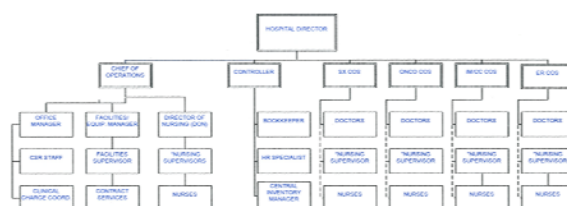
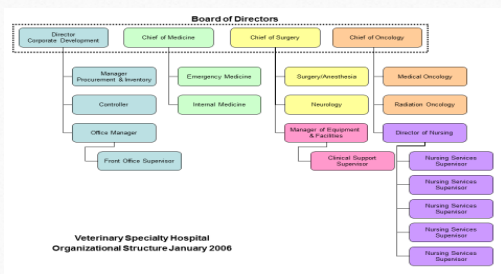


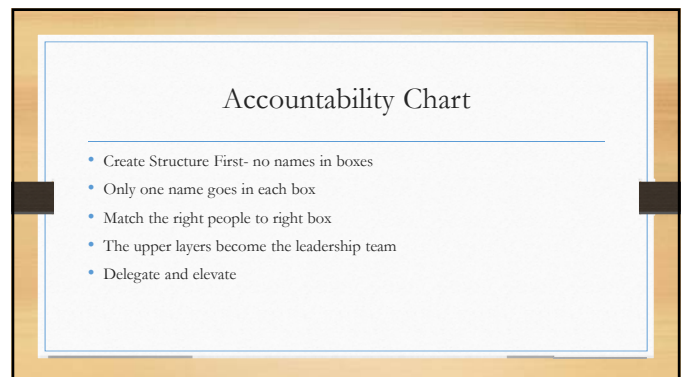
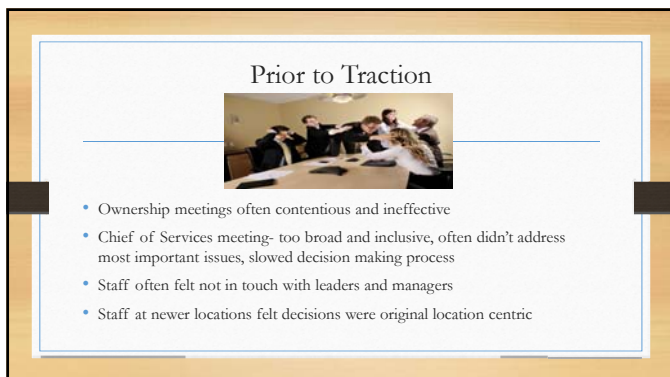
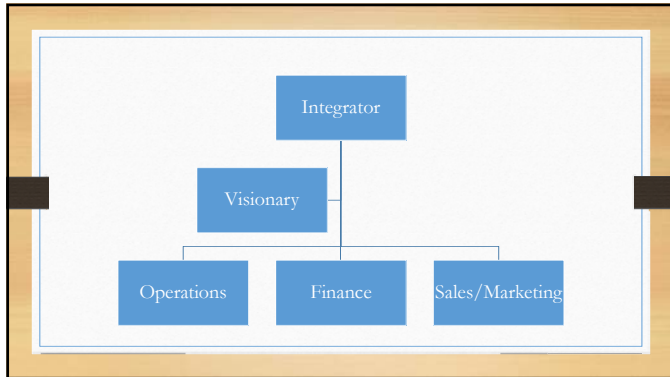
## VSH Prior to Traction

- Organizational Chart Ineffective
- Meetings not fully productive
- Progress slowed due to decision making processes
- Not fully accountable
- SMART goals not well utilized (specific, measurable, attainable, relevant, time bound)

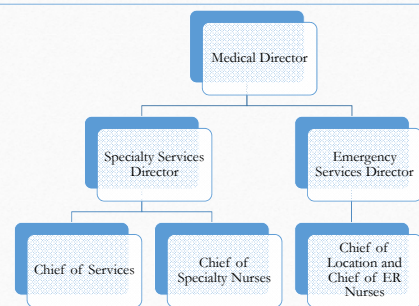
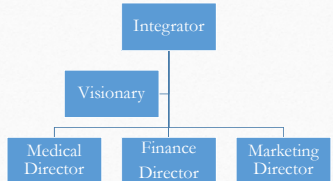
## Traction Components

- Accountability Chart
- Vision Traction/Organizer (V/TO)
- Scorecards- Key Metrics
- Rocks- Quarterly Goals
- Issues Lists
- Meetings- Timing and Agendas





