



Project Plans-Ad

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Activity: Project plan-A3's

Using the whiteboards we are going to review the Project Plans and A3 ideas.

Objectives

Develop a process model that can be applied to your organization and value analysis program

Apply A3 problem solving to value analysis and supply chain





Creating a value analysis communications plan

Value Analysis Course

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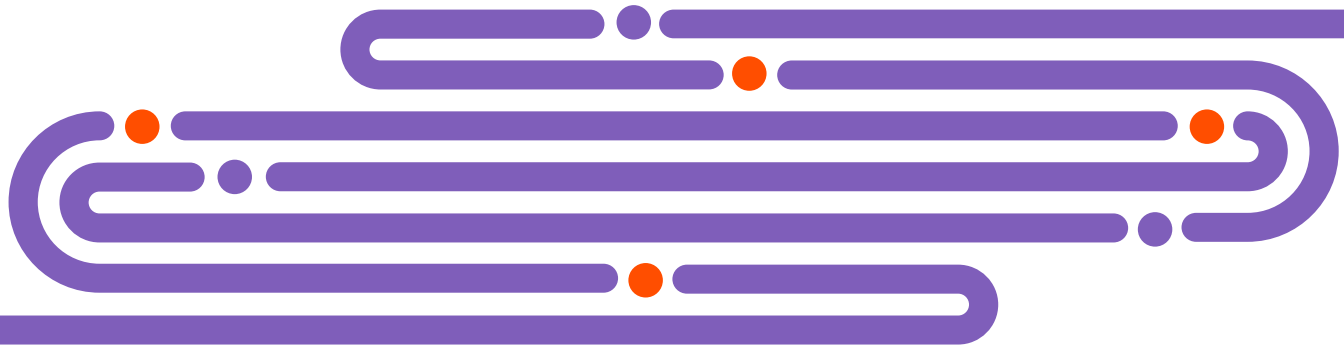
Learning objectives

By the end of this lesson, we will be able to:

- Quote the value analysis program mission, vision and charter
- Develop a communications plan for individual initiatives
- Recognize a communications plan that will interest and educate value analysis team members
- Create branded materials to support the value analysis team structure
- Present, inform and engage the staff and C-suite using media tools



Value analysis mission, vision and charter



The purpose of a mission statement

A mission statement provides a standardized process of communication throughout the organization. It informs, includes, aligns, and empowers all staff members by:

1. Organizing work
2. Communicating priorities within daily operations



The purpose of a vision statement

A vision statement sets the tone and charter for where the organization sees itself in the future.

Vision statements are also used for the development of :

1. Programs
2. Processes



Comparison between a value analysis mission and vision statements



Mission

- Reason the value analysis program exists
- Defines needs of customer population



