

**Business Engineering and Service Design with Applications  
For Health Care Institutions**

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## Table of contents

Prolog	8
Chapter 1 Introduction	13
Chapter 2 Relevant work and disciplines for this book	19
Related Work .....	19
Disciplines integrated in the design approach.....	22
Strategy .....	22
Business Models .....	26
Enterprise Architecture.....	30
Analytics.....	33
Data based Analytics .....	35
Routing optimization models .....	44
Assignment optimization models.....	47
Using Analytics in business design.....	50
Process Modeling.....	51
Chapter 3 Patterns for design.....	62
Business Patterns.....	62
Business Pattern 1: Client knowledge based selling.....	65
Business Pattern 2: Creation of new streams of service.....	68
Business Pattern 3: Internal learning for process improvement .....	71
Business Pattern 4: Performance evaluation for re planning and process improvement.....	73
Business Pattern 5: Product innovation.....	75
Business Pattern 6: Optimum resource usage.....	78
Architecture and Business Process Patterns.....	80
Process Architecture Patterns.....	82
Business Process Patterns.....	88
Macro1: Value Chain.....	88
Macro2: New Capabilities Development.....	97
Macro3: Business Planning.....	102
Macro 4: Support Resource Management .....	104
Chapter 4 The design of services .....	108
Business service design .....	108
Business service configuration and capacity design.....	116
Resource management process design.....	116
Operating processes management design.....	116
Office equipment selling case.....	129
Food production and distribution case.....	136
Production Management case.....	145
Public service case.....	155

Chapter 5 Service design in Health Care Institutions .....	
Foundations for Health Care Institutions' design.....	166
Competitive Strategy and Business Model for health care services.....	166
Porter's proposal.....	166
Disruptive Innovation .....	168
Our proposal.....	170
General Architecture for health services.....	172
Business design.....	184
Service Innovation in a private Hospital .....	184
Resource assignment in the public sector .....	191
Hospital configuration design.....	
Resource planning processes for hospitals.....	
Emergency Capacity planning .....	226
Operating room capacity assignment.....	230
Operating resource management for hospitals .....	
Operating room scheduling.....	255
Waiting list management for ambulatory patients .....	265
 Chapter 6 Conclusions	
References .....	298

## Table of Figures

Figure 1: Ontology for Business Design.....	15
Figure 2: Perspectives of the Balanced Scorecard.....	25
Figure 3: Factors to be considered in Business Models.....	28
Figure 4: Cross Industry Standard Process for Data Mining.....	36
Figure 5: Architecture of a MLP Network.....	40
Figure 6: Neuron Details.....	40
Figure 7: Support Vector Regression to Fit a Tube with Radius $\epsilon$ to the Data and Positive Slack Variables $\xi_i$ .....	43
Figure 8: Traveling salesman problem example.....	45
Figure 9: Space-Filling Sierpinski Curve.....	46
Figure 10: BPMN diagram for office equipment distribution case.....	54
Figure 11: BPMN for productivity improvement projects generation for hospitals.....	55
Figure 12: Conventions of IDEF0 .....	57
Figure 13: Basic entities and relationships in a business .....	64
Figure 14: Business Pattern 1 (BP1) .....	67
Figure 15: Business Pattern 2 (BP2) .....	69
Figure 16: Business Pattern 3 (BP3) .....	72
Figure 17: Business Pattern 4 (BP4) .....	74
Figure 18: Business Pattern 5 (BP5) .....	77
Figure 19: Business Pattern 6 (BP6) .....	79
Figure 20: Macroprocesses Architecture Pattern.....	83
Figure 21: Types of Process Architectures .....	85
Figure 22: Shared Services Process Architecture Pattern.....	86
Figure 23: BPP for a Macro1 .....	89
Figure 24: Decomposition of “Customer management” .....	91
Figure 25: Decomposition of “Analysis and Marketing” .....	92
Figure 26: Decomposition of “Service production management” .....	94
Figure 27: Decomposition of “Demand analysis and management” .....	95
Figure 28: New Capabilities Development (Macro3) pattern.....	99
Figure 29: Decomposition of “New Capability evaluation” .....	101
Figure 30: “Business planning” pattern.....	102
Figure 31: Support Resource Management (Macro4) pattern.....	106
Figure 32: Business service design for the office equipment distributor.....	111
Figure 33: Business service design for the card transaction processing organization.....	113
Figure 34: Process Architecture for card transaction business.....	120
Figure 35: Business design for Scientific Information Publisher.....	122
Figure 36: Process architecture for the Publishing business.....	124
Figure 37: Decomposition of “Building New Products and Services” .....	125
Figure 38: Capacity Analysis Business Process Pattern.....	128
Figure 39: “Customer management” pattern.....	130

