

Healthcare Operational Efficiency

Healthcare

Acute Care Transitions
Business Intelligence &
Data Analytics
Care Delivery
Innovation
Government Plans &
Benefits
Information Technology
Operational Efficiency
Organizational
Effectiveness
Regulatory &
Compliance

The Challenge

More than a decade ago, analysts predicted a wave of operational excellence that would transform healthcare. While we've seen a general uptick in process improvement across the nation's healthcare systems, those transformative results have yet to appear. Most gains are limited in scope, making short-term improvements that fail to address root problems and provide long-term solutions. We call this short-term fix "fast food lean." Operational excellence can deliver quick wins, which provide crucial incentives for driving change. But it's critical to move beyond quick wins to a cure—improving cost and performance drivers and installing management systems that sustain benefits over the long term.

Now is the time to get it right. We see challenges and opportunities in three major areas:

Value-based care. The transition from activity-based care to value-based care requires providers to develop deep competencies in coordinating care across specialties, generating capacity to assign patients to appropriate treatment avenues, and the ability to measure and report on treatment outcomes. These competencies are often not well developed.

Cost-effective care. Conventional cost-saving measures—such as staff reduction and support service consolidation—have largely been played out, have limited benefits over time, and can diminish capacity for care. As new fees, taxes, discounts and reduced government program reimbursements take hold, some analysts suggest providers will need to compensate by finding new efficiencies of 10-30 percent.

Integrated care. While some providers struggle to coordinate efficiently and effectively across their own divisions, 21st-century care is being defined by first-movers with the discipline to offer care across an integrated network of partner organizations. Healthcare organizations that are unable to achieve an increasingly virtual level of integrated care will risk irrelevance.

Our Services

We believe that Lean, as a mindset and a discipline, provides great leverage and allows our clients to more quickly realize their end goals. Success requires a deep understanding of your industry, your business objectives and strategies, and a well-defined roadmap to define your end state—coupled with the leadership and expertise to navigate it.

Our capability extends far beyond process improvement. We leverage the full strength and depth of our management consulting practice, our healthcare industry knowledge, and our change and technology management expertise to help our clients understand their options, make informed strategic decisions, and take action. We typically help our clients achieve the following outcomes:

- Create actionable strategic plans with clear success metrics and line of sight to value.
- Optimize cost of operations while improving patient experience and quality of care.
- Coordinate delivery across organizational boundaries and partner networks.

Operational Efficiency

Offices

Austin

Bay Area

Boston

Chicago

Dallas

Denver

Minneapolis-St. Paul

Phoenix

Portland

Seattle

Southern California

Point B offers a range of lean healthcare consulting services:

Lean Transformation – Point B provides joint lean/EPMO assessment, identifying gaps in capabilities and opportunities for improvement. We also develop internal lean capabilities, building the internal skills to drive and sustain change. Through lean culture assessment, we help drive organizational mindset change and grow support for lean initiatives.

For example, at a regional health system, we brought together disparate process improvement, change management, and other program teams into an integrated transformation organization. The goal: to deliver an enterprise culture and capability of continuous improvement. The results: a successful integration that improved project execution and achieved savings, as reflected in objective metrics.

Supply Chain Optimization – We conduct maturity model assessment of supply chain operations, and quantify opportunities for improvement. When needed, we redesign the supply chain architecture and partner ecosystem to achieve cost-savings targets. Based on client needs, we optimize supply chain operations from end-to-end or focus on specific, targeted areas.

For example, at a multi-specialty provider, we reduced inventory levels, which decreased related expenses across the supply chain by 30 percent within six months. We eliminated a central supply warehouse without incurring additional costs elsewhere in the system. We eliminated stock-outs across 340 points of use, and released 10,500 hours of nurse time from logistics, which was directed back into clinical activities.

Lean Revenue Cycle – We provide end-to-end revenue cycle assessment, opportunity identification, valuation and prioritization. We bring deep experience in patient flow and scheduling optimization as we implement optimization methods, processes and technology.

For example, at a regional provider, we reduced receivables aging by 25 percent and streamlined processes by removing 50 percent of non-value steps. We also delivered process-management scorecards and identified “quick win” savings of over \$5 million.

Why Point B?

Point B started our Healthcare Practice in 1995, continuously growing our expertise through engagements with diverse health plans, providers and life science organizations. Today, we leverage more than 200 healthcare consultants who bring deep industry knowledge, independent thinking and hands-on experience to every project. We understand healthcare trends and best practices and, because Point B at its core is a project leadership firm, we excel at making organizational initiatives successful.