

Case Study

healthcare

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Beaumont Health System

Focus On Service – Not Paper – To Improve Document Management Strategies

"Ricoh Healthcare exceeded our expectations. Beyond cost savings, their team of experts has helped provide us with a strategic plan to enhance workflow and support. We look forward to working with them for years to come."

Director of
Materials Management
Beaumont Health System

ABOUT THE CUSTOMER

Beaumont Health System is a three-hospital regional health system with 1,726 licensed beds, more than 14,000 full-time equivalent employees and nearly 3,100 physicians—including 500 employed physicians in the Beaumont Medical Group and more than 2,600 private-practice physicians. In addition to its three hospitals, Beaumont has 54 community-based sites of care and the Beaumont Research Institute with 1,100 active research studies and more than 82,000 participants.

CHALLENGE

Beaumont Health System is recognized for improving healthcare through quality and safety initiatives, research and technological innovations. To maintain this level of advancement, Beaumont needed to reassess its integrated document management systems. The organization quickly realized it had neither a well-defined document management and output strategy, nor a clear owner for it.

Beaumont recognized the opportunity to breakdown silos and establish a more efficient approach that combats growing pressures within healthcare, including workflow processes, finances, employee satisfaction and ultimately, patient care.

After a 30-year longstanding partnership with a previous device vendor, Beaumont began the search for a new partner that would help manage the supply chain, streamline paper workflow and make sense of currently fragmented processes across multiple departments and third parties.

SOLUTION

Ricoh Healthcare proposed an organizational structure that would help to streamline the entire data management process for increased efficiency and productivity. The crux of the plan centered on understanding the short-term and long-term administrative needs and current workflow of Beaumont, selecting targeted technology to reach outlined objectives, and maximizing the use of enterprise tools and resources. For example, by removing stand-alone printers, fax machines and multi-function devices, Beaumont would see 20 to 25 percent overall cost savings as well as minimize the number of disparate partners.

CHALLENGE

- Siloed data and communication
- No clear document strategy
- Duplication and inefficiencies

SOLUTION

- Standards for document management
- Maximized utilization of resources
- Established clear point of contact
- Professional services

RESULTS

- Lowered costs
- Enhanced workflows
- Better departmental and vendor communication

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Ultimately, Ricoh Healthcare was selected as Beaumont's document management partner and began strategic efforts by running a complete assessment of Beaumont's current environment.

During the review process, Ricoh Healthcare found that Beaumont's siloed workplace prohibited a clear understanding of expenses and asset management. Supply chain managed the multi-function products and paper spends, for example, while IT oversaw the printer and scanner support. Fax machines were managed through two other vendors and suppliers, as printers were ordered by individual departments through yet another supplier. At one time, six suppliers were managed by five different areas within the system.

The functional silos led to duplication and inefficiency across the system's estimated 4,000 printers and 1,000 multi-function printing devices. With this background, Ricoh Healthcare created a five-year business plan that included the following phases:

- **Stabilize:** Ricoh Healthcare addressed operations including print output, scanning and faxing devices, service contracts and supplies. This phase included identifying bottlenecks that were caused by miscommunication among multiple departments. Ricoh Healthcare worked with Beaumont to introduce new workflows that minimized inefficiency and waste, integrating new multi-function devices and setting clear standards for ordering, vendor communication and support
- **Rationalize:** With this streamlined foundation in place, Ricoh Healthcare then exposed opportunities to use existing technology in more cost-effective ways, and establish processes that will simplify document management for staff. Beaumont and Ricoh Healthcare are currently working on a transition plan for launching new document imaging, document and forms management, and workflow and queue technologies.
- **Optimize:** In the final phase, Beaumont will implement process improvements that contribute to enterprise-wide business objectives. By using technology to capture

unstructured data and export it to the electronic health record (EHR), along with content management strategies, Beaumont will improve workflows based on customized business rules. As part of the ongoing strategy, one Beaumont facility is already in this phase while the others will soon follow suit.

RESULTS

Through the implementation of Ricoh Healthcare's strategies, Beaumont is on track to achieve its first year goal of \$1 million in savings. In some areas, the 25 percent savings Ricoh Healthcare had projected has been exceeded by as much as 10 percent. The number of printers and fax machines has been reduced by 35 percent. In some cases, Beaumont saves up to 38 percent when handling the same volume through use of a Ricoh Healthcare multi-function device.

Hospital officials credit Ricoh Healthcare with constantly seeking added value beyond the obvious financial savings. For example, the IT help desk was leveraged as the single point of contact for users across the system, regardless of whether they need printer supplies, have a fax machine service problem or need multi-function device assistance. The help desk efficiently dispatches each request to the appropriate area for response.

"We knew Ricoh Healthcare had the technology and the expertise to see the big picture, to look beyond the paper and see process improvement opportunities," says the director of materials management at Beaumont Health System. "We're so pleased with the high level of trust and communication in the relationship. We're looking forward to further optimizing our environment. Even if we have to pay penalties to remove unneeded assets, we're still better off expediting the change to Ricoh Healthcare," the director adds.

Beaumont acknowledges that the project's scope far exceeded expectations. Ricoh Healthcare has been able to keep the project on track while developing new cross-functional relationships with supply chain and IT. Ricoh Healthcare's healthcare expertise, strong communication and service at all levels have provided a well-managed, organized approach—positioning Beaumont Health System for future success with document management strategies that deliver more results and less paper.

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