

## 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

#### The Situation

A healthcare service provider needed help implementing new process changes across various facilities. They were having difficulty gaining support for the changes from the different facilities. Because of this, improved results were not being achieved.

#### The Intervention

Andrew reviewed the processes and changes with each of the key stakeholders at each of the facilities. He identified the impact of those changes and any gaps that needed to be addressed. Once this was done, Andrew helped the service provider develop and execute an implementation plan that closed those gaps while minimizing the impact on the stakeholders.

#### The Results

Support for the changes grew quickly, making implementation much easier. With the new processes in place, the organizations began achieving the expected results. After one year, results were actually better than initially anticipated.

#### 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



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### INSIGHTS

**What insights can you draw from this case study and how might they be applied elsewhere?**

***Focus on the “what’s in it for me?” principle***

Nobody likes change. That’s why when you are implementing new processes, technology or anything else that will impact the way people do their jobs, you need to think about it from their perspective. Hence, the “what’s in it for me?” principle. If you are able to communicate the answer to that question effectively to each of your key stakeholder groups, the implementation will go much more smoothly.

***Ensure you are making changes that will improve results***

In many cases, organizations make changes where the expected benefits do not actually lead to improved results. You need to have a clear idea of how the performance of the organization or department will be better off as a result of the change. Technology doesn’t streamline processes, people do. New processes don’t always mean increased productivity. Be clear on what the expected change is.

***Gain support at all levels of the organization***

Focus on getting commitment, not just compliance. If people feel connected to the change and its impact on results, they will be committed to making the change work. If they are only changing because they will be penalized if they don’t, then the change will only last as long as those consequences are enforced.

### VIEWPOINT

**How to leverage the procurement process to improve results**

At a recent meeting, we were discussing the fact that the issues in healthcare procurement right now are virtually the same as they were two years ago: inconsistent processes across organizations, varying levels of transparency and expertise, risk aversion, public scrutiny and a lack of accountability to enforce consequences.

This may sound bleak, but all is not lost. There are still many ways organizations can use the public procurement process to improve results, both for buyers and suppliers.

Here are just a few ways we can leverage the public procurement process to get better results:

**Customer on-boarding** - Suppliers need to improve how they bring on new customers once they have acquired new business. If you have an established process for on-boarding new customers that has the best interests of those customers in mind, this can become a competitive advantage during the procurement process.

**Supplier debrief sessions** - Instead of thinking of these sessions as a necessary evil, healthcare providers should use them to build stronger relationships for the future. Suppliers can use them to gain insight on how to improve their response for the next opportunity.

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### VIEWPOINT (CONT...)

**Pre-market collaboration** - For complex and strategic purchases, healthcare providers should meet with key industry suppliers before starting a formal RFP process. Otherwise, how will the buyer know what is available? If they don't know about new and innovative solutions, buyers will ask for what they know, which may not be in their long-term interests.

**Breadth of experience** - Organizations should use case studies and examples of successful solutions from other customers and countries where appropriate. Value add or alternate proposal sections can be used to show examples of successes from other organizations.

**Partnership development** - Suppliers should get to know their customer organizations better so that they can offer them better solutions. Healthcare providers need to be open to developing partnerships with their suppliers. Finding mutually beneficial solutions will provide the best results for all organizations involved.

We need to remember that procurement is a support function for a healthcare organization, not a decision-making function. Although the items being purchased are critical to patient care in many cases, we are putting too much emphasis on compliance and giving in to risk aversion. Too often, we are hindered by fear and, in some cases, legislation and incentive. Healthcare providers and suppliers need to work together to fix these issues ([see my previous writing on closing the collaboration gap](#)).

We need to spend less time worrying about pleasing people and more time focusing on finding the best long-term solutions.

### ON ANDREW MILLER

#### Recent News

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

Read this [great article from The Globe and Mail](#) discussing my ideas about optimal enterprise velocity.

#### Upcoming Events

My new website has officially launched. Go to [www.acmconsulting.ca](http://www.acmconsulting.ca) for all of the free articles, videos and podcasts!

#### 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.