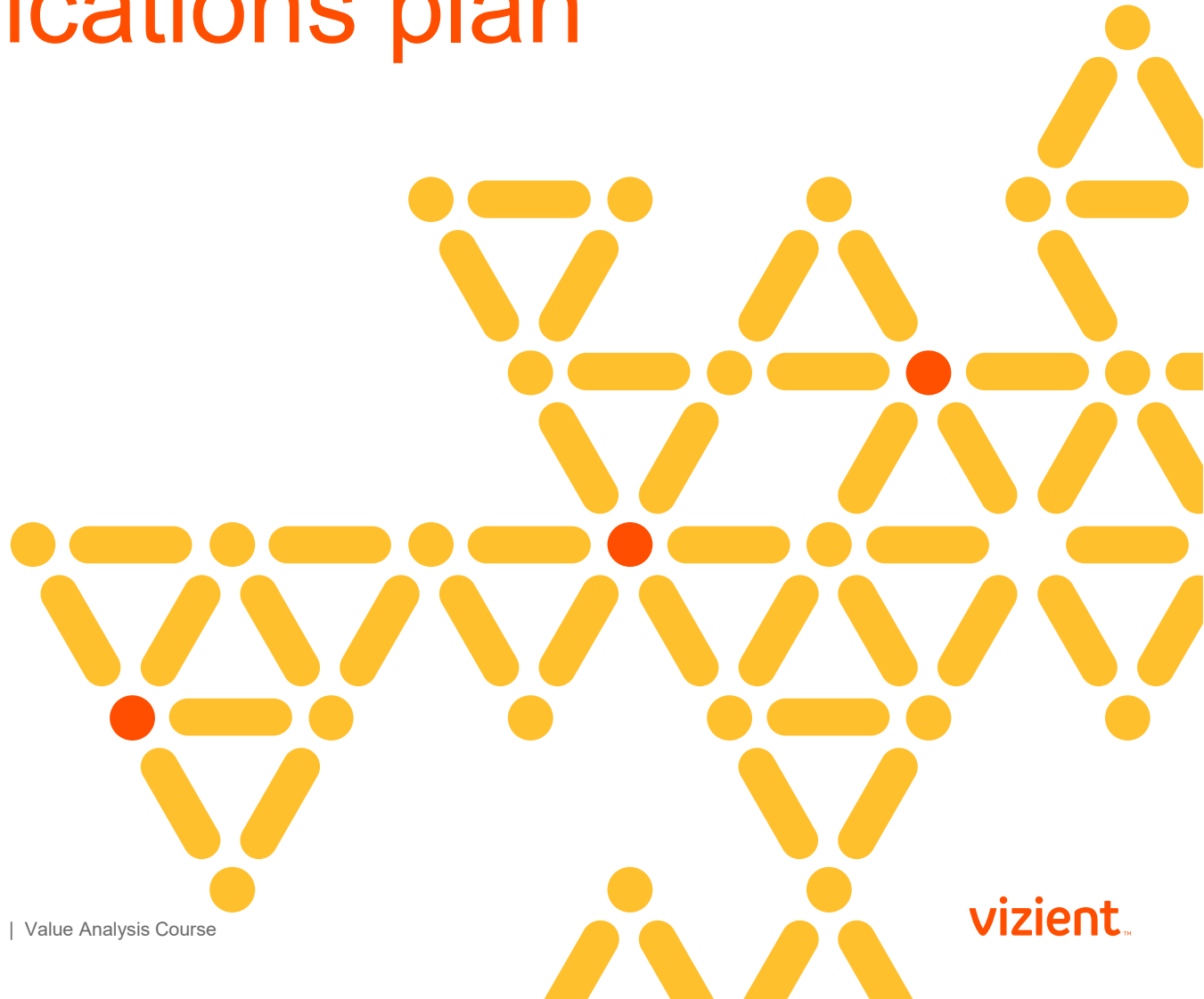
Vision

- Describes a future state to meet the mission of the organization
- Identifies what the organization wants to become

Questions to ask yourself in developing your clinical value analysis mission and vision statements:

- What is your scope of influence?
- Who are you?
- What do you do?
- How do you do it?
- Where are you?
- Where do you need to go?
- How do you get there?

Communications plan



Build confidence in your value analysis program by developing an integrated communications capability



A strong foundation enhances the effectiveness of your communication messaging

- Clear mission
- Statement of purpose
- Objectives



- Alignment
- Improved decision making



Skilled contributors to engage in clinical value analysis projects

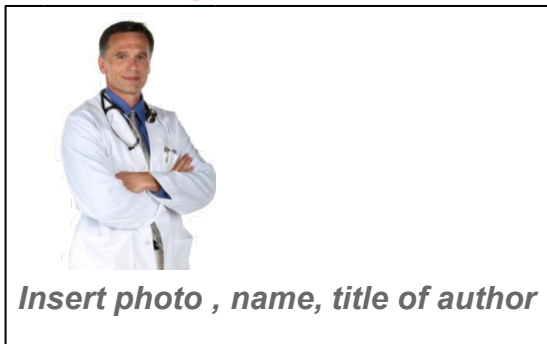


Communication planning tools define the message and set communication standards

- Stakeholder analysis and mapping tool
- Communication channels
- Communications plan



Communication Vehicle – CQVA Executive Steering Committee Newsletter/Report



VAC	CO-CHAIRS	ROLES
Perioperative	Dr. C. Mr. B.	Physician Co-Chair Administrative Co-Chair
Multi-Specialty	Dr. D. Mr. C.	Physician Co-Chair Administrative Co-Chair
General Medical	Dr. E. Ms. A.	Physician Co-Chair Administrative Co-Chair

Colleagues,

Over the last few months, we have launched a new program to standardize products and services throughout our system by establishing a new Value Analysis Governance process to evaluate and select clinical products, services and new technologies. The goal is to maximize cost-savings while ensuring that the care we provide to our patients is safe and appropriate. This new Value Analysis Governance program is lead by a Value-Analysis Steering Committee (VASC) and is a physician and administration-led decision-making body. Our executive sponsor is Dr. A., Physician Co-Chair is Dr. B. and our Administrative Co-Chair is Mr. A.