Figure 40: Design for “Analysis and Marketing” .....	131
Figure 41: “Customer behavior analysis and segmentation” design.....	133
Figure 42: “Marketing actions definition” design.....	135
Figure 43: Decomposition of “Selling and customer requests processing” .....	137
Figure 44: “Allocation of clients to salesmen” design.....	139
Figure 45: Examples of county polygons.....	140
Figure 46: Examples of counties with several polygons.....	140
Figure 47: “Build attention plans for clients” design.....	142
Figure 48: Sectors defined by clustering.....	143
Figure 49: Route for a day and cluster.....	144
Figure 50: “Service production management” pattern.....	146
Figure 51: Decomposition and specialization of “Resource scheduling” .....	149
Figure 52: Design for "Programming of paper machine and Conversion Room and load release" .....	150
Figure 53: Sample scheduling tree.....	153
Figure 54: Decomposition and specialization of “Service production management” .....	157
Figure 55: Companies Segmentation design.....	158
Figure 56: Design for Companies Classification.....	159
Figure 57: Clusters according to “Number of inspections with fines” .....	161
Figure 58: Clusters according to “Quantity of workers involved” .....	162
Figure 59: Clusters according to “Number of fines” .....	162
Figure 60: Binary tree for determining rules for a company’s cluster.....	164
Figure 61: Process Architecture Pattern for Hospitals.....	174
Figure 62: Detail of “Services Lines for Patients” .....	180
Figure 63: Detail of “Internal Shared Services” .....	181
Figure 64: Detail of “Demand Analysis and Management” .....	182
Figure 65: Detail of “Operating Room Service” .....	183
Figure 66: Business Design for the private hospital case.....	188
Figure 67: Architecture design for the private hospital case.....	189
Figure 68: “New Capabilities Development” design for the private hospital case.....	190
Figure 69: Architecture for Health System.....	196
Figure 70: Design for “Health System Planning” .....	197
Figure 71: Inputs, outputs and the efficiency frontier.....	199
Figure 72: Efficiency results with AP model for hospitals.....	204
Figure 73: Relationship between efficiency and the variable “Meeting payment deadlines with suppliers” .....	206
Figure 74: Efficiency and Potential for each variable and hospital.....	207
Figure 75: “Demand Analysis and Management” process.....	211
Figure 76: Actual vs. Adjusted Demand per Month in Luis Calvo Mackenna Hospital.....	213
Figure 77: Medical demand for HLCM.....	213
Figure 78: Surgical demand for HLCM.....	213
Figure 79: Medical Demand in Luis Calvo Mackenna Hospital.....	216
Figure 80: Surgical Demand in Luis Calvo Mackenna Hospital.....	216
Figure 81: Monthly Categorization Distribution.....	218

