



Hospital Leverages Taylor Healthcare In New Approach to Print Management

Situation

As part of a major campus expansion, a large university medical center in the Midwest U.S. opened a facility with more than 300 beds. The desire to free up dollars for expansion, combined with their Stage EHR adoption, led the hospital to question its processes for acquiring and distributing print.

The Vice President of Hospital Operations recognized an opportunity to reduce overhead costs by eliminating the hospital's in-house print center. He worked in conjunction with their business transformation consultant to conduct an analysis of their current state, which resulted in the hospital generating a request for proposal to outsource print management.

Solution

Taylor Healthcare was selected as the medical center's new print management provider on the basis of the cost savings potential it demonstrated through a market-basket pricing exercise on clinical and administrative forms and a matrix of digital print items. Taylor Healthcare showed that by outsourcing the print center and installing a disciplined process for quoting and sourcing printed items, the hospital would save nearly half of its annual print spend. Additionally, Taylor Healthcare was able to credibly demonstrate its ability to handle all aspects of clinical and brand-related document management and production.

Taylor Healthcare implemented the contract in a phased approach to minimize disruption for busy hospital staff. Onsite training sessions were held to ease the transition for employees. Surveys of end users throughout the hospital were conducted during and at the conclusion of implementation to ensure that their needs are being met for quality, affordability and on-time delivery.

Phase 1 included outsourcing of offset one- and two-color forms which had been produced by the internal print center. These include the bulk of clinical and administrative forms, from nurses' notes and flow charts to consents and advanced directives. These forms are sourced by a Taylor Healthcare, who transitioned jobs to Taylor Healthcare's plants and its certified trade partners while the remaining internal print operations were being phased out.

Client

Large teaching hospital

Market

Healthcare

Solution

Print center outsourcing

Services

Sourcing, production and distribution of forms, commercial print and promotional items

Benefits

- Realized cost savings of 49% in first 9 months
- Greater visibility and control
- Increased employee productivity and satisfaction

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Opportunities were sought to streamline, combine and redesign forms for optimal output. For example, it may be possible to have bilingual documents rather than separate forms printed in different languages. In addition, Taylor Healthcare ensures that each order is produced on the right equipment for the job, based on its specifications.

Phase 2 was the introduction of a web-based ordering system, along with a centralized ordering process. End users across the hospital campus are now able to order the printed forms and stationery they need right from their workstations. While a rudimentary online system had been used in the past for stationery, it was not found to be scalable to meet the hospital's growing needs for different types of items. Also, it was not integrated with the hospital's procurement and billing systems.

Taylor Healthcare's online "store" is fully integrated and includes commercially printed items and promotional products as well as forms and stationery. It accommodates complex business rules, such as having one department order an item and another department share in paying for it, or maintaining guidelines for production based on usage to avoid overstocks. Because the latest versions of approved documents are always available online, there is much less chance that obsolete forms or ones that are not HIPAA or JCAHO compliant will be used with patients.

Phase 3 entails the migration of offset items to digital print-on-demand output. This enables the production of forms in more economical quantities. Because only forms used in high volumes will be pre-printed and warehoused, there is less risk of obsolescence for slower moving items. When forms need to be revised to incorporate clinical improvements or new regulations, the hospital won't need to throw away hundreds or thousands of dollars in obsolete documents. Yet end users will still have the walk-up print option per document service level agreements.

In Phase 4, Taylor Healthcare worked with the hospital's marketing department to source commercial print. For the past 30 years, the hospital has primarily used one local supplier for the vast majority of its commercial print needs. Going forward, Taylor Healthcare will be able to quote these print projects, which typically are more expensive, to a network of high qualified trade partners. This will ensure that jobs are run on appropriate equipment at the most competitive suppliers, which often reduces the unit cost of an item by 15-20%. Included in the network are a stable of credentialed printers who can help the hospital meet its goals for environmental responsibility and diversity purchasing.

The medical center also will now have the opportunity to make marketing-approved templates available to its end users through the online ordering technology platform. This means they can easily order branded thank-you cards, new physician announcements, donor acknowledgments and other pre-approved components of marketing programs online.

Benefits

While the print management contract was still being implemented, the medical center realized cost savings of 49% in the first 9 months. Seven full-time positions were eliminated in the print center, which was operating far below capacity.

By outsourcing print management, the center expects to achieve the following gains:

- Common technology platform for end users that is fully integrated with the hospital's procurement system
- Easy online access to frequently ordered items
- Convenient desktop delivery several days per week
- Improved print quality at a lower cost
- Tighter version control and brand integrity
- Significant reduction in overhead expense
- Greater visibility and control for management
- Guaranteed cost savings, with monthly reporting

Going forward, Taylor Healthcare will be able to bid these print projects, which typically are more expensive, to a network of high qualified trade partners. This will ensure that jobs are run on appropriate equipment at the most competitive suppliers, which often reduces the unit cost of an item by 15-20%.