Purpose:
This webinar will address five operational strategies that have a significant impact on operating costs while enhancing quality, service, and net margin.

According to the AMA and ANA, physicians and nurses spend between 50%-75% performing non-revenue generating work that does not contribute to the clinical well-being of patients. Organizations are beginning to re-define and re-design clinical practitioner work so that it is more cost effective, enables healthcare professionals to focus on what they were trained to do, and provides a higher level of service while complying with legal, regulatory, and accreditation requirements.

Organizations create compensation arrangements with senior executives that incentivize them to achieve key strategic financial, operational, and quality metrics. However, they are often isolated from physicians, nurses, and hospital staff who are incentivized by volume or hourly rate and have little alignment with management. High performing organizations align management's incentives with those of other members of the healthcare team through a variety of contractual models that enable every member of the organization to strive towards optimizing quality/service while minimizing costs, consistent with the organization’s strategic objectives.

Lean, six sigma, and blue sky methodologies demonstrate that much of what we do in healthcare does not contribute to clinical or operational performance. Process mapping and analysis identify what operational steps do not add clinical or financial value and enable management, physicians, and staff to redesign key operational processes to reduce cost and optimize value to the patient and the organization. Many organizations achieve 25%-50% cost savings by eliminating non-value added steps and procedures and, by doing so, eliminate inadvertent errors as well.

Within the supply chain, a small number of costs have the greatest impact on the supply chain ratio (total supply chain costs/net revenue). Many organizations create collaborative approaches (e.g. University of California, San Francisco's Healthcare Technology Assessment Program) that enable executive and physician leaders to analyze supply chain value in terms of clinical benefits and costs to determine the most cost effective approach.

Many managers and physicians consider customer service irrelevant to quality outcomes and costs when it is a leading indicator. The work of Studer, Meyer, Lee and others demonstrate that providing a higher level of customer services decreases costs from: readmissions, re-work, poor compliance
with evidence based practices, and liability. The customer’s perception of service has the greatest impact on quality outcomes which drives costs and financial performance. Pay for value methodologies will increasingly drive customer service to a higher priority and it may turn out to be the most significant cost driver of all.

**Learning Objectives:**
At the completion of this webinar, the participants will:
- Learn to analyze which operational strategies will have the greatest impact on costs and margin
- Understand why operational redesign requires collaboration and alignment

**Target Audience:**
This webinar targets Hospital/Healthcare Systems, Hospital Executives, Physician Executives, Nursing Executives, Board Leaders and Members, Medical Staff Leaders and Members, Physicians or Medical Group Practices

**About the Speakers:**
**Jonathan H. Burroughs, MD, MBA, FACHE, FACPE** is President and CEO of The Burroughs Healthcare Consulting Network, Inc. and works with some of the nation’s top healthcare consulting organizations to provide “best practice” solutions and training to healthcare organizations throughout the country in the areas of governance, physician-hospital alignment strategies, credentialing, privileging, peer review and performance improvement/patient safety, medical staff development planning, strategic planning, physician performance and behavior management as well as ways in which physicians and management can work together in new ways to solve quality, safety, operational, and financial challenges.

Dr. Burroughs serves on the national faculty of the American College of Physician Executives, where he has been consistently rated as one of its top speakers and educators during the past seven years. He is the author or co-author of the following books: The Complete Guide to FPPE (2012), Medical Staff Leadership Essentials (2011), Engage and Align the Medical Staff and Hospital Management: Expert Strategies and Field Tested Tools (2010), A Practical Guide to Managing Disruptive and Impaired Physicians (2010), The Top 40 Medical Staff Policies and Procedures, Fourth Edition (2010), Emergency Department On-Call Strategies: Solutions for Physician-Hospital Alignment (2009), and Peer Review Best Practices: Case Studies and Lessons Learned (2008).

Dr. Burroughs is a former Senior Consultant and Director of Education Services for The Greeley Company where he was rated as one of their top healthcare consultants and educators over an eight year period. He is also a past president of the New Hampshire chapter of the American College of Emergency Physicians, and served as an emergency department medical director. As a member of the governing board of Memorial Hospital in New Hampshire, he chaired the ethics, succession planning and bylaws committees and sat on the joint conference, strategic planning, and medical executive committees. He previously served as a member of the clinical faculty of Dartmouth Medical School, where his research interests included introducing EMT defibrillation and automatic defibrillation into the field.

Dr. Burroughs received his bachelor’s degree at Johns Hopkins University, his MD from Case Western Reserve University, and a healthcare MBA with honors at the Isenberg School of Management. He is
a certified healthcare and physician executive and a fellow of the American College of Healthcare Executives and the American College of Physician Executives.

**Steven Berger** is Founder and President of Healthcare Insights, LLC, which specializes in the training of healthcare financial and general management issues. In addition, Healthcare Insights has developed INSIGHTS, a management accountability and decision support software solution for the healthcare industry.

Prior to his role at Healthcare Insights, Mr. Berger was Vice President, Finance for seven years at 250-bed Highland Park Hospital in suburban Chicago, Illinois. Before Highland Park Hospital and since 1978, he has been a hospital or health system finance officer in New York, New Jersey and Missouri.

Mr. Berger has 37 years of healthcare financial management experience. He holds a Bachelors of Science degree in History and a Master of Science in Accounting from the State University of New York at Binghamton. He is a CPA, a Fellow of the Healthcare Financial Management Association (FHFMA) where he has served as President of the First Illinois Chapter. Mr. Berger also served a three-year term on the HFMA’s National Board of Examiners and was the Regional Executive of Region 7 of the HFMA. He is also a Fellow of the American College of Healthcare Executives (FACHE).

In addition, over the past several years he has presented many healthcare finance related seminars throughout the United States and Canada. He has also written articles on healthcare information systems that were published in Healthcare Financial Management magazine, including a February 2007 award-winning article titled Treating Technology as a Luxury – Ten Necessary Tools, August 2004 award-winning article, Ten Ways to Improve Cost Management in Hospitals, and an April 2002 management column and a February 2000 commentary in Modern Healthcare on the lack of training in the healthcare industry. His most recent HFM article was published in August 2012, titled Back to the Basics: 5 Ways to Pick Low-Hanging Fruit.

**Registration:**
AzHHA member rate: $200 per connection
Non-member rate: $400 per connection
To register visit [http://www.azhha.org/about_azhha/calendar.aspx](http://www.azhha.org/about_azhha/calendar.aspx)

Registration Deadline: Thursday, August 29, 2013. Registrations made after this date will incur a $25.00 late fee.

**Questions:**
Please call 602-445-4300 or email edservices@azhha.org if you have any questions about this event.