### New Accountability Chart



### Vision/Traction Organizer

THE VISION/TRACTION ORGANIZER™

ORGANIZATION NAME: \_\_\_\_\_

VISION: \_\_\_\_\_

1 YEAR GOAL: \_\_\_\_\_

3 YEAR GOAL: \_\_\_\_\_

5 YEAR GOAL: \_\_\_\_\_

10 YEAR GOAL: \_\_\_\_\_

20 YEAR GOAL: \_\_\_\_\_

30 YEAR GOAL: \_\_\_\_\_

40 YEAR GOAL: \_\_\_\_\_

50 YEAR GOAL: \_\_\_\_\_

60 YEAR GOAL: \_\_\_\_\_

70 YEAR GOAL: \_\_\_\_\_

80 YEAR GOAL: \_\_\_\_\_

90 YEAR GOAL: \_\_\_\_\_

100 YEAR GOAL: \_\_\_\_\_

### Core Values

- Highly Skilled
- Positive Attitude
- Productive
- Empathic
- Proactive communicator

### Core Focus

- Expert, Timely, Collaborative, Compassionate Care

### Niche

- Your Partner in Providing Exceptional Veterinary Emergency and Specialty Care.

### Scorecard- Key Weekly Metrics

	WHO	CATEGORY	MEASURABLES	
	KV	Caseload	Hospitalized Cases (Total)	
			Cary	
			NR	
			Durham	
	KV	Caseload	New Exams (Total)	
			Cary	
			NR	
			Durham	
	KJL	Revenue	CC/Day ER EOW	
			Revenue (Total)	

### Rocks

- 90 day goals
- Everyone has rocks and is accountable for completion
- Specific done or not done endpoint



## Issues List

- Most important issues that need to be addressed in the 90 days
- Identify – Discuss – Solve
- Spend time up front identifying the real issue
- Rank top three most important issues- decide which to tackle first
- Stop tangents
- Solve

## Meetings

- Yearly 2 day meeting
- Quarterly 1 day meeting
- Weekly 1-2 hour meeting



## Meeting Agenda

### The Level 10 Meeting Agenda

- |                           |            |                   |
|---------------------------|------------|-------------------|
| 1. Good News              | 5 Minutes  | Reporting<br>Only |
| 2. Scorecard              | 5 Minutes  |                   |
| 3. Quarterly Rock Review  | 5 Minutes  |                   |
| 4. Customer/Employee News | 5 Minutes  |                   |
| 5. To-Do List             | 5 Minutes  |                   |
| 6. Issues Solving         | 60 Minutes |                   |
| o Identify                |            |                   |
| o Discuss                 |            |                   |
| o Solve                   |            |                   |
| 7. Conclude               | 5 Minutes  |                   |
| o Recap To-Do List        |            |                   |
| o Rating (1-10)           |            |                   |

## Putting it all together

- Roll out to the organization
- Describe the V/TO- set a clear vision
- Introduce Accountability Chart and who is in each seat
- Train various groups on principles and meetings- Rocks, To-do list, Issues, Meeting agendas



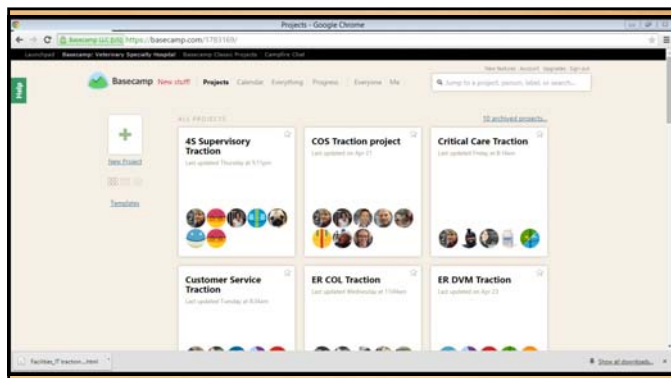
- Meeting with owners outside leadership team first
- Three meetings throughout day for all staff to attend
- Outline new organizational structure and new individual roles
- Response less than ideal

- Leadership Group
- Chief of Specialty Services and Chief of Services
- Chief of Emergency Services and Chief of Locations
- Finance Department
- Inventory/Facilities Department
- Human Resources
- Customer Service Director and Location Supervisors
- Specialty Departments- Medicine, Surgery, Oncology, Radiology



- Basecamp Project Management
- Google Docs
- Real time editing
- Access as needed
- Discussions, files, to dos





## Things we learned

- Plan the roll out better- talk to individuals that might feel slighted by the process
- Need a meeting leader and a meeting recorder
- Think about priority issues prior to the meeting
- Develop methods to link groups together and share information
- Better to solve one issue slowly completely than have to revisit