Figure 82: Patients Arrival Distribution per Hour.....	220
Figure 83: Alternative configurations for emergency services.....	222
Figure 84: Simulation model for capacity analysis.....	222
Figure 85: Average LOW and Confidence Intervals for Different Numbers of Doctors.....	228
Figure 86: BPMN for “Capacity Analysis”.....	229
Figure 87: Pattern for “Operating Room Service”.....	232
Figure 88: Design for “Demand Analysis”.....	233
Figure 89: Design of “Demand Forecasting and Characterization”.....	234
Figure 90: Design of “OR Capacity Analysis”.....	235
Figure 91: Design of “Analyze OR capacity increase”.....	235
Figure 92: Admission to General Surgery waiting list.....	237
Figure 93: Admission to Urology waiting list.....	237
Figure 94: Criteria for capacity allocation.....	239
Figure 95: Categorization of patients on waiting list historical and current in Urology.....	240
Figure 96: Distribution of surgical time in Urology.....	241
Figure 97: Distribution of surgical time category A and B.....	241
Figure 98: Distribution of surgical time category D and E.....	242
Figure 99: Percentage capacity assignment to each specialty.....	245
Figure 100: Simulation model for OR capacity evaluation.....	247
Figure 101: Average patient care opportunity.....	248
Figure 102: Weighted patient care opportunity.....	250
Figure 103: Weighted opportunity of attention for capacity of 16 to 28 OR shifts.....	251
Figure 104: Opportunity of care of patients depending on simulation time.....	252
Figure 105: Weighted opportunity for current allocation compared to proposed allocation.....	252
Figure 106: Number of patients operated for a capacity of 23 days of pavilions.....	253
Figure 107: “Operating Room Service” pattern.....	256
Figure 108: “Operating Room Scheduling” design.....	258
Figure 109: Quality index of priority satisfaction for different scheduling methods.....	260
Figure 110: Number of patients waiting for APS inter consultations.....	266
Figure 111: “Ambulatory Elective Care Service” decomposition.....	269
Figure 112: “Ambulatory Service Scheduling” decomposition.....	271
Figure 113: “New patient Scheduling” decomposition.....	272
Figure 114: “Build categorized and prioritized waiting lists for new patients” design.....	274
Figure 115. Relative weights in prioritization of patients on waiting list for cataract surgery and hip replacement in Spain.....	276
Figure 116: Waiting function.....	279
Figure 117. Interface to determine new patient waiting list.....	284
Figure 118. Interface to see prioritized waiting list.....	284

## Table of Tables

Table 1: Variables definition for the DEA model.....	202
Table 2: Variables' statistics .....	203
Table 3: Efficiency results with constant returns to scale.....	203
Table 4: Main explicative variables .....	205
Table 5: Candidate variables for project definition.....	208
Table 6: Forecast Errors on Validation Sets (best results in bold).....	215
Table 7: Category Types and Description.....	217
Table 8: Distribution of Attention Time and Number of Physicians per Category.....	219
Table 9: Simulated LOW of Different Emergency Service Configurations.....	223
Table 10: Base Case / Fast Track Configurations Comparison.....	223
Table 11: Confidence Intervals for Compared Scenarios.....	228
Table 12: Current OR capacity assignment.....	230
Table 13: MAPE for the different forecasting models.....	238
Table 14: Distribution of surgical times by category.....	242
Table 15: Average assignment and occupation of OR.....	245
Table 16: OR scheduling with current method.....	262
Table 17: Schedule generated by heuristic and ILP models.....	262
Table 18: Alternative schedule generated by heuristic and models.....	263
Table 19: Results and comparison for different schedules.....	263
Table 20: Results for three weeks OR scheduling.....	264
Table 21: An example use of categorization and prioritization of patients.....	279
Table 21: Elements of BPMN 2.0 Activiti .....	282

