ANDREW MILLER'S
BUSINESS CHECKUP™
INSIGHTS ON ▾

OPERATIONAL EFFECTIVENESS FOR HEALTHCARE

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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

Running a Successful Healthcare Practice

The Situation
A healthcare clinic consisting of three doctors wanted to improve its performance. The clinic was described as having "three doctors and three processes, one for each."

The Intervention
Andrew spent time observing the operations of the clinic - how patients were checked in, how paperwork was handled, how appointments were scheduled, etc. He met with each of the physicians and the business manager to talk about areas of concern and opportunity. Andrew asked questions about the operations of the clinic and proposed ideas on how to improve its performance.

The Results
Andrew made seven recommendations, including how to better leverage technology and how to reduce duplicate and non-value added work. Some of these were successfully implemented, allowing the staff to spend more time on value-added activities and leading to a better patient experience.

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

INSIGHTS

What insights can be drawn from the case study above and how might they be applied elsewhere?

There are a few things that must be considered to ensure the successful management of a healthcare practice:

Standardize and develop a system
By standardizing operations, you ensure consistency and that each customer (patient) has a similar experience. Developing a system helps reduces duplicate work and makes it much easier to constantly improve the way the business operates.

Set expectations with staff
You can't effectively review the performance of your staff without setting the proper expectations and accountabilities beforehand. When employees aren't sure what is expected of them, their performance will suffer.

Automate where possible
Technology is not the answer to every problem, but there are almost always opportunities to automate certain business operations. Strategically taking advantage of these opportunities will allow the business to run better and faster, remove some of the processing errors that occur, and create a safe place for patient records to be stored.

One of the keys to running a successful healthcare practice is to have everyone focus on their strengths. The owner should focus on growing the business (and seeing a select group of patients only they can treat), the staff should focus on delivering the services offered, and the support team should focus on keeping the business running. Focusing on strengths like this will create gaps between you and the competition.

VIEWPOINT

Implementing Change Successfully

Every organization is regularly involved in implementing change, yet most fail miserably. Studies show that 70% of change initiatives are unsuccessful. What is the main reason for this? Most companies do not manage change effectively. Managers assume that because the initiative comes from the top, that people will blindly follow, but that is never the case.

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VIEWPOINT (CONT.)

Here are three questions to consider when embarking upon a change initiative:

What do I want the organization to look like after the change and what behavioural goals can I set to achieve this?
Knowing what you want the organization to look like after the change helps create a clear vision of the change. Once you have that vision, setting behavioural goals creates the roadmap to get you there.

How can I set up a situation that will bring out the best in people?
The most important aspect of implementing change successfully is getting all levels of the organization to buy into the initiative. You need to consider how to structure the initiative to make it successful. Appeal to people's self-interest by showing them the personal and professional benefits of the change.

Am I providing crystal-clear direction for the people impacted by the change?
One of the biggest reasons people resist change is simple fear of the unknown. If your direction is unclear, people will be unsure how the change will impact them. This will make them scared and likely resistant to the change. Be clear on what the impacts are, how the organization is trying to mitigate those impacts, and how employees can help.

ON ANDREW MILLER

Upcoming Speaking Events
On June 14, Andrew will be speaking at the Value for Money conference about how the green procurement and sustainability movement can help organizations reduce cost and increase efficiency. For more details, **click here.**

Recent Speaking Events
Click here to listen to Andrew's speech on the importance of having a competitive mindset in healthcare. This speech was delivered at the Healthcare Efficiency Conference in December.