

MIS

**THE  
STRATEGIC  
USE  
OF  
INFORMATION  
SERVICES**



# The Economist

4.4m LE PENS

pages 17 and 18

NANNYING THE CITY

pages 18 and 19

BUYING AMERICA

THE GENETIC ALTERNATIVE

A survey of biotechnology



Set the  
hospitals free

# **SELF-GOVERNING**

## **CHALLENGES TO THE HOSPITAL SYSTEM**

- **INTEGRATED MANAGEMENT**
- **ROLE OF PHYSICIANS**
- **VISION & STRATEGY**
- **BOARD & MANAGEMENT PHILOSOPHY AND ROLE**
- **EXTERNAL INTERVENTION**
- **INFORMATION SYSTEMS**

# ACCOUNTABILITY

- PAYORS
- PATIENT
- TEACHING
- RESEARCH
- ETHICAL & LEGAL
- SYSTEM
- PEERS
- STAFF
- REFERRAL

# STRATEGIC FOCI

- LEADERSHIP
- CULTURE & CLIMATE
- PLANNING
- ORGANIZATION
- DEVELOPING PEOPLE
- CONTROLLING

**PURCHASER**

**PROVIDER**

**PRIMARY  
ACCOUNTABILITY**

Provincial Government

Client

**ROLE**

Planning/Coordination  
Resource Allocation

Operations/Delivery

**SKILLS**

Epidemiological/  
Analytical/Community  
Development

People  
Management/  
Effectiveness

**PHILOSOPHY**

Identify Community Needs

Ensure Quality and  
Cost Effective  
Service through  
a Cohesive  
Organization

