

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 and profitability.**

CASE STUDY

The Situation

A rapidly growing company was having trouble onboarding all of its new customers in a timely fashion. Timelines to bring in new customers were getting longer and the quality of each new onboarding was getting worse, leading to customer concerns and lost revenue.

The Intervention

Through interviews with staff, facilitated workshops and a review of internal best practices, Andrew helped the company develop a standard onboarding process that included the steps required, who was responsible for each step and how long each step should take. This process was supported with checklists and other tools to make it easier for company staff to execute it effectively.

The Results

The results were dramatic. New customers were onboarded faster and more effectively than ever before (with a 15% reduction in timelines). These customers were very happy with the transition process. Revenue was recognized more quickly, profits increased and growth was sustained as the process became easier and more effective with each new customer.

ABOUT ANDREW MILLER

Andrew Miller is a renowned and accomplished 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, global healthcare suppliers, 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 be drawn from the case study above and how might they be applied elsewhere?

Have a systematic way of bringing on new customers

It is important to develop a repeatable process that focuses on the key steps. This reduces time spent completely recreating the process with every new customer and concentrates effort on the most value-added activities. Of course, since every customer is different, this process should be used as a guide that shows employees the right path rather than a strict set of rules.

Only focus on those activities that add value

Many processes include activities that add no value to the organization. Instead of getting bogged down with these details, only concern yourself with activities that increase profit, improve customer satisfaction, build employee engagement or improve the sustainability of the organization. If you focus on these activities, you will quickly develop a rapid and effective process for bringing in new customers.

Talk to customers about what worked and what didn't

Having a continuous improvement mindset will allow you to constantly make improvements to the process. How can you make it easier for your customers? How can you recognize revenue faster? How can you increase productivity to free up resources for other activities? Constantly looking for ways to improve things will give you the flexibility to take advantage of opportunities as they arise.

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VIEWPOINT

How to Increase Innovation

There is an ongoing discussion in the Canadian healthcare space about how to increase and encourage innovation. In order for innovation to prosper in a marketplace, five conditions must prevail:

Understanding what innovation is

We tend to think of innovation as something brand new or game changing. But it doesn't have to be revolutionary. It can also be an enhancement of something that already exists. Looking at it in this way makes it easier to digest. Think about how you can make small improvements on what is already there. It's still innovation.

Having a system that incentivizes innovation

This requires governments and industry organizations to create incentives for innovative companies. These incentives could be grants, funding, lower barriers to markets, or tax credits. The key is that companies are incentivized to improve upon what is currently in the marketplace. This also extends to organizations that have the ability to discourage innovation such as media, lobby groups or funders. These organizations often publicly punish companies that try to be innovative but have not been successful, discouraging others from trying.

Having an appetite for risk

Organizations need to have an appetite for the risks inherent in chasing innovation. Not every new thing is going to be a success and companies need to recognize this from the start. But if you look for a current or future need by listening to the marketplace and your customers, you'll increase your chances of developing successful innovations.

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VIEWPOINT (CONT.)

Developing a roadmap for success

Whenever you try to go from one place to another, you need a map to show you how to get there. Innovation is no different. What are the processes that need to be in place? What stakeholders need to support the initiative? What are the steps required to effectively develop, commercialize and implement a new initiative? Without a common roadmap, an organization will falter at any number of stages along the way.

Understanding and taking the first step

One of the biggest roadblocks to new innovation is that organizations don't know where to start. Even just talking about innovation as a concept is a daunting task. It needs to be broken up into manageable chunks. Finding that first step will go a long way towards creating some forward momentum. Think of one thing your organization can do to start the journey. You'll be surprised how quickly the rest of it will fall into place.

ON ANDREW MILLER

Recent articles

[Read my latest article in PROFIT magazine](#) for six tips on how to increase profitability through more effective procurement operations.

You might also be interested in my recent article on how the typical RFP process is flawed when purchasing technology. [Click here to read it.](#)