How to create and step up your organization

Assoc. Prof. Somsak Chaovisitsaree, MD
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CNN, AMERICA “INSIDE MAN”

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Top 10 Hospitals in the World

1. Johns Hopkins Hospital Baltimore U.S
2. Chris Hani Baragwanath Hospital Johannesburg South Africa
3. Stanford Hospitals and Clinics U.S
4. Great Ormond Street Hospital London UK
5. University of Texas MD Anderson Cancer Centre Houston U.S
6. Harvard Medical School Boston U.S
7. Karolinska Hospital, Stockholm, Sweden
8. The Priory UK
9. Bumrungrad International Hospital Bangkok Thailand
10. Cedars-Sinai Medical Center Los Angeles U.S.
9. Bumrungrad International Hospital Bangkok Thailand

Worldwide popular place for medical tourism the Bumrungrad International Hospital gives medical treatment to more than 400,000 medical tourism patients each year. With an internal atmosphere and luxury of a Five Star Hotel, the hospital has been internationally acclaimed and recognized in providing high standards for medical treatment. Bumrungrad also has an in-house travel agency to manage Visa extensions and interpreters to serve the international patients. The hospital ranked at number 9 in top ten hospitals in the world.
The 2015 winners are:

- **Destination of The Year**: Malaysia Healthcare
- **Sanjiv Malik Lifetime Award**: Josef Woodman, Patients Beyond Borders
- **International Hospital Of The Year**: Bumrungrad International Hospital, Bangkok, Thailand.
- **International Dental Clinic Of The Year**: Imperial Dental Specialist Centre, Kuala Lumpur, Malaysia.
- **International Infertility Clinic Of The Year**: Memorial Sisli Hospital ART and Genetics Centre, Istanbul, Turkey.
- **International Cosmetic Surgery Clinic Of The Year**: Beverly Wilshire Medical Centre, Kuala Lumpur, Malaysia.
- **Specialist International Patient Centre**: The Wellington Hospital, Acute Neurological Rehabilitation Unit, London, UK.
- **Medical Spa Of The Year**: Cocoon Medical Spa, Bali, Indonesia.
- **Medical Travel Website Of The Year**: Ramsay Sime Darby Health Care, Malaysia.
- **Medical Travel Agency Of The Year**: France Surgery, Toulouse, France.
- **Best Marketing Initiative**: Apollo Health City, Hyderabad, India.
- **Best Quality Initiative**: Imperial Dental Specialist Centre, Kuala Lumpur, Malaysia.
- **Excellence In Customer Service**: Gleneagles Kuala Lumpur, Malaysia.
Opened in 1980 by
Mr. Chin Sophonpanich
Our first site
Opened 200-bed facility: September 17, 1980
The Expansion

Expanded 538-bed facility: January 1, 1997
One of the World Largest Medical Complex
Opened outpatient clinic building: May 2008

- One the largest private hospital facilities in SE Asia
  - Red Cross rated “Class A” tertiary care center;
    a regional referral center
  - Over 1,200 doctors and 900 nurses
  - Over 1.1 million patients treated each year
  - 520,000 annual visits and admits from 190 nationalities
Patients from all over the world

PATIENTS BY HOME RESIDENCE 2014

North America: 22,638
South America: 636
Europe: 23,615
Central Asia: 2,193
East Asia: 28,257
Middle East: 126,872
South Asia: 46,034
Oceania: 8,656
Africa: 16,577
SE Asia: 836,390
International Referral Offices

Total 27 offices in 17 countries

1. Australia
2. Bahrain
3. Bangladesh
4. Cambodia (3 in Phnom Penh)
5. China (Ji Lin and Shang Hai)
6. Ethiopia
7. Hong Kong
8. Indonesia (Jakarta and Surabaya)
9. Kazakhstan
10. Kuwait
11. Laos
12. Mongolia
13. Myanmar (Yangon, Mandalay, Nay Pyi Taw, Lashio and Mawlanyine)
14. Oman
15. Russia (St.Petersburg, Vladivostok)
16. UAE
17. Vietnam (Ho Chi Minh, Hanoi)

On signing process:
Sudan, Indonesia (Medan and Semarang)
Bumrungrad aspires to provide the best care with science, compassion, and integrity for each of our patients.

Bumrungrad มุ่งมั่นที่จะให้การบริการทางการแพทย์ที่ดีที่สุด ด้วยความเอื้ออาทร และยึดถือหลักคุณธรรม แก่ผู้ป่วยของเราทุกคน.