The VASC is actively working with three Value Analysis Committees across the clinical service lines focusing on this important work. The program uses evidence-based methodologies and a cost-effectiveness tool to evaluate and make system-wide decisions on medical/surgical supplies and implants and supply-intensive capital equipment that require disposables to deliver care.

Currently the three committees include the Perioperative Value Analysis Committee (PVAC), the Multi Specialty Value Analysis Committee (MSVAC) and the General Medical Value Analysis Committee (GMVAC). Each VAC team is lead by a Physician and Administrative Co-Chair. The VAC's focus is on supply cost savings strategies and processing new product requests in order to make the best informed decisions.

Thank you for your support of this new structure – it is critically important to the health of our organization.

Signature

Communication Vehicle – CQVA Executive Steering Committee Newsletter/Report

GROUP	LEAD	STATUS UPDATE
Orthopedics Team includes representation from sports medicine, periop, ancillary services.	Dr. K.	Total Joints & Bone Cement Soliciting bids from eligible vendors Trauma Implants & Craniomaxillofacial Developing strategy for next 30-60 days
Surgery Team includes representation from surgery, ob-gyn, urology	Dr. L.	Endomechanicals, Trocars, Suture Soliciting bids from eligible vendors Advanced Energy Preparing bid request
NEW GROUP	LEAD	NEW INITIATIVE
Spine	Dr. M.	Spine Implants
Cath Lab	Dr. N.	Drug-Eluting Stents
Cardiovascular Surgery	Dr. P.	Valves and Rings
Interventional Radiology	Dr. R.	Coils
General Medical	Dr. S.	Pulse Ox Sensor Reprocessing

Additional Work Groups

Additional work groups have been formed within the VACs and are in the discovery and planning phase of top cost savings opportunities. These groups are made up of providers and clinicians with specific subject matter expertise relevant to the products they are working with and bring invaluable experience, knowledge and negotiating power to the table.

Here's what you can do

- 1. Support efforts and decisions to save costs on products and services.** We need to work on standardizing across the system.
- 2. Don't communicate with vendors if a bid has been solicited.**
Once

our organization has solicited bids from vendors through what is called a Request for Proposal (RFP), a quiet period initiates. Providers should

not communicate with any vendor about the request during the quiet period. If the quiet period is violated, it can nullify the entire process. Please refer the vendor to Supply Chain with any questions.

- 3. Cut waste out of existing processes.** Talk to your service line leader

and provide ideas on how to reduce time and supply waste in providing quality patient care.

Helpful Resources

List pertinent contact information, relevant Podcasts, educational opportunities, upcoming product evaluations, product fairs, etc.

Stakeholder analysis: Prioritizing stakeholders utilizing the SEPS Kit for Bedside Subdural Hematoma Evacuation and Drainage Case Study

Purpose

To identify the stakeholders to be represented and develop strategies for appropriate levels of communication

How to use

- Identify where stakeholders fall on the power/interest grid for stakeholder prioritization
- Identify the most appropriate type of communication strategies to use for each stakeholder group

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Stakeholder analysis activity reference

Prioritizing stakeholders

The members of the value management team are representatives of their stakeholders. The purpose of the stakeholder analysis is to identify the stakeholders to be represented and to develop strategies for appropriate levels of communication. By identifying where stakeholders fall on the power/interest grid for stakeholder prioritization, team members can identify the most appropriate type of communication strategies to use for each stakeholder group.

High

Power

Low

Low Interest High

Power/interest	Quadrant	Appropriate communication strategies
High/High	Manage closely	Engage stakeholders in active two way dialogue, (e.g., one-on-one meetings, small group meetings, peer group meetings). Actively solicit stakeholder input.
High/Low	Keep satisfied	Identify "hot buttons" throughout the project and communicate these proactively to ensure support (i.e., if budgets will be impacted, engage stakeholders around this specific issue).
Low/High	Keep informed	Have status updates via email, staff meetings, and peer group meetings. Input accepted but not sought as actively as input from stakeholders in the "manage closely" quadrant.
Low/Low	Monitor (minimum effort)	Communicate via contract award announcement and launch package.