**VALUES**

Participative/  
Collaborative

Customer Driven/  
Action Oriented

**GOVERNANCE  
STRUCTURE**

Political/Spec. Interest

Apolitical

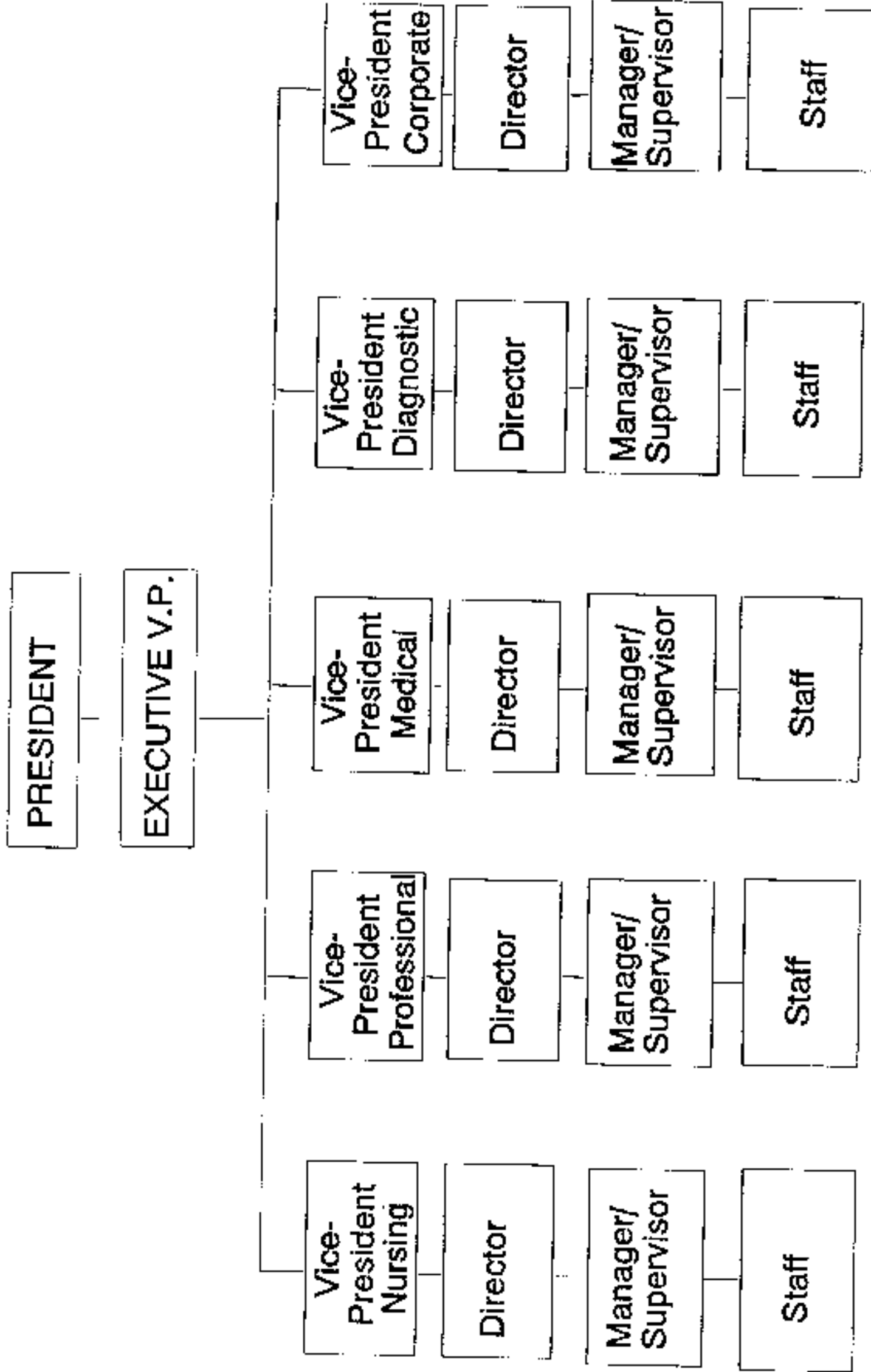


## OPPORTUNITIES TO IMPROVE

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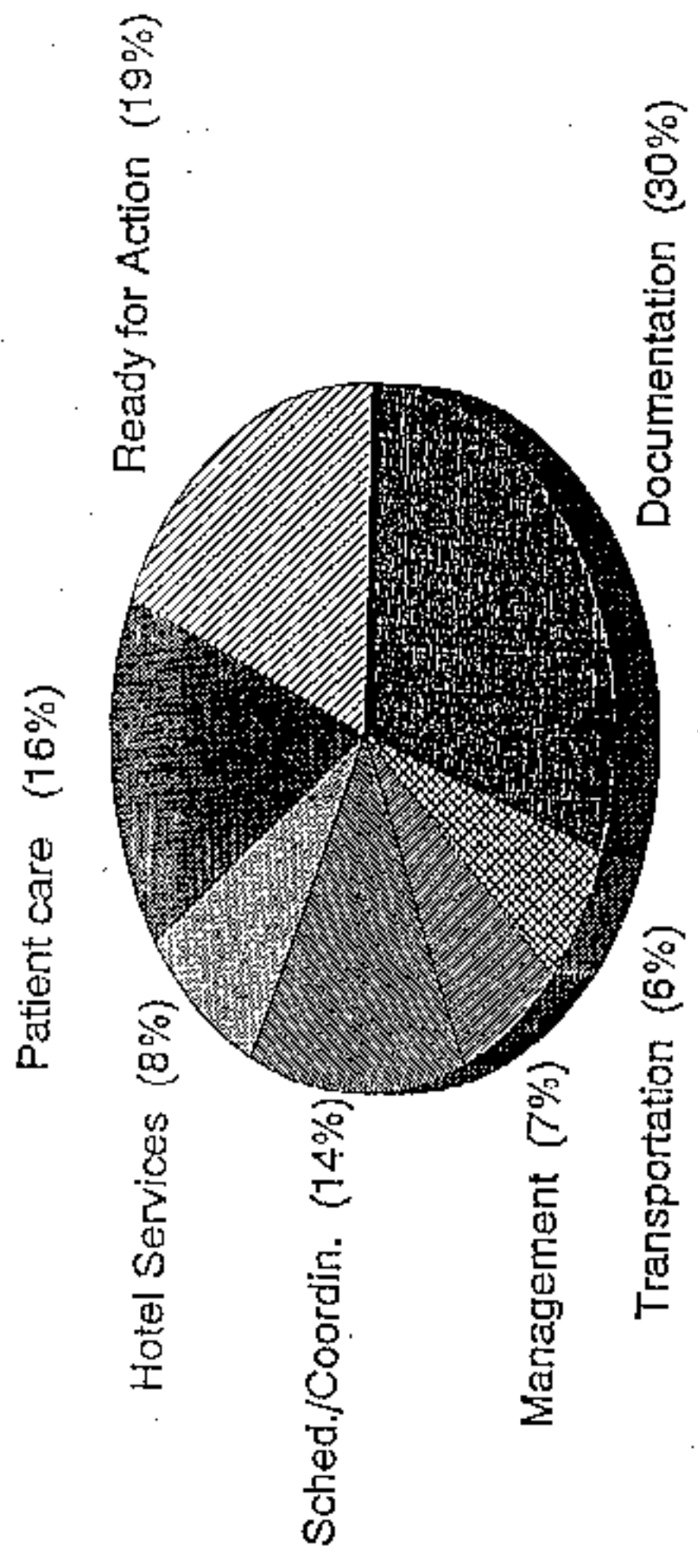
- ◆ WE ESTIMATE LESS THAN 20% OF HOSPITAL STAFF TIME IS SPENT ON DIRECT PATIENT CARE
- ◆ PATIENT AND STAFF CONCERNS FOCUS ON COMMUNICATION AND COORDINATION AMONG DEPARTMENTS
- ◆ DECISIONS MADE TOO FAR AWAY FROM CARE PROVIDERS AND PATIENTS

