

OPERATIONAL EFFECTIVENESS FOR HEALTHCARE



VOLUME 22, DECEMBER 2012

This monthly newsletter is designed specifically to help healthcare executives and business owners raise the bar within their organizations by providing insights on how to improve performance and **maximize operational effectiveness**.

CASE STUDY

The Situation

A healthcare company was rapidly losing market share and didn't know why.

The Intervention

Either something had changed in the industry or in the company that was causing them to lose market share. After working with the organization for a short while, Andrew found the problem: the company was treating every opportunity and every customer the same way. They weren't doing anything to differentiate good opportunities from bad ones. Nor was there any effort to treat their best customers differently. As a result, resources were being wasted on small, unprofitable opportunities.

Andrew helped the company realize that not every customer is the same. By better assessing new opportunities and stratifying their existing customer base, the organization could concentrate resources on their more profitable relationships with the biggest opportunities for growth.

The Results

The organization saw immediate results. Their market share began to increase and their customer retention improved dramatically.

ABOUT ANDREW MILLER

Andrew Miller is a well-known consultant, writer and speaker who has successfully helped world-class organizations dramatically accelerate results and improve the speed, performance and efficiency of their organizations. His healthcare clients include renowned hospitals, shared service organizations, group purchasing organizations, private clinics and government institutions.

As a thought leader in the healthcare industry, Andrew provides tremendous value to his clients by using his experience from both the private and public sectors to help maximize their strategic and operational effectiveness.

CONTINUE THE CONVERSATION



OPERATIONAL EFFECTIVENESS FOR HEALTHCARE

VIEWPOINT

Five Healthcare Thoughts for in 2013

December is a time for reflection and celebration - reflecting on the year that has been and celebrating the successes that have been achieved. As you think about this past year and what will come in 2013, here are five things to consider:

1. Increased purchasing collaboration between healthcare providers and their suppliers

We have reached a tipping point in the public procurement process. Organizations are finally realizing that they can't continue to buy strategic purchases using the current process, which focuses on cost savings and commoditization. They need to operate differently. More healthcare providers will be collaborating with their suppliers to develop better solutions for patients and the healthcare system as a whole. Is your organization structured to support a more collaborative model?

2. Increased focus on a patient-centred model

The term "patient-centred care" has been a catchphrase for some time, but now more healthcare providers are implementing strategies focused on patient satisfaction. Decisions are being made with the patient in mind, whether that be in the layout of new hospitals or the way that food is served. Will you be able to take advantage of this opportunity?

3. Increased focus on measuring value

Organizations are beginning to measure the value and overall impact of their purchases. Some call this value for money; others call it total cost of ownership. 2013 will be the year we develop a process for measuring the value (both financial and otherwise) of the purchases healthcare providers make. How can you help advance this discussion?

4. Increased adoption of innovative solutions

As a result of the increased collaboration discussed in point #1, more innovation will be encouraged and adopted. By increasing collaboration and developing a system to evaluate innovative solutions, healthcare providers will be more open to adopting new technologies and other processes because the benefits will be clearer. What innovative solutions can you bring to market?

5. Increased focus on leadership development

The development of the future leaders of our healthcare system will become paramount in trying to improve the current healthcare system. Succession planning in hospitals and other healthcare organizations will be a key issue as we encourage new ideas and sustainable solutions. Have you identified the next generation of leaders in your organization?

I am optimistic about the direction our healthcare system will go in 2013. With more collaboration and the development and adoption of innovative, value-adding solutions, we will reverse the negative trend that has been occurring recently.

What will you do in 2013 to be a part of the solution?

OPERATIONAL EFFECTIVENESS FOR HEALTHCARE

ON ANDREW MILLER

Recent News

[Check out my blog](#), *From Chaos to Order*, where I post new articles, provocative ideas and other content regularly.

I was recently featured in the Globe and Mail newspaper. Here is the [article](#) and the [accompanying video](#).

[Contact me](#) if you would like a copy of my free operational excellence assessment for your company.

[Read my latest article](#) for *Health Research & Innovation* magazine on how to close the collaboration gap between healthcare providers and suppliers.

Upcoming Events

Have a happy and healthy holiday season!

Recent Videos

[Check out my new video series on Operational Excellence](#). These are short videos filled with tips to help your business run more effectively.