

100-DAY WORKOUT PLAN

Whether you're in peak fiscal shape or trying to get back to top form, children's hospitals can improve financial health by making this workout a regular practice.



THE EQUIPMENT

Children's hospitals and health systems won't need to look outside their organization for this "at-home" program. They have everything they need in-house to succeed.

Engaged team

The program should be driven by hospital middle management—typically director or manager level—to ensure initiatives resonate with those charged with carrying them out.

Supportive leadership

Senior leaders empower middle managers to make decisions to drive change. When

those changes result in margin improvements, they become benchmarks for future budgets.

Broad involvement

Enlisting the entire organization through cross-functional teams and regular check-in meetings to share the results of successful initiatives drives collaboration and accountability.



THE WORKOUT

Follow this five-step program to grow your fiscal fitness in 100 days.

STEP 1

Create a theme.

A theme that focuses the organization's efforts on like-minded changes helps build buy-in and engagement. Find theme ideas in broader areas like waste reduction, revenue growth opportunities, quality improvement measures or the patient experience. Nicklaus Children's Hospital used a "Margin Madness" theme for waste reduction and "Space Adventure" for revenue growth.

STEP 2

Form multi-disciplinary teams.

To spark fresh thinking and cross-pollination of ideas and processes, leadership should assemble teams of 10-15 members representing a diverse mix of clinical and support teams. Assign new teams for each quarterly workout to ensure fresh combinations of diverse perspectives.

STEP 3

Make two changes per month.

Over 100 days, each leader should make at least eight changes, with two being cross-departmental collaborations. Changes can be big or small as long as they can be implemented in less than 100 days and have measurable impact.

STEP 4

Embed accountability.

Hold bi-weekly mentoring and coaching sessions within each team. Convene all teams for monthly check-ins to share updates and celebrate successes. Use an online tracking tool to monitor progress.

STEP 5

Make it competitive and fun.

Encourage teams to come up with creative names, perhaps even custom t-shirts and other theme-related props. Feel free to bring in fun and whimsy.

This workout plan was created by Nicklaus Children's Hospital, who gained nearly \$30 million in margin improvements in one year.