# TRADITIONAL ORGANIZATION





# TRADITIONAL HOSPITAL'S TYPICAL ALLOCATION OF HOSPITAL STAFF TIME



Studies by Booz Allen & Hamilton, Inc.

**SUNNYBROOK'S  
VISION  
FOR CONTINUING  
EXCELLENCE IN THE 1990's**

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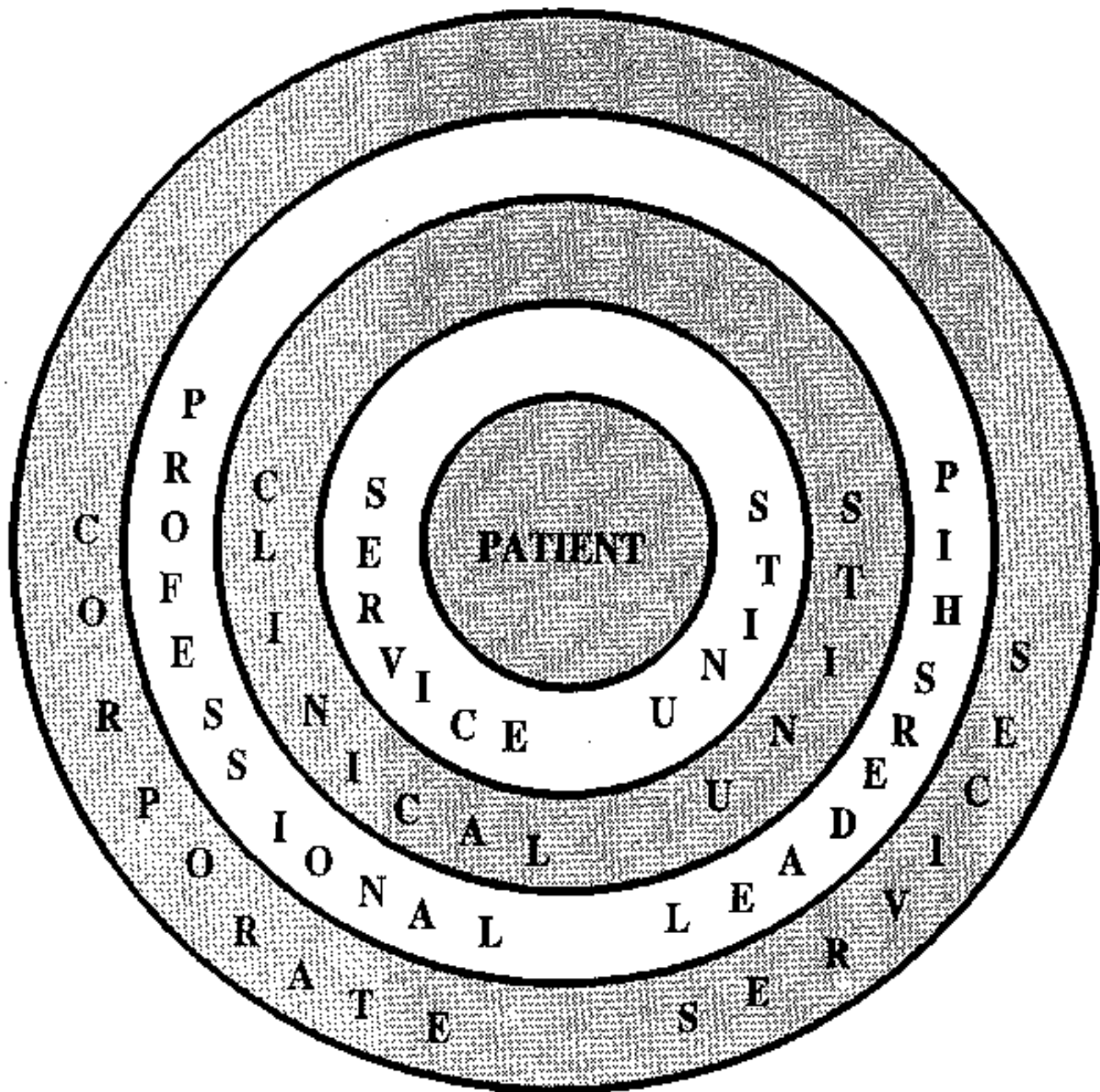
**A TOTAL RE-ENGINEERING OF  
THE WAY WE PROVIDE SERVICES  
WILL ENABLE US TO MORE  
EFFICIENTLY MEET PATIENTS'  
NEEDS AND EXPECTATIONS**

