

Balanced Scorecard

Added value for customer

- Systematic approach to BSC implementation with experienced external experts and management awareness of the advantages of this systematic approach
- Implementation of a SWOT® analysis (strengths, weaknesses, opportunities, threats) for the organisation
- Development of the organisation's vision and mission statements as well as concrete, measurable and commonly agreed strategic objectives and measures for the organisation in a fact-based balance for the BSC perspectives
- Transfer methods for translating strategic objectives from the BSC into operative objectives
- Integration of the BSC within a comprehensive management system and continuous feedback mechanism as an integral element of BSC implementation

Objective

Installation of BSC as a strategic control instrument for the organisation.

Contents

- Structure, contents and significance of BSC
- Methods, advantages and value for strategic positioning of the organisation
- Vision / mission statements and strategic success factors for the organisation
- Perspectives and links in the BSC (financial, customer, internal business processes, learning & growth)
- Identification of strategic objectives, performance measures and promoters
- Application of supporting analysis methods (SWOT® analysis, cause-effect analysis)
- Determination of long-term objectives in a structured and systematic way
- Systematic translation of strategic objectives into operative objectives
- Integration of BSC into a comprehensive management system

Example

4-day workshop:

- BSC basics and qualification of the participants with practical exercises
- Development of the basic structure of a BSC and the organisation's vision and mission statements, strategic objectives and measures
- Selection of participating members from the organisation

Facilitation of an EFQM self-assessment

Added value for customer

- Introduction of an instrument for analysis of the organisation's development status on its way to excellence
- Organisation-wide identification of strengths and opportunities for improvement
- Strategic positioning of the organisation in top management
- Coordinated improvement actions with continual monitoring
- Impulse for further development beyond day-to-day business

Objective

Comprehensive identification of the strengths and potentials of the Organization on the basis of the EFQM model and systematic conclusion of improvement projects and measures.

Contents

- Methods, advantages and benefit of EFQM self-assessment are presented in a workshop
- The participants are given basic information on the objectives and structure of the EFQM model
- The criteria are presented and evaluation is explained
- Self-assessment of own organisation is performed in a facilitated workshop with identification of strengths and opportunities for improvement
- Finally, the identified areas for improvement are prioritised objectives are derived

Example

- 1st day: EFQM basics with practical exercises and definition of actions for preparation and planning of data collection and self-assessment; appointment of criteria owners and of a self-assessment team
- In between 1st and 2nd day: data collection by criteria owners
- 2nd, 3rd and 4th day: self-assessment based on data collection. Determination of strengths and opportunities for improvement for the organisation. Prioritization and derivation of objectives

Implementation of quality management

Added value for customer

- Apart from possible certification, especially optimization of process and product quality
- Consultant experience from many similar projects
- Simple and straightforward project control
- Objective-oriented project design and availability of examples contribute to cost saving
- Limitation of documentation to necessary amount

Objective

Introduction of a functioning quality management system (ISO 9001, EFQM, DIN EN 15224, KTQ, pCC, E-Qalin, QReha)

Contents

Installation of a management system according to

- ISO 9001
- EFQM
- DIN 15224, KTQ, pCC
- E-Qalin, QReha

Example

- Basic analysis including actions catalogue
- Kick-off event to create awareness among employees
- Supply of documentation examples for individual adaptation
- People qualification (workshops, trainings)
- Facilitation of potential workshops
- Performance of internal audits
- Obtaining quotes and support in selecting a suitable certification body

Implementation of medical centers (Oncology centers, Trauma centers, Endoprosthetics centers)

Added value for customer

- Preparation of certification of medical centers according to the specifications of the appropriate professional associations
- Optimization of product and process quality
- Simple and clear project management
- Savings through goal-oriented project design and provision of examples
- Limitation of documentation

Objective

Introduction of a functional medical center (oncological centers, trauma centers, Endo prosthetics centers) according to the ISO 9001, OnkoZert, Doc-Cert, DUG bzw. DGOOC.

Content

Installation of a medical center according to

- ISO 9001
- OnkoZert
- Doc-Cert
- DUG
- DGOOC

Example

- Project structure and project scheduling
- Analysis incl. catalogue of measures
- Kick-off event to raise awareness of employees
- Staff training (workshops, training)
- Provision of documentation examples for individual adjustment
- Facilitation of workshops
- Planning and implementation of internal audits
- Implementing a sample certification

OT management

Added value for customer

- Implement a consistent OT planning
- Consistent implementation of the WHO checklist
- Implementation of a timely OT start
- Optimization of OT change times
- Improvement of the interprofessional team work
- Control of defined operating figures

Objective

Systematic control of the processes in the preoperative, interoperative and postoperative care.

Contents

- Defining the tasks, competences and responsibilities of the OT Manager
- Vote and communicate the processes in the preoperative, interoperative and postoperative phase
- Definition of a realistic day and week schedule
- How to set criteria for acute and elective surgery
- Definition and evaluation of important OP key figures
- Integration of main provisions in a OT statute
- Defining escalation levels for non-compliance of the OT regulations

Example

- Project structure and project scheduling
- Analysis incl. catalogue of measures
- Road show to raise awareness of employees
- Facilitation of workshops
- Summary of all important provisions in the OT Statute
- Staff training on the content of the new OT regulations
- Coaching in the implementation of the new OT rules
- Performing process audits in the OT

Change management

Added value for customer

- Planning and initiation of change processes
- Successful implementation and anchoring of changes
- Support internal communication and control processes in change

Objective

Systematic communication and control with the involvement of all relevant stakeholders in change processes.

Contents

- Term definition, types of change, success factors
- Change Management as a process approach
- Definition of roles and responsibilities
- Identification of key messages in the change process
- Communication and control in change processes

Example

- Pointing out the need for change
- Put together promoters (including key persons)
- Developing and clarifying a vision
- Define project plan, approve, and track
- Permanent and intensive communication (create platforms of participation)
- Review of systems and structures on "Promotion of the new"
- Plan of "Quick Wins"
- Train the new and monitor the process
- Institutionalize and consequent demanding of the new