North Island Hospital Project
A Leadership Story

Presented By:
Grant Hunt, Provincial Director of Warehouse & Logistics, BCCSS
Andrea Boardman, Corporate Director, Logistics & Operations, Island Health
The NIHP Journey

1. Project background
2. Staggered first steps
3. The rebound
4. Collaborative success
5. Lessons learned
   • Clarity of purpose
   • Supportive, visible leadership at all levels
   • Understanding independent and joint goals & objectives
   • Conflict isn’t negative
   • Measuring performance, delivering success
6. Questions & feedback
BC Health Authorities
Project Background

- Construction of state of the art facilities in Northern Vancouver Island
  - Comox Valley
  - Campbell River District
- Change in supply chain approach to “near-time inventory”
- Introduced barcode scanning technology
- Move to a standardized product list supported by the Langley Fulfillment Centre
- Patient moves on opening dates
- Comox Valley an acquisition of an independent operation
- Multiple stakeholder groups/ increased complexity
- Opening dates 3 weeks apart
Staggered First Steps

- Multiple independent project streams:
  - Clinical operations
  - Supply chain & standardization
  - Equipment procurement & storage
  - Professional services
  - Training & education

- Multiple organizational cultures intersecting
- Above resulted in loose ends and lack of clarity regarding accountabilities & escalation paths
- Delays in timelines needed to be addressed to meet opening day targets
The Rebound

• Imbedded visible leadership at site level supported by executive leadership to make critical decisions as needed
• Concerted effort by leadership to drive clear priorities for each working group
• Identified need for increased coordination of activities
Success is...

- Collaborated on joint solutions for existing/persistent problems and downstream prevention
- Established formal/informal communication channels to keep all stakeholders engaged in “work of the day”
- Most importantly, recognized and celebrated wins
- Agree on a common priority together
Collaborative Success

• Despite initial delays and lack of coordination – both sites opened on schedule with no patient care impact

• Developed framework for long-standing partnership approach to healthcare delivery between Island Health and BCCSS
Clarity of Purpose

• Recognition of the importance for collaborative approach – Healthcare is all of our business

• Shared understanding of each others roles in providing healthcare services – complexities behind each ask that require partnership to effectively deliver
Supportive, Visible Leadership at All Levels

• The need for fast decision making in large complex projects requires on-site leadership supporting the front lines

• Collaborative decision making for key issues impacting multiple business streams are resolved much quicker with easy access to leadership that can approve decisions
Conflict Isn’t Negative

• There is no single ‘right’ way to do things
• Embracing positive conflict allows for new ideas and improved problem solving
• Positive conflict allows stakeholders to voice their concerns in productive ways
Measuring Performance, Delivering Success

• Measuring key deliverables allows to monitor success as a whole
• Joint performance measurement can lead to improved service delivery that meets all stakeholder needs
• There are trade-offs – but are identified quickly and facilitate joint success rather than individual success
Questions & Feedback

Thank You!