When and how to gain advantage of things that are the same and things that are different.

Dealing with Unified and Diversified Processes
Centralization and Standardization

Are different ideas and should not be confused.

- **Centralization** is doing something, gathering people and tools, in the same place. **Decentralization** is doing those things in different and diverse places.

- **Standardization** is arriving at a best way of doing something and gaining the advantage of that method, knowledge, tools, etc., regardless of where it is done. **Customization** is doing things differently based on diverse needs or desires.
## What are the advantages?

**Standardized**

- Easier to manage things done the same way
- Less training cost
- When best way found, develop consistency in delivery
- Brand recognition and trust in the market
- Economies of research and marketing
- Leverage investment in software

(Example: All fast food, most chain stores, UPS delivery)

**Customized**

- Give the customer exactly what they want.
- Personalized, intimate, customer relationship with customers or clients.
- Immediate response to the customer
- Quick response to local, diverse, realities.
- Better response to complexity.

(Local grocer, Build-A-Bear, most small businesses, your doctor, lawyer, etc.)

**Decentralized**

**Centralized**

- Economies of scale
- When large capital investment is required in plant and equipment.
- Quick knowledge transfer
- Build each one the same for brand reliability

(All auto assembly plants, airline hubs, Expedia, Airline Reservations)

- Mass customization
- Utilizes technology to deliver exactly what the customer wants.
- Leverages brand
- Economies of scale in contracts, purchasing

(Your I-Tunes store, Pandora, Amazon preferences, Facebook, LinkedIn, Match.com)
McDonald’s

Standardized

- Training methods and materials standardized but delivered on-site by local store managers
- Menu is standardized but promoted and delivered locally.
- Standardized software for ordering food, inventory management, HR management, etc. but all executed locally.
- Quick, Courteous and Clean (which defined the brand) are all locally executed.

Decentralized

- Customers order locally to a smiling clerk.
- “Hold the pickles”
- “We’ll bring it to your table”
- Food is cooked locally to the immediate orders of customers
- Local marketing programs and community involvement

Centralized

- Brand management
- Training development
- Food research and testing
- Marketing programs and materials
- Software development and testing
Hotel Reservations

Let’s take the steps in the process.

1. Customer decides to call Hilton Hotels for a reservation
2. There is an available and accurate schedule of available rooms at different prices and accommodations.
3. Reservation clerk responds to customer call with statement of availability.
5. Reservation is entered in computer.
6. Customer arrives on-site and checks in and requests to be on 1st floor, sunny side, etc.
7. Customer is assigned a specific room.
8. Customer goes to room and doesn’t like the odor.
9. Customer requests a change of room.
10. Front desk changes room and customer is happy.
11. Customer spends night in room
12. Customer checks out and clerk offers to make another reservation.
13. Customer agrees to another reservation.
<table>
<thead>
<tr>
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<th>Steps in the Process</th>
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<tr>
<td>Central Reservations</td>
<td>2.</td>
</tr>
<tr>
<td>Local Hotel Front Desk</td>
<td>3.</td>
</tr>
<tr>
<td>Central Computer</td>
<td>4.</td>
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</table>
**Hilton Hotels**

<table>
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<tr>
<td>- Standardized software and methods training and utilization</td>
<td>- Standardized software and methods development</td>
</tr>
<tr>
<td>- Decentralized reservations system at local hotel</td>
<td>- Centralized reservations system</td>
</tr>
<tr>
<td>- Centralized training</td>
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<tr>
<td>- Local hotel books room</td>
</tr>
<tr>
<td>- Local hotel assigns room</td>
</tr>
<tr>
<td>- Local hotel responds to individual customer needs</td>
</tr>
<tr>
<td>- Local hotel responds to problems or changes in customer preference</td>
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<tr>
<td>- Customer drives process by deciding where and how to make the reservation</td>
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<td>- Input reservation</td>
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What is our “core work” for which we get paid?

VON The Core Work Process

Intake → Scheduling & Planning → Service Provider Educ. & Mgt. → Service Delivery

Suppliers → Customer - Funder

Clients - Patients
High Level Care Delivery Process

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<tr>
<td>Client</td>
<td>1A. CCAC sends medical orders</td>
</tr>
<tr>
<td>Care Provider</td>
<td>2. Prepares schedules, send to planners</td>
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<tr>
<td>Intake Portal</td>
<td>3. Review capacity, send to intake</td>
</tr>
<tr>
<td>Planning</td>
<td>4. Intake accepts offer</td>
</tr>
<tr>
<td>Care Managers</td>
<td>5. Info sent to data entry</td>
</tr>
<tr>
<td>Admin Mgr.</td>
<td>6. Referral info sent to Intake RN</td>
</tr>
<tr>
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<td>7. Build client schedule</td>
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<tr>
<td></td>
<td>8. Assignment</td>
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<tr>
<td></td>
<td>9. Notify service provider</td>
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</table>

10. Call client  
11. Client Agrees to visit  
12. Visit  
13. Paper work  
14. Info to CSR  
15. Info to CCAC  
16. Training & Supervision  
17. Schedule and assignment changes  
18. Problem resolution
Option 1: Centralized Planning, Organized in District Team

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<tr>
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</tr>
<tr>
<td>Care Provider</td>
<td>4</td>
</tr>
<tr>
<td>Intake Portal</td>
<td>5</td>
</tr>
<tr>
<td>Planning</td>
<td>6</td>
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14. Info to CSR
15. Info to CCAC
16. Training & Supervision
17. Schedule and assignment changes
18. Problem resolution
Option 2: Central Intake, Decentralized Planning

### Who Does It?
- **CCAC**
- **Client**
- **Care Provider**
- **Intake Portal**
- **Planning**
- **Care Managers**
- **Admin Mgr.**

### Steps in the Process
1. CCAC presents offer
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12. Visit
13. Paper work
14. Info to CSR
15. Info to CCAC
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17. Schedule and assignment changes
18. Problem resolution
Option 3: Decentralized Intake & Planning

Who Does It?

- CCAC
- Client
- Care Provider
- Intake Portal
- Planning
- Care Managers
- Admin Mgr.

Steps in the Process

1. CCAC presents offer
   1. A. CCAC sends medical orders
2. Prepares schedules, send to planners
3. Review capacity, send to intake
4. Intake accepts offer
5. Info sent to data entry
6. Referral info sent to Intake RN
7. Build client schedule
8. Assignment
9. Notify service provider
10. Call client
11. Client Agrees to visit
12. Visit
13. Paper work
14. Info to CSR
15. Info to CCAC
16. Training & Supervision
17. Schedule and assignment changes
18. Problem resolution
## VON Canada Options (simplified)

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<tr>
<th></th>
<th>Decentralized</th>
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</table>
| 1 | Customized Standardized | • Centralized-standardized Intake operation  
    • Standardized software and methods development and improvement |
|   |               | • Centralized planning and scheduling, but organized into customized district teams |
| 2 | Customized Standardized | • Standardized software and methods  
    • Centralized-standardized Intake operation  
    • Standardized software and methods development and improvement |
|   |               | • De-centralized planning and scheduling |
| 3 | Customized Standardized | • De-centralized Intake with  
    • Standardized use of methods and software  
    • Standardized software and methods development and improvement |
|   |               | • De-centralized planning and scheduling customized to CCAC’s needs |