



**SUPPLY
CHAIN
SOLUTIONS:**

Cultivating
Successful
Collaborative
Partnerships

Collaboration is a frequently used buzzword in supply-chain circles and with good reason.



In a professional setting, [97 percent](#) of employees found that the quality of collaboration impacted the outcome of a task or project for better or for worse, according to a [salesforce.com](#) study. Effective collaboration between stakeholders lays the foundation for successful projects, especially in the healthcare industry where challenges are constantly evolving, and meaningful partnerships are critical to overcoming issues.

Time is money, particularly if you are launching, renovating or expanding a healthcare facility. Consider this, a delayed opening typically costs a hospital \$400,000-\$500,000 in anticipated revenues per day.

Delays at large clinics (25 physicians) can cost \$125,000 in revenue per day. With these startling facts in mind, it becomes apparent that proper planning, distribution and logistics are critical investments for success. And healthcare facility operators find themselves in the midst of an upgrade more often than other industries, with 70 percent of hospitals planning or actively undergoing projects, according to a [2016 Hospital Construction Survey](#). While these projects can vary greatly in scope and size, one key factor can usually contribute to their success – collaboration.



Collaboration Foundations

The [Strategic Marketplace Initiative \(SMI\)](#) emphasized the importance of collaborative relationships in its [Pathway to Collaboration Best Practices Manual](#), a valuable resource for people across the entire healthcare supply chain who want to build lasting, collaborative relationships. Looking to SMI to guide best practices allows for CME, and others seeking collaborative relationships, to optimize the collaborative process and provide the best service to clients.

Stakeholders: Building effective partnerships begins with selecting the appropriate stakeholders. Understanding the culture of the organizations involved and respecting the resources available to everyone will set the partnership up for success. By respecting your partners' unique challenges and skills cultivates empathetic and thoughtful relationships which lead to successful outcomes more often.

Objectives: Defining the goals and scope of work for the partnership is the next step. Stakeholders wishing to collaborate on a project will need to understand what work the project entails, what risks are involved, how each party will benefit from the project. With a clear and defined understanding of what lies ahead, the results are easier to obtain.

Communication: Collaborations are always evolving and while stakeholders cannot always predict what changes may happen during a collaboration,

anticipation of those changes is critical to maintaining an effective partnership. The best practice is to establish the communication methods and change management processes that participants are expected to abide by so that when change comes along everyone is informed. This step is extremely important to maintaining a positive relationship between all parties.

Transparency and communication can elevate a good partnership to an exceptional one while lack of transparency and communication can create a toxic environment. Effective partnerships establish trust and transparency early-on by sharing visions, strategy and direction for the project. Obtaining a non-disclosure agreement or other legal documents may be necessary depending on the structure of the relationship and level of information being shared. Collaborations where parties trust one another and communicate openly are well poised for success.

Best Practices

There is no foolproof, step-by-step process that guarantees the success of every partnership. However, the resources SMI provides can serve as a foundation to cultivate the necessary trust to shepherd a project to successful conclusion.

By including all the relevant stakeholders, defining the scope of work and goals and cultivating trust and transparency through open communication, CME sets out to personalize our best practices and employ them across different settings to maximize the benefits of every professional relationship.

To highlight these foundations in action we have selected three partnerships that represent a successful collaborative partnership based on these best practices.



CME and Medisource: Successful Collaboration in Action

Recently, CME was involved in a ground-breaking endeavor for a nationally ranked hospital to upgrade the facility to the [Epic](#) (eCare) electronic medical records EMR for clinical and financial applications including upgrading the end-user computing hardware, peripherals and infrastructure across most of its departments. The \$20 million project was on a strict eight-month timeline and implementation of the large-scale project would involve tight coordination between multiple stakeholders, all without disrupting the day-to-day operations of the hospital.

IT and EMR upgrades require close collaborations due to the nature of such projects and the sensitivity of the information being handled.

Connecting Stakeholders and Establishing Communication

The hospital had enlisted [Medisource Consulting](#) to direct the strategic planning and eCare hardware project. CME's expertise in equipment purchasing, procurement and logistical services – including installation and maintenance – combined with Medisource's project management prowess laid the framework for a milestone-based implementation plan.

Collaboration at a glance

Problem: A large academic healthcare system needed to execute an Epic Go-Live project in a short time frame. They didn't have the staff to receive, assemble and install:

- 500+ Workstations on Wheels (WOWs)
- 1200+ IT arms
- 80+ NICU carts

CME Solution: We combined our logistics, IT and Biomed services to complete this complex project. In essence, CME:

- Procured
- Assembled
- Performed hardware integration
- Managed cable system
- Delivered and installed more than 1,700 IT arms and carts all on time!