# **Business Engineering and Service Design with Applications for Health Care Institutions**

## **Prolog**

For more than fifteen years I have been working on the development of the foundations of what I call Business Engineering, with the aim of providing tools, as other engineering disciplines have, for the design of businesses. This effort has been directed to show that enterprises can be formally designed and that their architectures, including processes, people organization, information systems, IT infrastructure and interactions with customers and suppliers should be considered in a systemic way in such design. This Enterprise design is not a onetime effort, but, in the dynamic environment we face, organizations have to have the capability to continuously evaluate opportunities to improve their designs. Others researchers have recognized this need, as the ones who have worked under the idea of Enterprise Architecture (EA), but they have mostly concentrated on the technological architecture and just touched on the business design issues. Our work resulted, more than ten years ago, in a graduate program of study, the Master in Business Engineering at the University of Chile<sup>1</sup>, which has been taken by several hundreds of professionals. Such Master has been the laboratory where many of the ideas we propose have been tested and many new ones generated as generalization of the knowledge and experience generated by hundreds of projects developed in the theses required by this program.

I have published books (in Spanish) and papers (in English), all detailed in the references, that touch on different topics of my proposal. In this work I give a compact summary of it with two new additions: the adaptation of our ideas to services, based on work we have been doing in this domain for at least five years, and an application to hospital services design, where we have performed research and development efforts by adapting our approach to provide working solutions for a large number of



Chilean hospitals. These solutions are already working and showing that large increases in quality of service and efficiency in the use of resources can be attained.

Our approach includes the integrated design of a business, its service configuration (architectures) and capacity planning, the resource management processes and the operating processes. Such approach is based on general patterns that define service design options and analytical methods that make possible resource optimization to meet demand. This is complemented with technology that allows process execution with BPMN and BPMS tools and web services over SOA. In summary we integrate a business design with Analytics and supporting IT tools in giving a sound basis for service design.

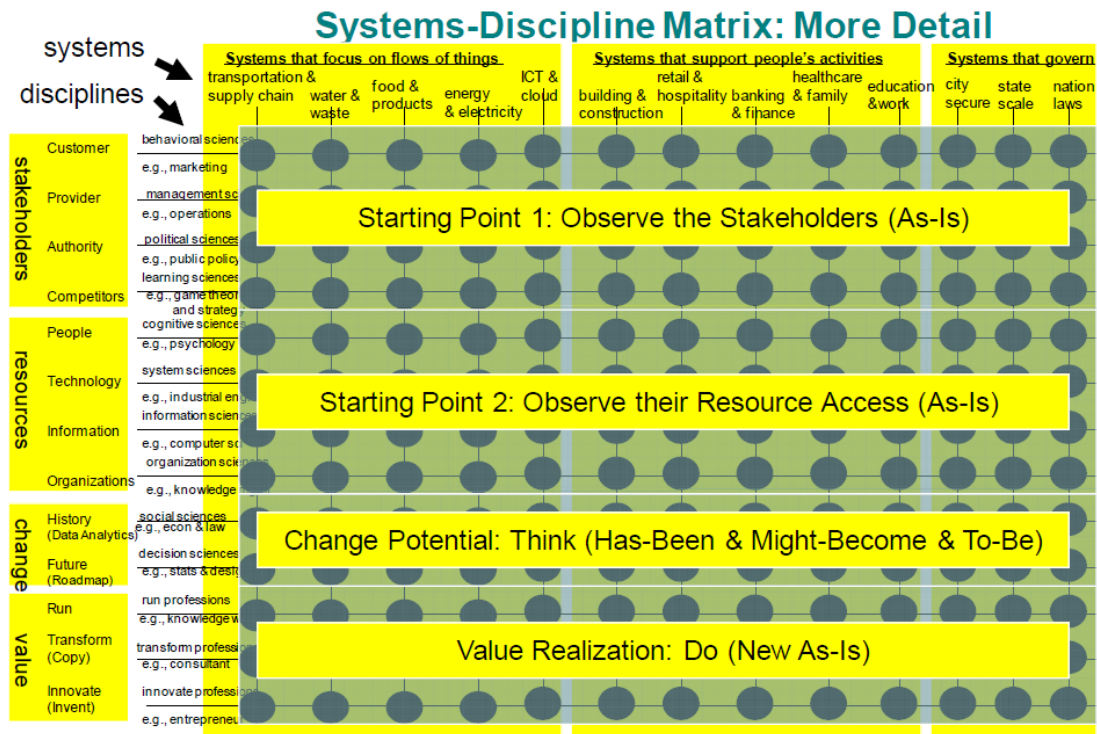
General patterns provide reference models and general process structures, in given domains, as a starting point to design the processes for a particular case. The key idea is to formalize successful design knowledge and experience in these models, reuse such knowledge when designing and avoid reinventing the wheel. Patterns are normative in that they include what it is recommended as best practices and the ones we have found that work in practice in hundred of projects, as it has been remarked before. So they contain specific guidelines on how a process should be designed, allowing reuse of such patterns, thus avoiding to start from very expensive "as is" process documentation, proposed by methodologies such as BPM<sup>2</sup>. It is our experience that "as is" documentation is very expensive, running into the millions of dollars for large organizations, and there is a low to medium probability that the effort ends in failure, because of killing of the project without any result whatsoever. This has been the case of two large government agencies in Chile, which spent more than one million dollars each on "as is" studies and eventually decided to terminate the projects because of lack of results, and two large banks and one of the leading holdings companies of the country, which have had similar experiences.

