



PHILIPS

Operational
Intelligence

Rethinking healthcare operations, together

From personal healthcare emergency to professional partnership with purpose



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From personal healthcare emergency to professional partnership with purpose

A passionate advocate of positive partnerships and purposeful business, Dawn Bruce is Services & Solutions Delivery Lead for Philips in Canada. An originator of the Operational Intelligence approach and backer of people-powered progress and soft skills, she has extensive experience of outcomes-driven business transformation and healthcare system change management.

In this personally penned article, Dawn shares how a personal family medical emergency inspired her to join Philips but also empowered her to join forces with the team at MacKenzie Health to make a real difference to healthcare operations.

Together, Philips and MacKenzie Health have forged a deep, long-term strategic

partnership and new way of working together that has resulted in a hospital operating model that underpins new levels of high quality healthcare service delivery, professional satisfaction and patient care in the York region of Ontario, Canada. Here, Dawn shares her personal epiphany and the path to purposeful partnership with Mackenzie Health.



From personal experience to professional opportunity



Our careers are no longer simply a means by which to live our lives, they're an opportunity to live our values and make a difference. Healthcare has always had a strong vocational calling but new figures reflect a global shift to more purposeful work. Indeed Paul Polman, former CEO of Unilever famously once told a business school audience: "You need to have something where you want to have an impact and that aligns with your values. It will drive your passion. People's self-worth should not be measured by their net worth."

As a leading healthcare company with a purpose to improve the lives of 2.5 billion people a year through meaningful innovation, Philips is often cited as an example of an organization where its people are united behind a common passion¹. And in an industry such as healthcare where many of its workers are also drawn to serve the greater good having experienced healthcare challenges close to home, common experiences and a shared sense of purpose can – with the right combination of people, process and technology alchemy – come together to create something quite magical. This was the basis for the start of Dawn Bruce's health technology journey eight years ago.

Back in 2016, Dawn was working in the heating, ventilation and air conditioning (HVAC) and automation controls industry when an opportunity to join global health technology solutions company as their Service & Solutions Delivery Lead for Canada came up. Dawn had a big decision to make. Did she move industries and embark upon a significant change?

As many new joiners to Philips report, Dawn's decision to join an organization where she could make a difference was driven as much by her professional aspirations as by her personal circumstances and values.

¹ <https://home.kpmg/xx/en/home/services/kpmg-client-stories/environmental-social-governance-and-sustainability/philips.html> <https://www2.deloitte.com/us/en/insights/topics/marketing-and-sales-operations/global-marketing-trends/2020/purpose-driven-companies.html> <https://www.philips.com/a-w/about/awards-and-recognition.html> https://uk.news.yahoo.com/philips-named-forbes-best-employers-130000518.html?guccounter=1&guce_referrer=aHR0cHM6Ly93d3cuZ29vZ2xlLnNvbS8&guce_referrer_sig=AQAAAGC986wXuvP8Ltta-YmHeauYTUF-hsIVPykmgUFDx_EHXP5XvbdTINBiXqzFbmeTbtQVCygeolFRYnDmu98VSwdWPiGx0GE3f4H19ZRdgK3k3_gMMclbjUpfwN7b0ONQ6WTiYF9RToSfeMmXZw5YgTKptio2Gce2CQ1HVfnCf5T <https://www.philips.com/a-w/about/news/archive/standard/news/articles/2021/20210212-philips-named-a-top-place-to-work-on-forbes-americas-best-employers-2021-list.html> <https://www.linkedin.com/pulse/philips-acclaimed-one-best-davy-dai/>





Not long after I'd received the approach from Philips, my father had a huge cardiac event. He needed major surgery in the Greater Toronto Area (GTA) and died twice on the table. He was in a coma for more than two months. The experience was a huge shock but also a dramatic learning curve that changed my entire perspective. Spending so much time in a hospital not only opened my eyes to the challenges clinicians face but it gave me an opportunity to talk to the very people who could inform my decision. I started talking to all the different people; the clinicians, the nurses and asked them what they thought about Philips. The company's equipment was hooked up to my father but might it be the place for me?"

Dawn continues:

"The hospital teams really helped guide my decision. They told me, 'technology is technology, but the people at Philips surpass anyone else we work with'. And so I made my decision. I decided to move to healthcare and to join a company where improving – and saving lives – was at the heart."

The move was a huge departure for Dawn, but with a great team around her, she was able to make a smooth transition from the private to the public sector, and from HVAC to healthcare, and incredibly after just six months in the role, Dawn's big opportunity presented itself. Philips was awarded the contract for Mackenzie Health, Ontario, the system behind one of the hospitals in which her father had received care and a dynamic healthcare leader serving more than half a million people in the southwest York Region of Ontario, Canada.

The historic CAD 300 million, 18-year strategic partnership between MacKenzie Health and Philips had a clear mission: to redefine how quality healthcare is delivered using state-of-the-art technology and solutions. And, as Services & Solutions Delivery Lead, Dawn was in the driving seat.



Partnering to equip the smart hospital of the future

A healthcare trailblazer for decades, MacKenzie Health opened its flagship hospital, Richmond Hill Hospital, in 1963 and the facility serves one of the fastest-growing and most diverse communities in Canada.

The partnership with Philips was born to meet Mackenzie Health's Smart Hospital vision by providing a range of cutting-edge health technology, IT and operational management support for its Richmond Hill Hospital but to also create a second facility, the "Smart" hospital of the future for Canada in the form of a new approximately 350-bed facility in Vaughan. The first new hospital to be built in the region in over 50 years, Mackenzie Health Vaughan Hospital patients would have access to everything from advanced medical imaging to modern surgical services and a state-of-the-art emergency department.