**Value/ค่านิยม : CoAST**

- **Co**: Compassionate Caring บริการด้วยความเอื้ออาทร
- **A**: Adaptability, Learning and Innovation มีความพร้อมในการปรับเปลี่ยน เรียนรู้ สร้างสรรค์ นวัตกรรมใหม่ ๆ
- **S**: Safety, Quality with Measurable Results ยึดมั่นเรื่องความปลอดภัย คุณภาพ มีผลลัพธ์วัดผลได้
- **T**: Teamwork and Integrity ทำงานเป็นทีมและยึดมั่นคุณธรรม
Bumrungrad Quality Milestones

*Based on the Malcolm Baldrige National Quality Award*

Hospital Accreditation Thailand (since 1999)


Joint Commission International accreditation (since 2002)

JCI ‘Disease-Specific’ Certification, heart and stroke programs (since 2006); Chronic Kidney Disease and Diabetes Mellitus (2010)

Thailand Quality Award*: first private hospital to receive TQC standard (2008)
What is (are) The Most Key Factors Fundamental for Sustain & Innovate Organization

- Finance Capital
- Human Capital
- Management Capital
- Goodwill
- Social Capital
Good to Great

Change
Leading Change is Hard & Tough

- 30% of global managers are involved with five or more change initiatives
- 66% of companies failed to achieve their strategic objective
- 50% of all corporate initiatives get bogged down because people stop paying attention to them
- over 50% of mergers and acquisitions fail to accomplish their goals
- 60% of joint ventures fail
Change is hard & tough: big five barriers

- Credibility
- Relationship
- Beliefs
- Interests
- Styles
Biggest barrier to implementation = culture

- 62% of all organization change effect fail to achieve their started goals
  - primary reason: organization and behavior factors
- 57% of mergers had financial return below average 3 yrs after transaction
  - corporate culture incompatibility
- One of the leading cause of failure in joint ventures is conflicting cultures
- Strategy = 5% concept, 95% implementation
Keystone: The Foundation of Culture Habit

• Individuals have Habit
• Groups have Routines
• Routines are the Organizational Analogue of Habits

Geoffrey Hodgesen
Assessing your situation: 3 steps

1. Assess the Org. culture (core beliefs) & Respond to your idea or initiative. Target specific parts of the “Operation Model”
2. Build Political Support
3. Take Action
How to communicate the “Ideas”
“The right channel”

• A: Authority : Formal Position or Rules
• B: Reasonability : Reasons
• C: Vision : Organization goals, purposes, aspirations
• D: Relationships : Liking, similarity, reciprocity
• E: Interests /Incentives : Trade and compromises
• F: Politics : Managing perceptions and building consensus
Leader Need

Situation awareness
“\textit{I felt innovation was important}”
“\textit{I felt productivity was life-saving}”
Strategy Audit : Full Agenda

Tools
- Industry Analysis
- Scenarios
- Driver of Cost & WTP
- Strategic Positioning
- Market Positioning
- Value Chain
- Activity System

Industry Background

Firm Positioning

Activities Resources Capabilities

Strategic Initiatives
What About

• TQM
• JIT
• Six Sigma
• Benchmarking
• Best Practices
Operation Effectiveness ≠ Strategy

Operational Effectiveness

Strategic Positioning

Achieving & Extending best Practice

Creating a Unique & Sustainable Competitive Position
Competitive Advantage & Activities

Support Activity

Support Activity

Primary Activity

Inbound Logistic
Operation
Outbound Logistic
Marketing & Sale
After-Sale Service

Org. Infrastructure
(Planning, Financing, Investor)
Human Resource Management
(Recruiting, Training, Compensation System)
Technology Development
Procurement

MAR GIN

ตัดแปลงจากเอกสารประกอบการสอน Wharton School of Management
What is Operation?

“The planning and execution of work”

“Creation and Delivery of Products & Service to Customers”
Process is a well-structured Transformation of inputs into outputs

**Input**
Flow unit/entities (customers, data, material, cash, etc)

**Network of activities & buffers**

**Output**
Goods Services

**Resources**
Labor & capital

ดัดแปลงจากเอกสารประกอบการสอน Kellogg School of Management
Framework for strategy and evaluation

Value Create

Apply to strategic opportunities

Value Capture

Internal Assessment

External Assessment

ตัดแปลงจากเอกสารประกอบการสอน Kellogg School of Management
Max NPV

1. What should operation be good at?
Which competencies should it nurture?
2. Which operation system of resources and processes best provides these competencies?
Strategic operation audit

Deliverable Value Proposition

Strategy Gap ?

Value Proposition

Competencies

Competency Gap ?

Needed competencies

Resource & Processes Gap ?

Resource & Processes

Resource & process view

Market view

ตัดแปลงจากเอกสารประกอบการสอน Kellogg School of Management
Operation Excellence

“Operation system
“The way asset & resource are configured & optimized to create Value & Minimize losses”

“Management Infrastructure
“The Formal Structures, Processes & systems through which resource are managed in support of the operating system”

“Mindsets, capabilities & Behaviors
“The way people think, feel and conduct themselves in the workplace, individually and collectively”
Competitive Advantage Through Tailored Operations

- Recall the two strategies
  1. Doing the same thing on rivals but better
  2. Doing different things

- Focused, Tailored operation are more competitive than generics

- What is your plan to got to or push out the frontiers
THANK YOU