There are two key concepts that characterize our proposal for Business Engineering: Ingenuity and Form. We posit that good engineering requires Ingenuity to design the innovative solutions businesses require in the extreme competitive environment that organizations currently face. Thus our emphasis on systemic, integrated and innovative business design explicitly oriented to

make an organization more competitive in the private case and more effective and efficient in the public case. On the other hand, the design has to materialize in a Form, in the traditional architecture sense proposed by Alexander<sup>3</sup>, which can follow certain patterns based on existent knowledge that provides a starting point for such design. Software engineers took their pattern ideas<sup>4</sup> from Alexander and this is also the inspiration for our patterns proposal.

One particular characteristic of this book is that it illustrates all its ideas and proposals with many real cases, coming from projects that have been implemented in practice and provided very impressive results, which are detailed in the text. The cases show how the same design guidelines we will present successfully provide good results in very different situations and environments.

As Spohrer and Demirkan propose in the presentation of the series in “Service Systems and Innovation in Business and Society”, of which this book is part, I embrace the idea of integrating scientific, engineering and management disciplines to innovate in the services that organizations perform to create value for customers and shareholders that could not be achieved through disciplines in isolation. The integration developed in this book can be located in the Spohrer and Demirkan’s System-Discipline Matrix, included below, as centered on “Systems that support people’s activities” that are designed with the participation of most of the disciplines defined in the matrix. Thus, for example, as it will be presented in this book, quantitative marketing –with the tools of Data Mining- is used to model customers needs and options; Management Science allows characterizing providers’ logistic; Economics theory permit to model competitors’ behavior; knowledge management and change management define people roles in service change; Industrial Engineering and Information Sciences provide the tools for information analysis and supporting tools definition; and all these disciplines plus Strategic Planning, other Analytics -as Optimization Models and Business Analytics-, process modeling and design, project management and others serve as a basis to generate ideas to produce and implement a design that realizes the value for the customers and stakeholders.



Hence, this book is completely aligned with the purpose of this series and its contribution is to provide an original Business Engineering approach that emphasizes service design and derives an integral and systemic solution that starts with Strategy and Business Model definition, follows with business design, processes design and information system design and finished with a well planned implementation.

## Prolog Endnotes

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<sup>1</sup> Information about the Master in Business Engineering can be obtained at its web site MBE (2013), where there are links to Facebook, LinkedIn and Tweeter; also the blog Barros (2013) contains books, papers and theses related to the MBE.

<sup>2</sup> Brocke and Rosemann, Editors (2010).

<sup>3</sup> Alexander (1964).

<sup>4</sup> Gamma, Helm, Johnson & Vlissides (1995).

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