

## **What relationships does Dr. Dexter have with healthcare consulting firms and industrial engineers helping local hospitals?**

A primary focus of Dr. Dexter and his colleagues' work is assisting other organizations and consulting engineers develop and use state-of-the-art methods to analyze OR information system, anesthesia information management system, anesthesia billing, hospital financial, and hospital discharge abstract [marketing] data. These methods include predictive analytics and optimization based on linear, quadratic, and stochastic programming techniques. Much of the work is performed for healthcare consulting firms, as well as academics contracted for consulting by local facilities.

Supplemental services offered include analysis and interpretation for consulting firms. When working with some consulting firms, clients have been unaware of the University of Iowa's involvement. Likewise, the client and origin of the data is unknown to Dr. Dexter and his team. Some consulting firms have chosen, alternatively, to identify Dr. Dexter as an academic sub-contractor providing advanced statistics and robust mathematics. Clearly, the largest part of any process improvement process occurs not in the analysis, but by implementing change after interpreting the data and changing the parent organization. These steps are directed by the consultants, not the University of Iowa.

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