Connecting Medisource, CME and the healthcare system team was the first step to identifying the key stakeholders which quickly led to opening the lines of communication and establishing a governance structure for the project. They established a steering committee to ensure all key stakeholders were represented and approved of the strategic implementation plan. Bi-weekly cross-team meetings were held to facilitate an exchange of ideas, and a work schedule was published to keep everyone on the same page – literally and figuratively.

Successful Outcomes on Time and Under Budget

This clear delegation of tasks allowed both CME and Medisource to utilize each company's respective expertise. CME worked with vendors to ensure equipment was standardized. This process included providing quotes and timelines, organizing vendor site visits and product demonstrations and enlisting the support of CME's expert installation and project management professionals.

With CME providing equipment delivery and installation and Medisource leading the project management and analytical support, the project was completed on time and under budget thanks to the efforts of all stakeholders. With more than 100 team members in all, it was truly the collaborative method that led to the successful outcome. By maintaining open lines of communication and clearly delineating tasks between the project leads, CME was able to handle the project from the logistics and delivery while Medisource was responsible for the planning inside hospital walls without any confusion or inefficiencies.

The Medisource partnership is just one example that illustrates not only the importance of collaboration but also how vital it is to include various supply chain stakeholders in facility projects. Knowledge of equipment needs, and supply chain solutions are only a piece of the puzzle. Together with project management, hospital staff and departmental health experts, this top-ranked national hospital was able to convert to the Epic (eCare) EMR applications seamlessly.



CME and Ketchikan Medical Center: Proven Success in Difficult Environments

By building collaborative partnerships supported by efficient and effective communication and delegation, CME is able to provide turnkey logistics services to healthcare facilities from the very beginning of planning through to installation and beyond. The recent expansion at *PeaceHealth's Ketchikan Medical Center* provides an example of how even the most complex projects can find success in collaboration.

A Network of Stakeholders

Located on an Alaskan island with no highway access, the hospital added a new wing – including two floors, an expanded operating room, emergency rooms and 54 examination rooms – but it had a very small team on the ground to handle the logistics and receive the medical equipment. The medical center teamed up with CME to select and order the most appropriate and cost-effective equipment and form a logistics plan with team members from the facility and CME.

By establishing a large team of stakeholders through CME and PeaceHealth's network, the equipment was stored and staged in a Seattle-area warehouse. The team stuffed containers, drayed it to the port and barged everything to Ketchikan.

Upon arrival, CME had a capable crew fully armed with the tools necessary to get the equipment from the barge to a local warehouse. From this staging and assembling area, everything was prepped and delivered to the facility. All of this had to be executed promptly, carefully and in a particular order that did not disrupt ongoing healthcare services at the hospital.

Complicating matters, the hospital expansion was running behind schedule which tightened the timeline for equipment installation. To overcome this obstacle, everyone worked around the clock shuttling barges back and forth from Washington state to Ketchikan to make its deadline.



Trust and Communication Save Time and Money

The success of the Ketchikan project illustrates the importance of trust and communication in supply-chain collaborations. Open lines of communication between CME, medical center staff and the network of Seattle-based partners allowed the equipment to be stored and delivered in a timely and effective matter.

With tasks delegated and communication lines open the large team established trust which enabled all stakeholders involved to tighten the timeline for equipment installation when the expansion was discovered to be running behind schedule. A logistics operation of this scope would have been impossible without trust and communication.

At the heart of the Ketchikan project was collaboration and because of the teamwork and openness of stakeholders the lofty logistics project saw a successful outcome which included both saved time and money.

PeaceHealth

The Story of a Hospital Expansion Project in Ketchikan, Alaska

A LOGISTICAL NIGHTMARE SOLVED WITH THE CME TURN-KEY DELIVERY SERVICES:



Average new hospital daily revenue **\$125,000 – \$300,000**

BREADTH OF PRODUCT

CHALLENGES:

The project required management of 62 manufacturers and 2000+ items

CME SOLUTION:

CME provided PeaceHealth with 1 detailed quote, allowing them to submit 1 purchase order. CME managed placing all of the manufacturer purchase orders on PeaceHealth's behalf



