

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

An organization wanted to make decisions more quickly. Too many people were involved in the decision-making process, slowing it down. This led to missed opportunities and frustrated business partners.

The Intervention

Andrew worked with the senior management team to identify who actually needed to be involved in key decisions and who was just slowing down the process. To do this, he considered the risks and impact of those decisions and reviewed the process in place to find opportunities for improvement. He quickly discovered that many people were not adding any value.

Andrew worked with the company to develop approval levels and a clear process to decide who needed to approve various types of decisions and when.

The Results

With only the essential people involved, the company was able to make better decisions faster. This allowed it to be more flexible and take better advantage of shifts in the marketplace and changes in the needs of their customers.

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?

Speed is of little value without accuracy

Speed and accuracy go hand in hand, especially when it comes to decision-making. Even if a baseball pitcher can throw a 95mph fastball, he will never make the big leagues without accuracy.

Speed can improve any aspect of your business

In the case study above we talk about speed in decision-making. Think about how much more successful you would be if you could make better decisions faster. Think about all of the areas where speed would improve results. For a detailed list, see the Viewpoint section below.

Increasing speed is not that difficult

Organizations seem to have trouble increasing the speed at which they operate, but as you can see from the case study above, speed can sometimes be achieved by simply removing activities that do not add any value to the organization.

VIEWPOINT

Why Speed is Important for Your Organization

Speed can be the single biggest competitive advantage a company has. If you don't believe me, consider this list of ways speed can benefit a successful organization:

- You get new products and services to market faster
- You increase the productivity of your employees and allow them to work on more value-added activities (or improve their work-life balance by leaving the office earlier or not working on weekends)
- You acquire new customers faster
- You realize additional revenue sooner by creating loyal customers and brand ambassadors more quickly
- You attract strong talent who want to work in a challenging and dynamic environment
- You are able to tweak or change business models faster than the competition
- You are more responsive to customer issues and resolve them quickly
- You have stronger relationships with suppliers and business partners
- You reduce costs
- You make (or reverse) decisions quickly and effectively
- You reduce lead times and delivery times
- You rapidly move forward with new strategies and organizational changes
- You empower your employees to address opportunities and challenges quickly, which accelerates their development of leadership skills
- You can take advantage of sudden shifts in the marketplace and the changing needs of your customers

Is there any other element of your business that can create that many opportunities for success? Take advantage of being fast and responsive.

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ON ANDREW MILLER

Recent News

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, providing ways to close the collaboration gap between healthcare providers and suppliers.

Upcoming Events

On Thursday October 18, I will be speaking at the GHX Shared Services Organization and Vendor Meeting. The topic is How to increase procurement collaboration between healthcare providers and suppliers. Find out what's going on with supply chain in Canadian healthcare. If you are interested in attending, please [click here to register](#).

On Friday October 26, I will be hosting a free 30-minute teleconference on How to Align Your Business Strategy and Tactics. To register, or for more details, please [click here](#).

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.