**STRATEGIES TO ACHIEVE THIS  
VISION INCLUDE:**

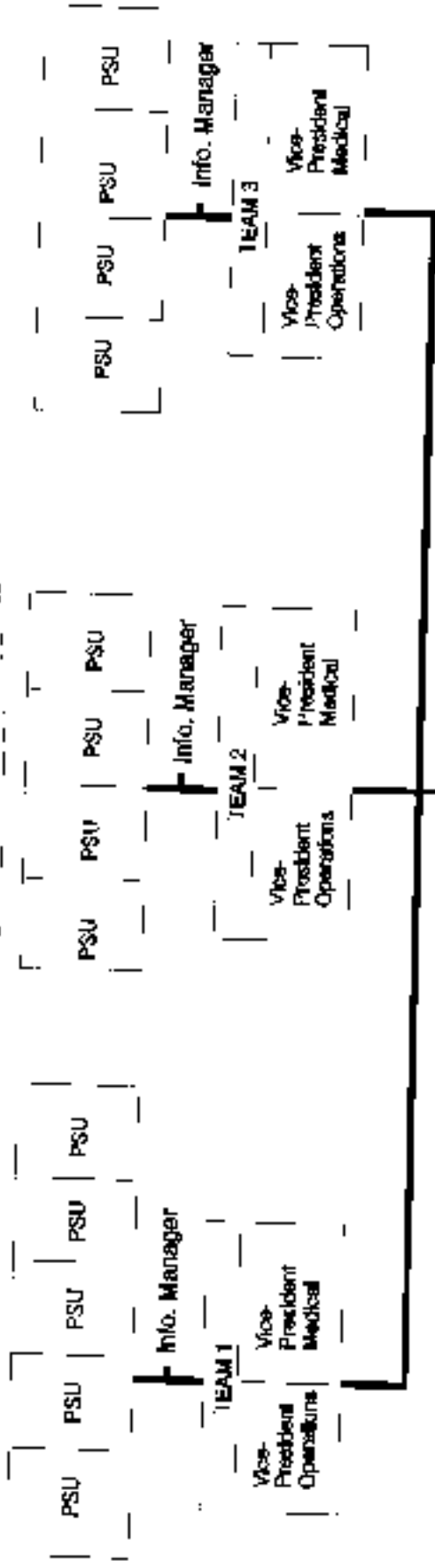
- ◆ PATIENT SERVICE UNITS**
- ◆ DECENTRALIZATION**
- ◆ EXPANDED SCOPE OF  
PRACTICE**

