Best Practices Center for Healthcare Operational Excellence

Background and Offering

Housed in The Boeing Center for Technology, Information, and Manufacturing (BCTIM)
Best Practices Center Vision

Establish a Best Practices Center for Healthcare in the BCTIM at Washington University Olin Business School:

• Access to Leading Research and Exceptional Faculty
• Insights of Best Practices in Healthcare and Industry
• Opportunities for Networking and Collaboration
• Multidisciplinary Approach to Solving Complex Challenges
• Projects Led by Top Quality Faculty and Students
• Operational Excellence & Supply Chain Solutions
BCTIM

• Industry Research Projects
  – BCTIM member specific
  – Faculty/student team
  – Typically 3 to 4 months

• Industry Conference
  – Themed presentations from member organizations and Olin faculty
  – Collaboration and networking opportunities

• Executive Seminars and Guest Lecture Series
  – Timely, insightful, and relevant topics and areas of research

• Recruiting Events
  – Highlighting Olin MBA’s with specific backgrounds
Academic/Business Collaboration Model

- Business
  - Engaged Partners

- Students
  - Classroom & Experiential Learning

- Faculty
  - Research, Teaching, Consulting

- Research Driven Thinking Applied

Creating knowledge…Inspiring individuals…Transforming business.
BCTIM Projects

- **Supply Chain Assessment Tool**
  (Monsanto)
- **Product Line Complexity Analysis at Solutia**
  (Solutia)
- **Assessment of Key Supplier Capabilities at Emerson**
  (Emerson)
- **Supply Chain Reengineering and Operations Analysis**
  (Anchor Packaging)
- **Global Supply Chain Analysis and Industry Trends**
  (Express Scripts Inc.)
- **Capacity Expansion and Contract Design in a Semiconductor Industry**
  (Renesas Technology)
- "Managing the New Uncertainty"---Day Definite Ocean Shipments & Their Value in Handling Lead-time Uncertainty
  (APL Logistics)
- **Development of Key Performance Indicators for a Pharmaceuticals Distribution Company**
  (Covidien)
- **Forecasting and Planning in a Semiconductor Decentralized Supply Chain**
  (Renesas Technology)
Best Practices Center for Healthcare Operational Excellence

• Hospital/Health System-specific Research Projects
  – Faculty-directed and student-administered project teams
  – Typically 3 to 4 months in length, but can last full academic year

• Roundtable Educational Events
  – Keynote speakers with opportunity for discussion and networking

• Healthcare-specific Executive Seminars
  – Content developed to meet common Healthcare needs

• Invitations to BCTIM Events and Guest Lecture Series
  – Including Healthcare-oriented thought leaders and innovators
  – Cross-industry sharing of ideas and solutions
Roundtable Educational Events

• “Marketing the Lean Enterprise”
  Ray Keefe
  VP Manufacturing
  Emerson

• “Managing the Innovation Process in Healthcare”
  Robert Porter
  President, Programs and Services
  Chief Strategy Officer
  SSM Health Care
Integrating Design Thinking

• Executive MBA, MBA, & MS-SCM Education
  – “Managing the Innovation Process” MGT 550/750
  – Professor Panos Kouvelis, Sr. Associate Dean

• Focus of Half-day Healthcare Roundtable
  – Attendees from BJC Healthcare, SSM Health Care, Sisters of Mercy Health System, St. Luke’s Hospital
  – CMO’s, COO’s, Nurse Executives, Physician Executives, Sr. Process Improvement Professionals, Supply Chain
  – Presented by Robert Porter & Professor Panos Kouvelis

• Included in Student Project Team “Tool Kit”
  – Along with “Tools” like Benchmarking, Simulation, Queuing, System Dynamics, Lean, and Six Sigma
Involvement in BCTIM/Industry Events

“Managing Complexity in Supply Chains: The New Imperative”

– Day-long Supply Chain Conference
– Presentations from BCTIM members:
  (Boeing, Monsanto, Emerson, Solutia, Express Scripts, APL Logistics)
– Healthcare Best Practices Center Guest Speakers
  • “System-wide Supply Optimization”
    Marion Reynolds, Director - BJC Healthcare
  • “Supply Chain is Not a Department, It’s a Strategy”
    Vance Moore, President - ROi/Sisters of Mercy
Guest Speakers

• “Operational Excellence in Healthcare”  
  Dr. Nathan Ravi  
  Chief of Staff  
  VA Medical Center

• “Dynamic Decision Making in Health Care”  
  Professor Martin L. Puterman  
  Sauder School of Business  
  University of British Columbia
How to Get the Best of Both Worlds…

THE BUSINESS OF HEALTH CARE

Healthcare has become one of the most politically charged issues in the 2008 U.S. presidential campaign — even more so than the war in Iraq. On one hand, advocates argue that a lack of universal healthcare coverage leaves too many Americans without access to basic health services. On the other hand, those who oppose universal healthcare claim it would lead to higher taxes and reduced economic growth.

In this debate, some policymakers are focusing on ways to improve the current system without making it more expensive. One idea is to increase competition among providers, which could drive down costs and improve quality. Another approach is to use technology to make healthcare more accessible and efficient.

For example, telemedicine allows patients to receive medical consultations via video chat from their own homes. This can save time and money for both patients and healthcare providers. In addition, electronic health records (EHRs) can help doctors and nurses provide more accurate and timely care.

Overall, there is no easy solution to the healthcare crisis. But by focusing on innovation and efficiency, we can make significant improvements to the system without sacrificing quality or access.

Washington University in St. Louis
OLIN BUSINESS SCHOOL

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The Best Practices Center for Healthcare Operational Excellence:

- Forefront of New Innovations and Best Practices
- Availability of Exceptional Faculty and Students
- Multidisciplinary Approach to Solve Complex Challenges
- Transformational, Insightful, and Collaborative

Panos Kouvelis
Sr. Associate Dean and Director of Executive Programs
Director of The Boeing Center for Technology, Information, and Manufacturing
Emerson Distinguished Professor of Operations & Manufacturing Management

David Butler
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Adjunct Professor of Quality Management
Chair, HIMSS Management Engineering and Process Improvement Committee
President, HIMSS Midwest Gateway Chapter
President, Heartland Innovations, LLC