

Designing the Business Plan

Or ... the Improvement Plan

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Improvement is not pure science, it is social science – and requires hard, persistent work

- Key Steps
 - Define objectives, set boundaries
 - Estimate financial costs, track over time
 - Estimate time – allow cushion
 - Be aware of influence of outside parties
 - Regulations
 - Partners
 - Patients
 - Improvement involves all parties – frontoffice/backoffice, nurses/doctors/support staff – must work on shared culture
 - Apply simple tools - repetitively

Useful Tools

FIGURE 11.10 Pareto Chart

FIGURE 11.11 Scatter Diagram

FIGURE 11.6 Cause-and-Effect Diagram

5S

SORT
Clearly distinguish needed items from unneeded and eliminate the latter

STRAIGHTEN
Keep needed items in the correct place to allow for easy and immediate retrieval

SHINE
Keep the workplace neat and clean

STANDARDIZE
The method by which "Sort," "Straighten" and "Shine" are made habitual

SUSTAIN
Maintain established procedures

4 http://www.lean.state.mn.us/images/5S_circle.gif

Julia Child's (5S) Kitchen

(recreated in the Smithsonian)

Smithsonian National Museum of American History

Value Stream Mapping

Healthcare Current State Example

Resources

- Lean Enterprise Institute: <http://www.lean.org/>
- Institute for Healthcare Improvement: <http://www.ihl.org/Pages/default.aspx>
- Within Fisher College of Business:
 - Center for Operational Excellence: <http://fisher.osu.edu/centers/coe/>
 - MBOE Healthcare: Degree Program with Project
 - Institute for Managing Services: <http://fisher.osu.edu/centers/ims/>
 - Managing the Total Customer Experience (MTCE): 2-4 person teams, with project, 6 days class time
 - Fisher Professional Services – MBA student led consulting: <http://fisher.osu.edu/centers/fps>
 - Six Sigma Course/Project – students work in 4 person teams for 15 weeks, contact Peg Pennington, pennington.84@osu.edu

