Taking Out Costs, Optimizing Processes

The 960-bed hospital is the primary teaching institution for the University of Texas, Southwestern Medical School. Parkland Health & Hospital System is ranked among the best hospitals in the U.S., and it's one of the busiest.

Standard Register's enterprise-wide strategy for document management provides Parkland Health & Hospital System significant cost savings, greater efficiency and improves the work lives of hundreds of employees.

Parkland Health & Hospital System asked,
"Are we doing this the best that we can? Can we make it better?"

SOLUTIONS/SERVICES:

- SMARTworks® desktop technology
- Print center outsourcing
- Print-on-demand services

RESULTS:

- More than $1 million savings in first 2 years
- Reduced forms from 6,000 to 2,900
- Inventories significantly reduced with 86% of forms printed on demand
- Turn-time on print requests reduced from weeks to days
- Centralized repository helps assure most current forms in use
- Single point of accountability for all printing
- Consolidated print vendors for optimum pricing
- Greater control by eliminating paper-based requisition process
- Optimal footprint of fax/copier devices

> Once SR got a handle on our operations, they found many areas for improvement. Now we're taking costs out, saving time and optimizing processes — and SR is now involved in improving document management throughout our organization.
>
> **– Vice President, Strategic Sourcing**

Standard Register
HEALTHCARE

The Challenges

When a new Vice President of Strategic Sourcing joined Parkland, he began asking questions: Are we doing this the best that we can? Can we make it better? Can someone else help us make it better?

One area that was ripe for improvement was printing. With the print shop's digital equipment nearing capacity and other equipment reaching maximum life expectancy, Parkland took a hard look at its print operations and found that the print shop's budget didn't reflect the hospital's full cost of printing. Prevailing practices had led to excessive photocopying expense, high external print costs, large costly inventories and forms obsolescence. At the same time, employees were frustrated by delays in procuring vital patient forms and educational materials so critical to patient care and wellness programs.

Management of their 6,000 documents was entirely manual with each hospital unit responsible for its own forms. Employees relied on a paper-based filing system and requisitions to track and order forms. Without a centralized database, it was difficult to know what hospital forms already existed, so duplication often occurred. In fact, the hospital was adding 50 to 100 new documents each month. Keeping pace with changing regulatory requirements was challenging, too. With no effective way to track revisions, Parkland employees found it difficult to determine which form was the current version, and the hospital was committed to seeing that forms met regulatory requirements and the standards set by the Joint Commission.

" Standard Register provides the resources and expertise that streamline our processes, reduce costs and help us meet regulatory requirements like Joint Commission. "

– Director, Woman & Specialty Health Services

Parkland's Forms Committee was looking for better processes, procedures and document decision tools. Standard Register offered a strategic approach to their enterprise needs along with the resources, expertise and technologies to achieve Parkland's goals.

The Assessment and Strategy Development

Standard Register's professional services team made a comprehensive assessment of Parkland's externally procured print, its fleet of 300 leased photocopiers and its internal print shop, looking for opportunities to drive out costs, increase efficiencies and address issues raised by both hospital administration and departments across the enterprise.

Based on what they learned, Standard Register developed an enterprise-wide document management strategy and an implementation plan to improve document management, quality and customer service while reducing overall print spending by more than $2.5 million over a five-year period.

The Solutions

PRINT CENTER OUTSOURCING: Standard Register's onsite document services manager consults on all printing and print-related activities, and provides quick-turn onsite copying. An expert on cost-cutting and design efficiency, the manager directs printing to the most appropriate printing source to meet quality, delivery and budgetary requirements. The document services manager also monitors jobs, vendor performance and costs, providing a single point of accountability for all of Parkland's printing.

FORMS CONSOLIDATION & STANDARDIZATION: A comprehensive audit of forms eliminated duplication and standardized forms. The audit uncovered some 6,000 active and obsolete forms. Today, there are some 2,900 forms in use.

ONLINE CATALOG AND ORDERING: All approved patient care forms and educational materials are readily accessible to employees through Standard Register's SMARTworks® Web-based document management system, making them easy to order and helping to assure employees are using the most current version of compliant forms. Easy previewing of forms assures they select the right form.

ON-DEMAND PRINTING: More than 86 percent of Parkland's forms and educational materials are printed as they are needed, helping to eliminate the need for large costly inventories that occupy so much space and reducing the costs associated with forms obsolescence.