# SUNNYBROOK'S ORGANIZATIONAL FOCUS

## PATIENT CENTRED CARE



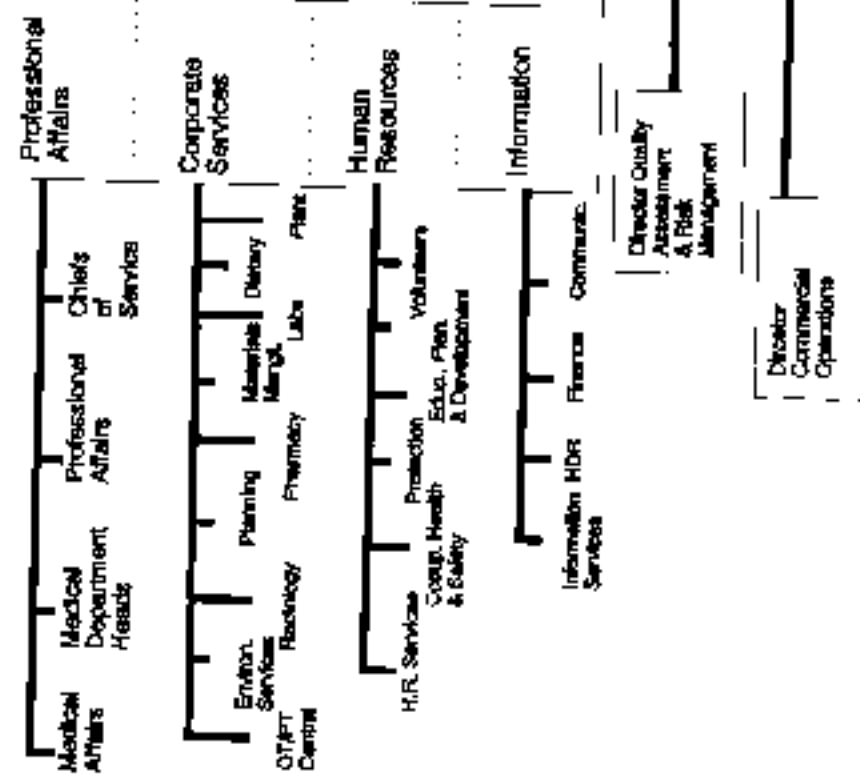
PATIENT SERVICES



EXECUTIVE V.P. & COO

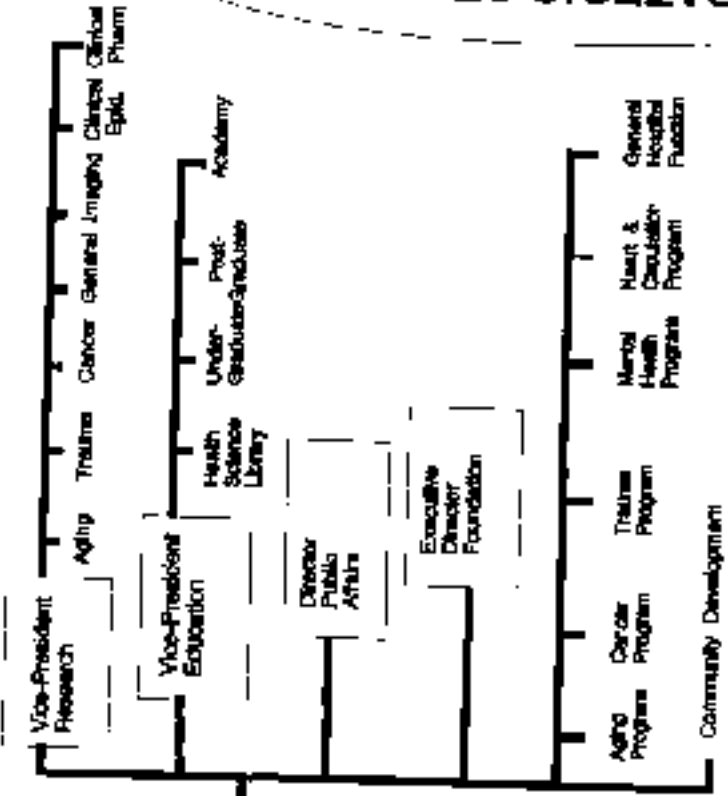
PRESIDENT & CEO

CORPORATE VICE-PRESIDENTS



CORPORATE SERVICES

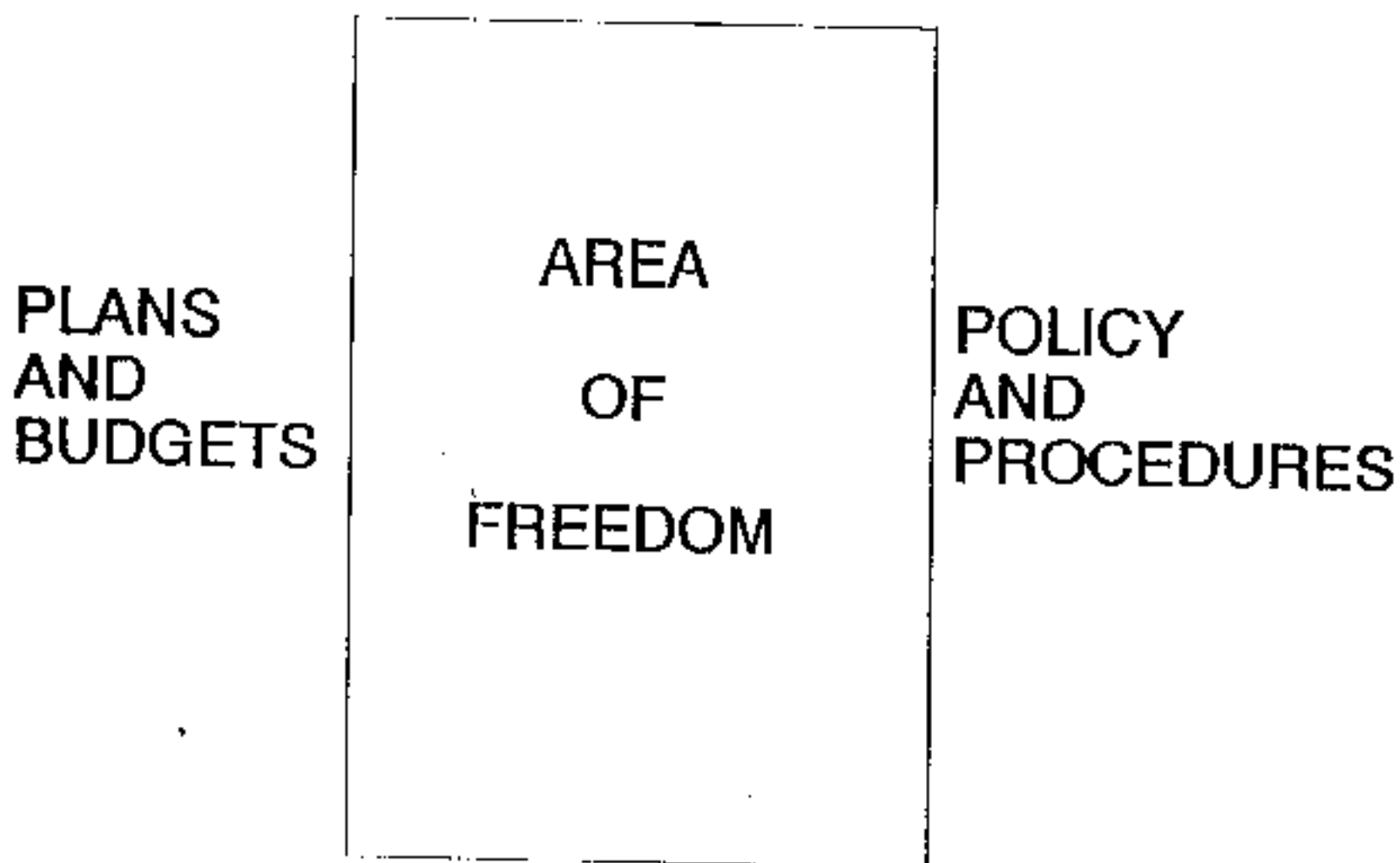
STRATEGIC SERVICES



BOARD OF TRUSTEES

# AUTONOMY AND DECENTRALIZATION

CULTURE  
LAWS  
MORALS AND ETHICS



JOB DESCRIPTION  
PERFORMANCE EXPECTATIONS



**INFORMATION IS THE CEMENT  
THAT HOLDS TOGETHER  
THE STRATEGIC PLAN**

- Impact of what you are doing
- Predict changes in direction
- Management structures and accountability