

Business case

Improving the Operational Efficiency of a Leading Player of the Healthcare Industry

PRACTICE

Operations

SECTOR

Lifescience & Health

DURATION OF THE MISSION

7 Months

Our client, leading player of the healthcare industry, specializing in comprehensive care offers, wants to improve its operational efficiency.

KEPLER comes with a strategy consisting in mobilizing all the teams in a transformation and digitalization process to improve the operational efficiency.

Context

- A strong reputation filled with great successes: autonomy and clinic structuring, successful quality certification, investment plan with 9M€ committed
- New scopes offering new opportunities to be seized: ambulatory, emergencies, new patients
- Weaknesses identified: low profitability, insufficient operation room management, stressed organization, declining reimbursements

Objective(s)

Gaining in Sustainable Productivity

- Increasing clinic profitability without compromising patient safety
- Improving sustainably the operational efficiency of the clinic
- Identifying and deploying the relevant axes of digitization to serve operational efficiency and the patient's journey
- Mobilizing all stakeholders in a transformation process

Methodology

1 Maintenance:
audit of faulty equipment and implementation of an action plan, definition of maintenance monitoring KPIs

2 Productivity - Sterilization:
Analysis of equipment rotation (removing the unnecessary), industrial cost price sterilization, SQCD sterilization and operation room, implementation of a new implantation to improve safety (removing loads; contributing to preemption)

3 Patient Flow:
Defining the new patient input / output organization (rationalization of documents, contacts and signage)

4 Organization:
Ranges of intervention (sterilization, operative and ambulatory) to generate load plans and modulate capacity

5 Governance:
Defining and implementing indicators and routines for the operational committee and the board of directors

Levers and Tools

- **Ranges – S&OP**
- **SQCD**
- **NVAT (muda) via field observations**
- **Streaming**

S&OP



SQCD





Developing
**Maintenance
Ownership**



**Performance
management for
sterilization and
operation room** and
implementation of an
operational committee



Definition of the
**target patient
flow**



**Key processes
digitization:** supply /
planning



Increased visibility
on upcoming
surgeries



*A collaborative field approach
has enabled us to adapt
methods applied in the
industrial sectors to the
medical universe.*

*One of the challenges for this
mission consisted in aligning
health teams, administrative
staff and surgeons on
solutions enabling to improve
the operational efficiency.*

Edouard ALQUIÉ

Director, Leader Practice Operations

Our Offices



Visit Us | Kepler-consulting.com



■ USA

159 N. Sangamon Street, Suite 200
Chicago, IL 60607-2201 - USA

usa@kepler-consulting.com

Tél : + 1 (708) 969 1963

■ EUROPE

32 boulevard Haussmann
75009 Paris – France

info@kepler-consulting.com

Tel.: + 33 (0)1 44 75 05 35

■ INDIA

#312, Cathedral Road
Nungambakkam,
Chennai – 600034 - India

india@kepler-consulting.com

Tel.: + 91 (0) 44 40 50 92 00

■ CHINA

Room 351, 3F, No.135 Yanping Road,
Jing'An District,
Shanghai, 200042, China

china@kepler-consulting.cn

Tel.: +86 (0)21 - 6117 0311



Contact the Author

Edouard ALQUIÉ

edouard.alquie@kepler-consulting.com