Applying TOC in Academic Medicine

Our 18-Month Transformation From Analytics Napoleon Dynamos, to Analytics Avengers!

Heidi Cozart and Randy Cox
University of Utah Medical Group

ACCESS

- 4 Hospitals
- 12 Community Clinics
- 21 Regional Partners
- >10% of the Continental U.S.
- >1,500 Providers
- >200,000 member Health Plan

DISCOVERY

- $291 Million+ Grants in FY2017
- 40+ Disease-Causing Genes Identified
- 11 All-Time Members of National Academy of Science or Medicine
- 1 Nobel Laureate
- 1 NCI Comprehensive Cancer Center

EDUCATION

- 1.250 Health Care Provider Trained Annually
- School of Medicine
- College of Nursing
- College of Pharmacy
- College of Health
- School of Dentistry
- Eccles Health Sciences Library

2.3 MILLION Patient Visits

$3.6 BILLION Expense Budget FY17

>50% GROWTH

IN 5 YEARS
UNIVERSITY OF UTAH MEDICAL GROUP

We are one of the largest academic practices in the country, with more than 1,500 physicians, as well as many other providers who make up the clinical practices of the academic faculty of the School of Medicine.

Medical Group Analytics

Our mission is to develop concise, high quality analytics solutions that are insightful and empower our customers in the decision-making process.

Analytics Services
We are a health care analytics service-oriented team.

Program Management Services
Analytics Innovation
Analytics Products

Agile & Portfolio Management (1)
Data Journalism
Biostatistics
Advanced Analytics
Data Architecture
Governance & Enterprise Data Assets
Knowledge Management
Dashboards Reporting
Where We Were

- Poor institutional governance, coordination, and definition for projects that span teams
- UUMG Analytics lacks a clear mission that aligns with UUMG
- Foundational lack of process in providing data products
- Customers provided inaccurate or misinterpreted data

- Population Health undefined
- Siloed & redundant analytic efforts
- Lack of appreciation for the power and impact of predictive methods
- Protectionism, defensiveness, distraction from key issues
- Customers do not understand services
- Staff do not understand their priorities
- Customers cluster to ‘who they know’
- Duplicative work, some of which should belong with other teams
- Poor line and project management
- Little innovation mindset
- Staff don’t understand how they are measured
- Poor incentives for engagement and skill growth
- Customers don’t know how to request data products
- Little to no quality assurance activities
- Difficulties eliciting what customers need vs want
- Reputation suffers
- Recognition of success suffers
- Team mission questioned

Our People Journey

<table>
<thead>
<tr>
<th>Category</th>
<th>Where we were...</th>
<th>Where we are today...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roles</td>
<td>Generic job descriptions. Roles did not match daily responsibilities.</td>
<td></td>
</tr>
<tr>
<td>Accountability</td>
<td>Generic, annual performance management system. No team level SMART goals.</td>
<td></td>
</tr>
<tr>
<td>Interpersonal vibe in the office</td>
<td>Very poor. Low trust.</td>
<td></td>
</tr>
<tr>
<td>Employee engagement</td>
<td>Very low survey results. No professional development.</td>
<td></td>
</tr>
<tr>
<td>Mindset</td>
<td>Inward. No sense of urgency. Data requests in the backlog over 12-months old</td>
<td></td>
</tr>
<tr>
<td>Name recognition</td>
<td>High conference budget, with little-to-no national recognition</td>
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## Our Process Journey

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<tr>
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<tbody>
<tr>
<td>Team policy &amp; procedure</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>Triage / intake process &amp; definitions</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>Link to purpose &amp; institutional value</td>
<td>No standard intake form that linked work to problem, success measures or institutional value</td>
<td></td>
</tr>
<tr>
<td>Data governance</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>Seeing all the work</td>
<td>Multiple systems. No central repository.</td>
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### What Didn’t Work

- Service Level Agreements (SLA) with a key, external resource
- Working as one, big team on projects
- Weekly meetings where each team member would present a slide of their work
- Traditional, Agile, daily stand-ups
- Overly-detailed policy and procedure documents
- Implementing process changes without thinking through the likely reservations and friction points we’d encounter
- Making role, goal and process changes without directly addressing some deep, underlying interpersonal, people and culture issues
What Did Work > Process & Tools

Our Success Measures

- Complete/On-Time SWATs
- Month of Complete Days
- Complete SWAT Requests
- Complete and On-Time Cumulative
- Month Completed (%)
- Goal: 40%
- On-Time: 70.8%

Building on Success 2018
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<tr>
<td>Roles</td>
<td>Generic job descriptions. Roles did not match daily responsibilities.</td>
<td>New detailed job descriptions. Responsibilities align to daily work.</td>
</tr>
<tr>
<td>Accountability</td>
<td>Generic, annual performance management system. No team level SMART goals.</td>
<td>Accountability is clear. 3 shared team SMART goals.</td>
</tr>
<tr>
<td>Employee engagement</td>
<td>Very low survey results. No professional development.</td>
<td>Positive and on the rise Emphasis on employee recognition by leadership team. Healthy staff turn-over.</td>
</tr>
<tr>
<td>Mindset</td>
<td>Inward. No sense of urgency. Data requests in the backlog over 12-months old</td>
<td>Outward. Team optimized around fulfillment and completion</td>
</tr>
<tr>
<td>Name recognition</td>
<td>High conference budget, with little-to-no national recognition.</td>
<td>Very small conference budget. Plan to earn name recognition via Content Marketing.</td>
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<td>None</td>
<td>Robust team procedures that we continuously iterate. Team expectations.</td>
</tr>
<tr>
<td>Triage / intake process and definitions</td>
<td>None</td>
<td>Daily huddles that take less than 10 minutes. Services and processes clearly defined.</td>
</tr>
<tr>
<td>Link to purpose &amp; institutional value</td>
<td>No standard intake form that linked work to problem, success measures or institutional value</td>
<td>Direct alignment of work to purpose and institutional value. Beginning to integrate success measures into every project.</td>
</tr>
<tr>
<td>Data governance</td>
<td>None</td>
<td>SBARs adopted for decision making. Actively engaged data governance group lead by our team.</td>
</tr>
<tr>
<td>Seeing all the work</td>
<td>Multiple systems. No central repository.</td>
<td>All work captured in central, enterprise repository.</td>
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What’s Next?

- Move to Generalist vs. Specialist staffing model
- Add a clinically-trained member of the team
- New career paths - individualized goals and $$ incentives
- Content marketing strategy & roll-out
- Customer education: Data 101 and analytics genius bar
- On-site “SWAT” teams
- Enhance data quality process via team SMART goal
- Champion a few enterprise data governance needs
- Integration of overarching portfolio management of Epic work

Key Takeaways

- Are your customers having an exceptional experience?
- Are you building your operating system around what is most convenient for your team? Or what is best for the end-customer?
- Do you have your finger on the pulse of your team’s workload? Can you tell a customer, within 72 hours of their request, when you will be able to deliver on it?
- Do you have an air-tight system to account for all incoming work? Do you apply the TOC rules of flow?
- Have you set up optimized pipelines or workflows for the different types of orders you receive?
Key Takeaways

- Are your staff engaged and do they feel accountable for their own success and for delivering results?
- Are your employees staying competitive with their skills in the marketplace?
- Do you have clearly outlined and objective career paths for your staff?
- Is coaching across your team a daily activity?
- Are your team leads and managers in their respective positions because they earned their way there? Or were they promoted into those positions simply because they had put in the time?

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