SPECTRUM HEALTH
“Bending the Future”

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Who we are

- 21,700 employees
- 11 hospitals and 173 ambulatory and service sites
- 615,000 members and 6,000 employers through Priority Health
- 2,050 affiliated physicians
- $4.5 billion in revenues, approx. $1 billion in non-salary spend
- Named one of the nation’s 15 Top Health Systems® by Truven Health Analytics in 2014
- Largest birthing hospital in Michigan with over 7,400 births per year

**Mission**
- To improve the health of the communities we serve

**Vision**
- By 2020, Spectrum Health will be the national leader for health
"Bending the Future"

1. Understanding the likely evolution of key trends and forces
2. Anticipating the impact of those forces on human behavior
Bending the Future – Step 2

1. Understanding the likely evolution of key trends and forces
2. Anticipating the impact of those forces on human behavior
3. Developing insights
4. Configuring the business model for the future…NOW

“Bending the Future”
William Orton, President of Western Union Telegraph company, upon being invited to buy the patent for the telephone for $100,000:

“Mr. Bell, after careful consideration of your invention, while it is a very interesting novelty, we have come to the conclusion it has no commercial possibilities…What use could this company have for an electrical toy?”
Discovering Key Future Trends

For Your Company

1. Look for trends that are on your “far” horizon
2. Pick 3-4 of the big ones
3. Should be trends influencing your whole market
Porter’s 5 Forces and SWOT

**PORTER’S FIVE FORCES**

- Threat of new entrants
- Rivalry among existing competitors
- Threat of substitute products or services
- Bargaining power of suppliers
- Bargaining power of buyers

**SWOT ANALYSIS**

- **Strengths**
  - Helpful to achieving the objective
  - Internal origin (attributes of the organization)

- **Weaknesses**
  - Harmful to achieving the objective
  - External origin (attributes of the environment)

- **Opportunities**
  - Helpful to achieving the objective

- **Threats**
  - Harmful to achieving the objective

Playing to Win

What is our winning aspiration?

Where will we play?

How will we win?

Which capabilities need to be in place?

What management systems must be established?
Design Thinking Methodology

1. **Empathize**
   - Learn about the audience for whom you are designing

2. **Define**
   - Construct a point of view that is based on user needs and insights
   - Brainstorm and come up with creative solutions

3. **Ideate**
   - Build a representation of one or more of your ideas to show to others

4. **Prototype**
   - Return to your original user group and testing your ideas for feedback

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*CHANGE BY DESIGN*

*TIM BROWN*
Possible Trends

- Technology
  - Moore’s law
  - The Internet of Things
- Sustainability
  - Environmental
  - Social
- Self-serve consumption/shopping
- New Materials
- Emerging markets
- New Distribution Channels
- New Energy Sources
- Regulations or Compliance
- Globalization
- Non-traditional competition
- Changing Demographics
- New applications
Configuring your Supply Chain

### For Your Company
1. Look for trends that are on your “far” horizon
2. Pick 3-4 of the big ones
3. Should be trends influencing your whole market

### For Your Supply Chain
1. Leverage the organizational trends that are on your “far” horizon
2. Examine whether the current supply chain will be able to effectively and efficiently serve the new model
3. Brainstorm the best supply chain model without any constraints
One of the Key Trends Affecting Health Care

Source: Sg2 website