PRINT VENDOR CONSOLIDATION: The Standard Register account team made a thorough assessment of Parkland's 83 print vendors, certifying preferred suppliers and providing the hospital with a smaller, highly qualified supplier base through which it can enjoy volume pricing, consistent quality, responsive service and easier resolution of issues.

MINORITY SUPPLIER PROGRAM: The account team identified and certified a group of Dallas-based minority suppliers to help Parkland meet its commitment to supporting diversity.

FLEET MANAGEMENT OPTIMIZATION: With slow service from the previous internal print shop and one copier for every 30 employees, "click" charges and costs for paper and toner had become excessive. Standard Register works with Parkland's copier partner to optimize copier use, identifying ways to reduce cost and better support their employees.

EFFECTIVE MANAGEMENT TOOLS: SMARTworks Web-based technology allows Parkland to better manage documents across the enterprise. It not only facilitates online ordering, but it also provides full reporting for effective:

- *Print job tracking*
- *Inventory management*
- *Cost management*

The Results

With an Enterprise Document Management Strategy in place and the expert resources and technology to implement the plan, Standard Register has made a significant impact on Parkland's operational efficiency and costs:

- *Forms reduced from all-time high of 6,000 to 2,900*
- *Inventories substantially reduced and space freed with 86 percent of forms now printed on demand*
- *Reduced print spending by $477,004 in first year*
- *Second year yielded $664,276 savings*

The results continue to compound as the document services manager and the account team work with the Forms Committee to bring further improvements and savings. The changes have been met with resounding praise from employees in department after department.

WOMAN AND INFANT SPECIALTY HEALTH SERVICES

Parkland delivers more babies in one day than some hospitals do in a month, so the hospital's Woman and Infant Specialty Health Services strives to be a well-oiled machine. "We always are looking to improve," the director said.

> " I've worked with a lot of vendors, but none as focused on our efficiency as Standard Register is. "
>
> – **Director of Development, Community-Oriented Primary Care**

Besides shortening turn-time on forms production, the Standard Register team's ideas have helped the director improve forms so they prompt various protocols and help promote quality care. "Standard Register provides the resources and expertise that streamline our processes, reduce costs and help us meet regulatory requirements like Joint Commission," she said.

NEONATAL INTENSIVE CARE AND CONTINUING CARE NURSERY

The Supervisor of Materials Services for the Neonatal Intensive Care and Continuing Care Nursery supports more than 200 employees with a variety of supplies. "They count on me and I count on Standard Register," she asserted. "I can order forms, as I need them with SMARTworks online, they're printed on demand and guaranteed to be here in just a few days. No more stockpiling, no more headaches," she reported.

MEDICINE SERVICES

"I'd hate to go back to the old way, before Standard Register and SMARTworks," said Parkland's Health Unit Coordinator for Medicine Services. "Now I don't have to worry. It took the pressure off me. It used to take six weeks or more to get a form printed. Now they're done in a few days.

"Managers love it because we're saving money. We used to regularly throw away forms because everyone was stockpiling them. You never knew when you could get more. Now ordering forms, such as physician's order sheets, discharge prescriptions and lab orders, is quick, easy and automated online with SMARTworks."

COMMUNITY-ORIENTED PRIMARY CARE

The Director of Development for Parkland's Community-Oriented Primary Care has been well pleased with changes she experienced.

"I've worked with a lot of vendors, but none as focused on our efficiency as Standard Register. They've brought invaluable expertise to help us make headway and guide us with best practices on standards in our processes throughout our clinics," she explained.

"Using SMARTworks automates the ordering process and allows us to monitor usage and maintain a digital library of our documents. We expect a significant reduction in expenses related to forms. That includes the clinical staff's time, because in the past, they were standing at the copy machine with the last copy of a form!"

REGULATORY AND ACCREDITATION

Parkland's Director of Regulatory and Accreditation plays a central role in managing most of the hospital's forms. "What makes taking on this role easier for me is our Standard Register PrintConcierge®. She provides a single point of contact, is flexible and available on a moment's notice. She significantly decreased the time and energy I have to spend on meeting deadlines and assuring our forms are Joint Commission-compliant," the director said.

ENTERPRISE-WIDE

Parkland's Strategic Sourcing Vice President summarized everyone's feelings in saying, "Standard Register emphasized partnership from the first discussion about outsourcing our print shop, all the way through implementing the change to now. Once SR got a handle on our operations, they found many areas for improvement. Now we're taking costs out, saving time and optimizing processes — and SR is now involved in improving document management throughout our organization."

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