62
MANUFACTURERS



1
QUOTE

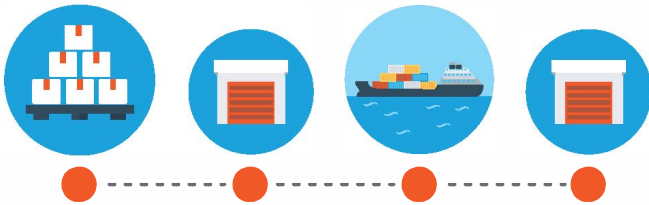


2000+
ITEMS



1
PURCHASE ORDER

LOGISTICAL SOLUTIONS



CHALLENGES:

Needing to manage 500+ pallets of product, there was limited warehousing available on the island, barges ran 2x a week, roads were narrow with no highway access and no available delivery trucks

ADAPTABILITY

CHALLENGES:

Construction delays caused medical equipment delivery delays of over a month

CME SOLUTIONS:

CME compressed our 6 week delivery schedule to 2 ½ weeks, worked around the clock

CME SOLUTIONS:

CME rented warehouse space in Seattle and barged product into a second small warehouse in Ketchikan

Small trucks were ferried over to the island every Monday and returned on Friday for equipment delivery

A precise shipping and delivery schedule was developed to eliminate downtime and streamlined processes

THE RESULTS



The construction delays could have cost PeaceHealth over **3 million dollars** in lost revenue, with CME's help it **cost them \$0.00**



"It was a tremendous organizational and logistics requirement, and everyone associated with the project is very happy with the results"

Ed Scovil, Northwest Network Director, Supply Chain for PeaceHealth

CME and Global Workplace Solutions: End-to-End Success with Real-Time Reporting

When renovations and updates just don't cut it, a healthcare system may decide to build a replacement facility. It goes without saying that these projects can be some of the most challenging as they combine the elements of new construction with the logistics of relocation – all of which must be accomplished with minimal disruption to patients and healthcare staff.

Collaboration across the supply-chain can make these large-scale construction projects manageable for everyone, which is why Global Workplace Solutions (GWS) combined its project management prowess with CME's equipment expertise and breadth of product lines to execute one replacement hospital project in a remote mountain location.

Building a Partnership with Stakeholders

The large healthcare system in the mountain states was looking to build the largest replacement hospital in its system. The system's executives were accustomed to using their own staff, but this particular replacement was too large. With limited warehouse space, a lack of human resources and no system in place to manage the movement of viable equipment to the new facility, the system looked to CME and GWS to step in and facilitate.

After the stakeholders were identified, the tasks were clearly laid out. GWS took the lead on activation and relocation for the replacement clinic and hospital along with some procurement support integrated within the hospital system's existing supply chain. With CME's robust roster of equipment and menu of services, the two enterprises got to work using CME's expert knowledge to refine and standardize the equipment list and consolidate purchase orders and procurement.

Process Oriented from Start to Finish

Establishing CME and GWS as collaborators led to end-to-end control of the project, from need-by dates to procurement to warehouse-receive to final placement. A key contributor was present managing the process at each step of the way.

Launching a two-phase system for the replacement project allowed the partners to plan and execute systemically to reduce risk and deliver a patient-ready facility on Day One. The key with this collaboration was a holistic planning approach in which any medical equipment, furniture, and IT assets overlay with interdependent clinic departments and evolving construction schedules.

For example, an early risk for the clinic activation and relocation was identified: the move of independent medical offices during tight timelines could challenge tight ingress and egress points due to large crews' competing use of the same spaces. Through collaborative planning, the risk was identified early, and schedules were adjusted accordingly before any inefficiencies came to fruition.

The use of real-time ad hoc reporting was essential to identify potential problems while providing useful insight to ensure the fit-up stage of the project progressed smoothly. These data-driven reports saved an estimated 15 percent of the total fee by anticipating issues, so resolutions could be made proactively instead of reactively.

The team effort of this dedicated network brought multiple successful outcomes to the entire project including a consolidation of purchase orders from 206 to 81 and a 30 percent total savings because all items were tracked, assembled, tagged and delivered on time.



Marion Correctional Institution Project Estimates

OFCC

Brewer-Garrett.com phone: (440) 243-3535 fax: (440) 243-

Successful Endings



While there are many ways to collaborate successfully, in supply-chain partnerships identifying the stakeholders, cultivating open lines of communication and trust and delegating based on the unique skills and resources available are instrumental to successful collaboration. Using this framework, CME has participated in many collaborative projects and produced successful outcomes for clients and partners, alike.

By leveraging our unique expertise in new and evolving ways, CME demonstrates its commitment to building powerful partnerships and providing top-of-the-line services. CME is an equipment-centric distributor that has a comprehensive portfolio of related services to better serve our healthcare customers across the country. Call us at 800-338-2372 to begin your next strategic collaboration with CME.



