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One Jefferson News September 2017

Performance Excellence
Thomas Jefferson University

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One Jefferson News

Welcome

September 2017

Over the past three years, we have embarked on an exciting journey of reimagining a new model for health and education to create One Jefferson. Our first step was to bring together Thomas Jefferson University and Thomas Jefferson University Hospital. We continued along this journey by welcoming Abington Health and Aria Health, and combining Philadelphia University and Thomas Jefferson University. Recently, we also welcomed Kennedy Health to the Jefferson Health family.

As the process of coming together - becoming one - continues to produce a growing number of integration successes for the organization, we are expanding communication efforts with this “One Jefferson” electronic newsletter. Emailed to all staff, the *One Jefferson News* update - through stories and images - will share how we are working together to fulfill our mission of improving lives in the communities we serve across the region.

During this exciting time of rapid organizational evolution, we recognize the importance of frequent communications and celebrating the great things being accomplished by our talented team. If you have questions or ideas, we welcome you to email Performance.Excellence@jefferson.edu. The account is actively monitored and we look forward to responding to you.

Thank you for your interest and all you do each day to support the One Jefferson journey.

Supply Chain/Purchased Services - Operational Initiative Update

As shared in previous communication, leaders from Jefferson and GE Healthcare (GEHC) have identified several operational and foundational initiatives as priorities for the organization. Supply Chain/Purchased Services is one of the operational initiatives that has achieved some early wins since kicking-off work focused on non-labor expense reduction, asset optimization and purchased service value maximization in July.

With a dedicated and cross-functional team assembled to lead the Operational Initiative (OI), the team has focused its attention on three primary projects in FY18:

Non-Labor Expense Reduction - Building upon an extensive contract review and enterprise-wide assessment of supplies and services by Strategic Sourcing in FY17, the team has embarked on over 140 individual projects that will drive sustainable savings throughout the enterprise. Working collaboratively with operational leaders at Abington, Aria, TJUH, TJU and now Kennedy, these changes will be socialized and pursued in a timely manner to maximize cost savings in FY18. Jefferson is also working with Premier Performance Partners to maximize opportunities and speed to value. Together, these efforts have identified over \$24 million in annualized cost reduction opportunities, with \$5 million in annualized savings implemented YTD.



Supply Chain/Purchased Services team members from Jefferson, Abington, and Aria collaborate to identify enterprise-wide opportunities to acquire the best quality and priced products and services for internal and external stakeholders.

One specific example of how this work has advanced is included below:

- *Office Supplies and Remanufactured Printer Cartridges*: A formulary of approximately 100 office supply items has been established for Aria, Thomas Jefferson University Hospital, and Thomas Jefferson University, which contract with Office Depot. Abington has a similar program in place with Staples. Adhering to formulary items will provide annual savings of \$400,000. In addition, all printer cartridges have been standardized to an Office Depot or Staples remanufactured brand, providing annual savings of \$393,000. Through just these two efforts, the team has identified nearly \$800,000 in annual savings across the enterprise.
- **Cost Variation** - A chief benefit of building scope and scale through organizational growth is the new enterprise's ability to share and adopt best practices. Assessing product utilization and cost information from each entity, the team is looking to identify substantial opportunities for cost savings by reducing utilization and reducing/eliminating unnecessary product variation. While product conversions can be challenging for a host of reasons, the Supply Chain team will be working closely with the enterprise and divisional Value Analysis teams to assess product usage and variation across the enterprise. The collective goal is to drive towards enhancing the value of every dollar spent.
- **Capital Process** - To maximize the value of the enterprise's limited annual capital spend, the Supply Chain OI team, in close collaboration with finance, strategic planning, divisional operators and key departments, has commissioned a task force to assess the current capital allocation process and design a new standardized process based upon industry best practice. This new approach will aim to streamline the capital request and allocation process while prioritizing patient safety and quality aligned with key strategic initiatives across the enterprise.

GE Healthcare Welcomes Jefferson Biomedical and Imaging Service Staff

Beginning October 2, GE Healthcare (GEHC) will welcome Jefferson's talented biomedical and imaging service staff members to its team. While their employment will be shifting to GEHC, we are working closely with all to ensure as seamless a transition as possible. The transition is well under way and the current biomed staff are looking forward to joining GEHC. We recognize that this is a time of change, but are pleased that the staff you are familiar with will be remaining onsite at Jefferson and Abington to continue to provide you with uninterrupted, exceptional service. While their employer will change, they will remain an integral part of our Jefferson community and the exceptional care we provide to patients. Combining Jefferson's experienced and customer-focused team with GEHC's expertise, resources, and industry leading technology will help drive continued efficiencies and operational excellence for our colleagues as well as our patients.

We deeply appreciate the hard work and dedication of Jefferson's biomedical and imaging leadership and team members for their input and collaboration throughout this process. It is only through this inclusive, working partnership that we could effectively move forward with a consistent, world-class service delivery model across Jefferson Health. Thanks to all involved for your active engagement and ongoing dedication to excellent service. We look forward to continuing to highlight the great work and successes of this team in future communications.