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## A Healthcare Symposium Abstract<sup>1</sup>

### “Removing Waste and Improving Efficiency Now & Tomorrow”

### The Engineering Society of Detroit Institute

[www.esd.org](http://www.esd.org)  
[www.esdinstitute.net](http://www.esdinstitute.net)

## Background Statement

Armed with the important background work of the National Academies Study relating to The 21<sup>st</sup> Century Health Care System, the work of Thompson Reuters and other contributors, this Initiative is first an examination of the root causes relating to inefficiencies and waste in our healthcare delivery system and then the identification of solutions that can be implemented on a sustainable basis to eliminate or reduce these inefficiencies and waste. As a part of this undertaking, we will apply proven systems and other engineering principles and methods that have been successfully used in other sectors of the US economy. The mega question for this Initiative is as follows:

*How can divergent stakeholders build a consensus to identify and reduce inefficiencies and waste on a sustainable basis within the US healthcare delivery system?*

The symposium workgroups will focus on the following questions:

*If you were changing today's culture to create a healthcare delivery system that integrated providers, payors, payees, insurers, government and other stakeholders to optimize patient care, what would it look like and how would you implement it?*

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*If you were designing state-of-the-art sustainable best process improvement methods for a healthcare delivery system, what would those methods look like and how would you implement them?*

*If you were creating a legal framework for a healthcare delivery system to minimize unwarranted care, what would it look like and how would you implement it?*

*If you were to examining incentives to sustain a healthcare delivery system, what would those incentives be and how would the incentives be implemented?*

Next steps include the identification of the diverse stakeholder groups that should be invited to the symposium. For example, stakeholder groups would include some of the following:

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| <ul style="list-style-type: none"> <li>• Hospitals</li> <li>• Corporations</li> <li>• Labor</li> <li>• Medical providers</li> <li>• Insurance companies (public &amp; private)</li> <li>• Doctors</li> <li>• Nurses</li> <li>• Administrators</li> <li>• Government</li> </ul> | <ul style="list-style-type: none"> <li>• Patients</li> <li>• Legal</li> <li>• Financial</li> <li>• Nonprofits</li> <li>• Academic</li> <li>• Manufacturers</li> <li>• Pharmaceuticals</li> <li>• Legislators</li> <li>• Taxpayers</li> </ul> |
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## References

“Where Can \$700 Billion In Waste Be Cut Annually from the U.S. Healthcare System?” Robert Kelly, Vice President, Healthcare Analytics, Thomson Reuters.

(<http://www.factsforhealthcare.com/whitepaper/HealthcareWaste.pdf>)



## *What is ESD?*

The Engineering Society of Detroit (ESD) is a nonprofit multidisciplinary organization founded in 1895 with a membership that reaches 65,000 engineering, technical and scientific professionals through 86 technical societies, 35 construction associations, 154 construction firms, 54 architectural firms, 38 educational institutions, 1,600 building owners and property managers and 52 labor unions. ESD's vision is to serve this generation of engineers, scientists and allied professionals and foster the next. ESD's mission is to promote excellence, innovation, cooperation, professional growth and fellowship for the betterment of society. ESD's Board of Directors reflects the diversity of its membership. ESD is not normally funded by any governmental or public financing. ESD does, however, collaborate with Michigan's state and local governmental units to accomplish its mission. At the close of 2008, the ESD Board of Directors unanimously voted to form The Engineering Society of Detroit Institute (ESDI).

## *ESDI's Mission*

To state it simply, ESDI's Mission is consensus-building. Our goal is to provide an outcome neutral forum and process that encourages "problem solving" instead of "fault finding" through the application of inclusiveness and transparency. To achieve this goal, ESDI seeks to maintain neutrality with respect to the specific outcomes that result from our process. We are the "guardians" of the integrity of the process and not the "drivers" of any specific agenda or outcome that may result.

## *ESDI's Process*

ESDI has modeled its work based upon the symposium process of the National Academy of Sciences (NAS) in Washington, D.C. ESDI, in collaboration with ESD Board Members and public and private sector representatives, crafts a mega question that is at the heart of the symposium deliberations. ESDI prepares an abstract or executive summary of the mega question to be considered and then identifies and invites a select group of diverse and often conflicting stakeholders to attend the formal symposium.



In addition, ESDI solicits presentations from leaders in the subject matter to set the stage for the work of the symposium. After the presentations are completed, attendees choose workgroups to generate breakthrough ideas utilizing proven facilitation and evaluation methods as described in the process methodologies contained on our website. ESDI then drafts its findings from the symposium and submits its draft report for peer review. Upon the conclusion of this step, ESDI publishes its final report of recommended solutions.

In a step beyond customary symposium practices, ESDI may, after ESD Board review, form implementation constituent workgroups made up of attendees and others to flush out the next concrete steps to bring to realization the benefits of the unifiers and enablers generated during the formal symposium. These workgroups then craft specific action plans or programs such as business plans or other valuable deliverables and define the action steps which transform consensus-based ideas into real-world programs for Michigan's economic turnaround.

Previous ESDI symposia have included:

- **Prospectus Michigan and Green Enterprise Zones:** ESDI developed a new labor-management agreement and dispute resolution system and drafted enabling legislation (Michigan Investment Corporation Act) to create a virtual investment zone capable of maintaining and attracting sustainable investment in Michigan beyond the use of public funds or tax incentives. (<http://www.esdinstitute.net/greenzone/index.htm>)
- **Blue Economic Development:** ESDI convened a Clean Water Steering Committee to build a policy consensus around the effective and sustainable use of water as key to Michigan's future job growth; ESDI volunteer engineers, working with the City of Detroit DSWD, developed a plan to correct long-term problems in the State's largest water and sewage system, independent of huge new infusions of public funding. (<http://www.esdinstitute.net/water/index.htm>)
- **Right Sizing Local Government:** City and Township officials and residents in Davison Michigan adopted ESDI and its Partner's recommendations on leveling the millage, consolidating services, controlling legacy costs, marketing strategies and job training programs, that can serve as models



for other municipalities.  
(<http://www.esdinstitute.net/davison/index.htm>)



Participation in the symposium is by invitation only and is usually limited to 70 attendees. We are in the process of gathering a listing of potential invitees of differing minds and interests to engage in meaningful and creative problem solving. Alternatively, what distinguishes the symposium from a typical public forum is the challenge and direction of the mega question supported by the symposium process and the engagement of skilled and neutral facilitators based upon the proven process model of the National Academies. The creative work product generated in past symposia distinguishes the ESDI process from other forums. Finally, the typical two-day format vests attendees in the process and fosters innovative thinking at its very best.

Your funding is requested to carry out this Initiative. Our Standard Symposium Contract is enclosed for this purpose.

Respectfully submitted,

THE ENGINEERING SOCIETY OF DETROIT INSTITUTE

A handwritten signature in black ink, appearing to read "C. Webb", is written over a light green rectangular background.

Christopher J. Webb, J.D., FESD  
Co-Director

Submitted: August 1, 2010