Goal

The benchmarks, the things to be achieved - informing the tasks and resources required.



# Guiding Principles vs. Goals

## Guiding Principle

We will create a simple, convenient experience for our guests.

## Project Goal

Improve first-time guest experience satisfaction scores by 10% within the first year.

**S** SPECIFIC

**M** MEASURABLE

**A** ATTAINABLE

**R** RELEVANT

**T** TIME-BASED



It's a little complicated

*Mama said don't give up,  
it's a little complicated* Source: [LyricFind](#)



# It's a little complicated

- Maybe it's time to realign
- Maybe it's time to ask for support
  - Expert facilitator
  - Applied researcher
  - Design leader





# It's gonna be a sight to see

*They say it's all been done but they haven't seen the best of me  
So I got one more run and it's gonna be a sight to see*

Source: [LyricFind](#)







# The Results: I always had a Feeling

*Had to have high, high hopes for a living  
Didn't know how but I always had a feeling  
I was gonna be that one in a million*

Source: [LyricFind](#)



# The Results: I always had a Feeling

- Don't just say it's great – prove it.
- You can't prove it unless you established a measurement first.

2021

FUNCTIONAL PERFORMANCE EVALUATIONS

Intent to Impact



Chicago, Illinois

Location

Academic ED

Facility type

110,000

Visits/year

11,970 sf

Renovation size

2200 sf

Expansion size

In the areas that have been remodeled like the pods create a beautiful environment and experience for our patients."

The pods in CAAT have vital machine equipment and supplies located behind where the patient or visitor sits which makes it inaccessible. We end up not using it and having to locate a portable vital machine or walk to the clean supply room to obtain necessary items for patient care which leads to delay in patient care."

IT SHOULD BE NOTED THAT...

About 78% of the interviewees reported that the pods increased overall patient experience and satisfaction.

13.48%

SIGNIFICANT REDUCTION\*\*\*

Door-to-Room.

The time from when the patient enters the facility until they were roomed for low acuity patients treated by the CAAT team significantly decreased by 13.48%

11.84%

SIGNIFICANT REDUCTION\*\*\*

Door-to-Doctor.

The time from when the patient enters the facility until they were seen by the doctor for low acuity patients treated by the CAAT team significantly decreased by 11.84%

NO

SIGNIFICANT REDUCTION

Length of stay.

No significant changes were observed in the length of stay for either low or high acuity patients seen by the CAAT or Main team after the implementation of the pod in the emergency department.

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04. Key Findings

Intent to Outcomes

The information presented in this report provides an in-depth understanding of Northwestern Memorial Hospital Emergency Department's functional performance. The table illustrates the effectiveness of each design strategy by identifying whether the design strategy was considered successful or found to have challenges in attaining the expected outcomes based on the evidence gathered from multiple sources. Also identified in the table are areas for further investigation which were unable to be tested either in part or in full at the time of this evaluation. Further evaluation of those design strategies would provide a deeper understanding of how the redesign of the CAAT area performs overall within the context of the larger ED.

**ENTRANCE+SECURITY AREA**  
Design strategies associated with the new entrance and security area were found effective in achieving their intended outcomes. Additionally, these design strategies were also found to have been highly effective in helping to separate the flow of COVID-19 positive and non-COVID-19 patients during the pandemic, supporting additional desired outcomes that were not identified at the onset of the project.

**REGISTRATION + WAITING AREA**  
Challenges were identified due to limited visibility from the front desk to the vending machine and toilet in the registration and waiting area. However, design strategies associated with the ability to separate patients by acuity level and increased access to the Feinberg lobby were found to be effective.

**INTAKE AREA**  
Within the newly renovate CAAT area, intake was found to be effective in separating the flow of high and low acuity patients. However, challenges were identified with providing an improved patient and family experience due to the size of the intake bays. Additionally, challenges were identified with the staff experience due to supply storage being integrated into the patient bench.

**EXAM ROOMS**  
Exam rooms were found to be effective in providing increase flexibility and acoustical and visual privacy for patients. However, further investigation would be needed to determine if patient-provider interaction time has increased with the new design.

DESIGN STRATEGY	EXPECTED OUTCOMES	SUCCESS			SOURCE OF EVIDENCE		
		Effective	Neutral	Challenge	Operational data	Staff Surveys	Staff Interviews
Entrance + Security room	Dedicated and bullet-proof security room and entry vestibule with interlocking doors	✓					
	Facilitate controlled access to the facility	✓					
Entrance + Security room	Increase safety and security within the department	✓					
	Relocated main walk-in entrance from existing location to Feinberg drive	✓					
Entrance + Security room	Improve visibility from Erie Street	✓					
	Ease of access to vehicular and pedestrian traffic	✓					
Entrance + Security room	Provide separation from the existing ambulance entrance	✓					
	Centralized front desk			✗			
Entrance + Security room	Improve visibility to waiting room and toilets			✗			
	Accommodate nurse navigators and registration staff at all times			?			
Entrance + Security room	Support patient flow by separating patients based on acuity	✓					
	Waiting room for patients and families			?			
Entrance + Security room	Improve visibility to the front desk	✓					
	Improve accessibility from the Feinberg lobby	✓					
Entrance + Security room	Increase privacy			✗			
	Ensure safety and security within the department	✓					
Entrance + Security room	Support flow by treating high acuity patients before being transferred to main ED	✓					
	Private intake bays with bench for seating	✓					
Entrance + Security room	Improve family experience			✗			
	Replicated room size and head wall design as in the main ED	✓					
Entrance + Security room	Increase exam room flexibility	✓					
	Sliding glass doors	✓					
Entrance + Security room	Increase acoustical and visual privacy	✓					
	Increase patient-provider interaction time			?			

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**In the spirit of continuous improvement, we would like to remind you to complete this session's survey! We look forward to receiving your feedback.**

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Thank you for attending this presentation. Enjoy the rest of the 25<sup>th</sup> Annual LCI Congress!