The Philips century-old leadership in meaningful innovation, focus on health technology and the organization's unique [Managed Equipment Services](#) model meant that there was a perfect fit between Philips and Mackenzie Health on paper but it also needed to be put into practice and designed, bespoke, from the ground up.

The development was designed to increase the core and specialized services that would be available to the local community. But inevitably, it would also increase complexity across the two hospitals.

Dawn Bruce and her team needed to deliver the Managed Services contract but also partner with MacKenzie Health in a way that would break down conventional boundaries and apply new behaviors, augmented by processes and technologies, to enable people to collaborate in completely new ways that would unlock value across the whole organization.



Devising a new approach

Introducing Operational Intelligence

Driven by a desire to solve the complexity faced by Mackenzie Health, and indeed all hospitals, the team began to devise a new operating model that prioritized people, designed especially to facilitate, inform and connect all aspects of the MacKenzie-Philips partnership and contract delivery.

With an integrated, service-based growth model, Operational Intelligence focuses on behavioral change to connect information silos and build relationships in a way that also optimizes planning, alignment and outcomes. And to do that it has a simple principle at its heart: to apply and embed innovative operational management and improvement strategies that continually synchronize people, processes, and technology.

Getting the basics right from the start

An innovative approach to governance

Key to the Operational Intelligence approach and the successful roll out of the partnership and resulting solutions was good governance.

According to Dawn Bruce, governance is central to the formation of any good relationship and by structuring flexible, collaborative business practices and behaviors, the team could optimize operational performance.



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With MacKenzie Health and the team, we developed a modern, innovative approach to governance that empowered open conversations, impacted and informed supporting behaviors and established norms and values to ensure that all those involved operate in an aligned, transparent, inclusive and mutually constructive way. Rather than closing down dialogue and setting procedures in stone, this progressive governance structure – a key part of our Operational Intelligence approach - locked in trust, flexibility and collaboration by embedding the principles of shared risk and reward. Our collaboration could be a win: win from the get-go.”



Putting Operational Intelligence into practice

With the theory and governance in place, the multi-disciplinary Philips and Mackenzie Health team set about putting Operational Intelligence into practice as they rolled out the partnership.

First stop, the team began by reviewing workflows and how Mackenzie Health managed patients and data from the onset of treatment to the time when patient results were received or stored in the EMR. The team spent hours collaborating with different user groups to standardize workflows and build an integration process for all the data generated by different devices.

The strategy was simple; integrate, integrate, integrate.

If a specification was created for a piece of equipment, it had to have the ability to send or receive data and, to this day, not a single piece of equipment has been purchased that doesn't offer the benefit of data integration.



There was also a need to develop an asset management system that incorporated contract compliance and Paymech calculations in order to create the great level of service that Operational Intelligence demanded.

Overcoming challenges

A partnership approach that flexes and evolves

In the face of countless hurdles and barriers to change, the team learned huge lessons and developed work arounds and innovative solutions.

Dawn explains:

“No siloes was key, so we harnessed the wealth of high-fidelity data generated by Operational Intelligence and provided it to MacKenzie Health. With all the relevant data at their disposal, Mackenzie Health was able align its funds, talk to sponsors and submit requests to government.

Data analytics also played a key role in the delivery of planned and reactive maintenance. Access to downtime and service event data for every piece of equipment, including whether that is due to machine or user error, enabled Philips to identify gaps in asset performance – or address the need for more user training with Mackenzie’s Clinical Relationship Manager.”



Achieving change and results through collaboration

Behind all the set up, changes, negotiations, teamwork, planning, restructuring and roll out of all aspects of the partnership endeavor, has been the well-designed and open collaboration of people. The teams' joint Operational Intelligence approach created a completely new way of thinking. A mindset that connects people, processes and technology, facilitated by a governance structure and a value-based procurement move that aimed to make the hospital more flexible and agile.

The process wasn't easy, as Dawn recalls:

"Remember, this was all new to both organizations. As the new system came into operation and staff bought into the new mindset, it became apparent that our new way of approaching and reimagining operational excellence together would unlock so much value, beyond what we could ever have anticipated or hoped for."

Another benefit achieved through the Operational Intelligence approach was that the development of an improved local warehouse strategy, with a centrally-located and managed warehouse for both Philips and 3rd party critical parts.

And of course, as Dawn explains, the opportunities are endless, "At MacKenzie Health, we've used our approach to radically improve parts and backup equipment, smart room design, data-driven practice management, performance reporting, skills gaps, and much more."



A partnership that keeps evolving and inspiring

Eight years since its inception, Operational Intelligence is running like clockwork, adding and unlocking value to MacKenzie Health, and Dawn is still focused on the human element.

She concludes: “What began as an idea about how a hospital system and a health technology provider could better work together has established a powerful new operating model that all healthcare providers can learn from. And it all starts from a position of deep understanding and care. I see how much everyone on the MacKenzie Health team care and how I and my team do. Many of us share similar stories about why we got into healthcare and what we want to achieve.

Hopefully my snapshot will inspire others but also provide insight to how we’re thinking, working, collaborating and connecting differently at MacKenzie health to unlock operational value.”

Ready to unlock more operational value?

In the ever-changing healthcare world, with the complex array of challenges and opportunities, simply attempting to optimize existing care delivery models is not enough.

Healthcare institutions like Mackenzie Health are rethinking the way care is delivered, how data is used and how people collaborate and communicate in more preventive, proactive ways.

Delivering this kind of “all of the above, and more” healthcare is best achieved through long-term partnerships, like that of the Philips-Mackenzie Health. Together, we can accelerate the healthcare revolution, turn obstacles upside-down and transform them into opportunities.

To learn more about Operational Intelligence and the value it could unlock in your health system, visit our [Managed Services](#) site.



