

CASE STUDY

Value Streams where It Really Matters: In Healthcare Excellence

Memorial Sloan Kettering

CLIENT PROFILE

Site: <https://www.mskcc.org/>

Industry: Healthcare

Headquarters: New York, NY

BUSINESS

Cancer treatment and research institution in New York City, founded in 1884. It is one of 52 National Cancer Institute-designated Comprehensive Cancer Centers.

CHALLENGE

Evolve cancer care excellence to leverage the opportunities of today's digital world.

SOLUTION

A value stream management approach that challenged and transformed not just how work got done, but how work got thought about.

BENEFITS

Happier employees, greater visibility, and less time to patient solutions, including the accelerated introduction of an online support community for young adult cancer survivors.

Business

Memorial Sloan Kettering Cancer Center (MSK) is a cancer treatment and research institution in the borough of Manhattan in New York City. It was founded in 1884 as the New York Cancer Hospital. MSK is one of 52 National Cancer Institute-designated Comprehensive Cancer Centers.

Challenge

MSK has a reputation as a world-leading cancer care and research institution that has always been at the forefront of the fight against cancer. They wanted to do even more, transform their approach so that it remains rooted in patient care, but also leverage new digital capabilities.

They set themselves the challenge of evolving in three distinct areas: the creation of a seamless digital patient experience, the ability to leverage data as an institutional asset, and the delivery of an exceptional human-digital healthcare model. MSK's patients are becoming increasingly digital savvy, expecting electronic interactions. And MSK's internal teams wanted to be able to provide the healthcare providers with leading-edge solutions to help them in their work.

MSK also had to face the reality that non-traditional companies like Amazon were trying to get a foothold in the healthcare space. To remain the option of choice, and to maintain their world-class reputation, MSK had to challenge itself to continuously evolve and excel.

Solution

MSK decided early to pursue a value stream management (VSM) approach using ValueOps™ by Broadcom. As they discussed the various ways that they could take on their challenges, they realized that they did not just have to change how they worked, they needed to change how they thought. That realization led them to organize all of their work around value streams. They understood and optimized how people and information supported that value flow.

With ValueOps supporting our work, we delivered twice as many large initiatives in 2022 than in 2021.

PAUL LINDO, HEAD OF VSM AND DELIVERY



Solution (cont.)

To support them in this endeavor, MSK selected ValueOps. This VSM solution was instrumental in helping MSK succeed. Paul Lindo, Head of VSM and Delivery, explains that “it’s really important not to just talk about the value stream, but actually bring it into fruition, make it a physical thing and a visible thing to the groups”. ValueOps helped achieve that goal by providing visibility to all stakeholders, by helping to structure and align teams with the various value streams, and by showing how work was directly contributing to value delivery.

MSK was extremely focused on the people side of their value streams. They brought together not just core technical people who were developing solutions, but also individuals from teams as diverse as contracting, finance, staff trainers, and so on to demonstrate how all of those groups contributed to the delivery of value across a particular value stream.

Benefits

MSK has seen tremendous value from their value stream management evolution. Six months after that journey began the COVID-19 pandemic occurred, something which had a profound impact on the cancer center, its frontline staff, and patients. Fundamental shifts were necessary in prioritizations, work, resource and budget allocations, and so on. These shifts were able to be achieved far more quickly and with less disruption, because of ValueOps.

There have also been significant benefits in a number of other diverse areas. Staff are more engaged and satisfied with their work. Paul Lindo said, “People understand the value that they are creating, the sense of belonging is increased, and they recognize their role within hospital operations.” People are reporting that they feel more connected to patient care, regardless of their role.

Time to market has been significantly reduced, MSK managed to deliver twice as many large initiatives in 2022 than they did in 2021, directly benefiting the ability to care for patients. Visibility is another area where significant benefits have been achieved. MSK struggled to know the full extent of the portfolio prior to ValueOps; now they not only understand it, but can make decisions to pivot when necessary to meet changing needs.

MSK is also reaching the point where teams are able to come to management with proposals to change the prioritized backlog in order to deliver greater value. One example is a recent planned initiative to provide young adult cancer patients with an online support community of peers. The delivery team advocated for bringing that work forward and demonstrated an ability to deliver without compromising other priorities. That ability delivers far more benefits than simply helping MSK perform.

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