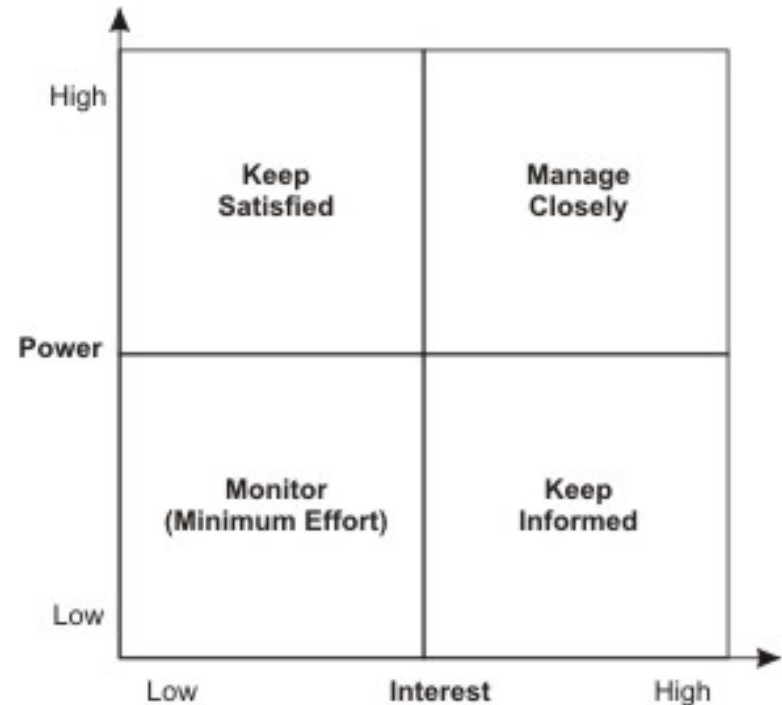
Source: http://www.mindtools.com/pages/article/newPPM_07.htm

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Activity: Stakeholder analysis: Prioritizing stakeholders utilizing the SEPS Kit for Bedside Subdural Hematoma Evacuation and Drainage Case Study

Break into groups. For assigned initiatives, complete the following:

1. Who: Identify key stakeholders to include
2. What: Complete the stakeholder analysis and identify the best communication strategy for each member
3. How: Identify the most effective communication channel
4. Be prepared to share your decision and thought process with the class



Refer to Workbook

Common communication channels within an organization

Team meetings	Manuals	Intranet	Policies
Face-to-face	Newsletter	Letters	Letters
Notice boards	Text	Social media platforms	Open forum
Email	Meeting minutes	Announcements	Memos

Refer to Workbook

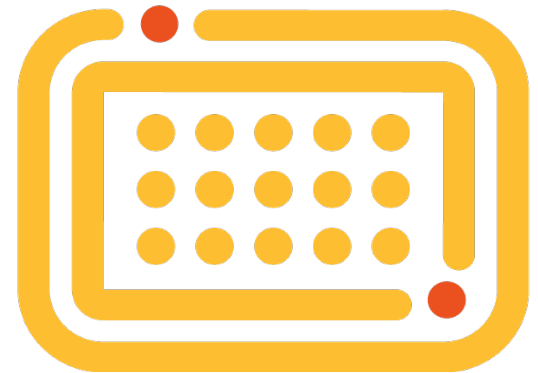
Creating a Communication Plan builds Collaboration



Additional tools: Agendas, meeting minutes and initiative launches

Develop a uniform, consistent set of processes and principles related to communicating value analysis meetings

- Establish meeting dates
- Develop timelines for distributing communication
- Set deadlines for distributing communication
- Determine delivery of communication
- How much information is too much



Eight ways to communicate your strategy more effectively

1. Keep the message simple, but deep in meaning
2. Convey a message that drives action
3. Use the discipline of a framework
4. Think broad and don't disappear
5. Put on your “real person” hat
6. Tell a story
7. Use 21st century media
8. Make the necessary investment



Source: Harvard Business Review, “Eight Ways to Communicate Your Strategy More Effectively” Georgia Everse August 2011

Celebrate success

Patient satisfaction/service excellence and HR are great partners

- Competition
- Incentives
- Rewards and recognition
- Staff meeting recognition

Recognition will

- Make staff feel appreciated
- Encourage staff to own the process
- Promote team building
- Promote sustainability
- Realize savings



Summary



Summary

- The importance of defining mission and vision
- Keys to an effective communication plan
- Stakeholder analysis
- Developing a communications plan

References

- Patterson, K., Greny, J., McMillan, R., & Switzler, A. (2012). *Crucial conversations: Tools for talking when stakes are high* (2nd ed.) New York, NY: McGraw-Hill.

Questions



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