



HEALTH SYSTEM 100[®]
LEADERSHIP CONFERENCE

In Cooperation With:

PHILIPS

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Breaking Boundaries through Collaborative Partnerships



Across the U.S., health systems are facing complex challenges. Healthcare has become too complex, too fragmented and too expensive. Healthcare systems are realizing that the traditional vendor-provider model is outdated, and fails to address today's pressing healthcare challenges leaving us all short of the collective goal to break down boundaries, remove complexity and deliver on a more seamless approach to healthcare when, where and how people need it the most.

What's required is a new approach to the relationship between healthcare organizations and vendors that support financial and operational needs while promoting innovation and transformation. This requires moving from a transactional to a transformational relationship where tackling the toughest challenges together defines a recipe for success.

Quantifiable results

Marin General Hospital (MGH), an independent hospital in Marin County, California, is currently in year 3 of a 15-year strategic enterprise partnership with Philips. Since entering into this partnership, the team has delivered on many significant projects that demonstrate value across care delivery, cost reduction, patient and staff satisfaction, and staff development. There are many keys to these successes. The partnership includes having an onsite client director at MGH, who fosters the day-to-day success of the relationship, and a governance structure with working groups for technology, finance, and services, to facilitate development and implementation of a 15-year organizational outlook by reviewing, prioritizing, and managing the deployment of equipment upgrades, service contracts, and consulting activities.

The enterprise partnership model into which MGH has entered, allowed them a number of short term benefits beginning with access to more than \$3.5 million in technology due to a structured payment plan. This financial arrangement resulted in reductions in capital spend variation, improved budgeting efficiencies, and improved cash flow management. The partnership agreement also authorizes ongoing access to the latest healthcare technology, education, design services, and consulting. Most importantly, it lays the groundwork for something deeper – a collaborative relationship in which Philips and MGH work together for the success of the hospital.

Following are a sampling of results achieved at MGH through the implementation of best practices:

Success:

Streamline imaging workflow

Moving away from disparate imaging visualization systems from multiple vendors, the team partnered to design, create, and implement an integrated workflow with IntelliSpace Portal. This integrated workflow has reduced the need for dedicated workstations and the need for multiple service contracts, adding to cost savings. In the early months following implementation, increased visualization capabilities have led to a **4% increased throughput in imaging workflow**¹.

Success:

Improve Trauma Center efficiency

Marin General Hospital is a Level III Trauma Center and has retained that designation for more than 12 years. When the time came for reverification, the Trauma team needed expert resources to prepare for the survey and to develop a plan for on-going triennial ACS reverification. As part of the enterprise partnership, MGH has access to consulting services. Experts worked with MGH to retain their ACS Level III verification in just six months. Since that time, a new culture of collaboration has emerged within the entire facility. There is improved communication across the unit. Approximately **\$2 million in increased trauma center revenue** has been realized¹. The unit exceeds physician response time on full activations and has **increased patient volume by >9%** while maintaining length of stay.

Success:

Instill continuous improvement thinking

MGH leadership wished to instill continuous improvement thinking at all levels of the organization, so they equipped staff and senior leaders with LEAN ways of working. The goal was to create a downstream impact of LEAN culture throughout the organization to reduce waste, reduce cycle time, improve workflow, and standardize processes and communications. MGH and Philips developed an on-site LEAN six sigma training initiative that to-date has trained 48 Green Belts and 13 Yellow Belts. Projects currently underway within the hospital using LEAN methodologies are expected to have a **\$1.6 million impact on the organization**¹.

¹ Self-reported by this institution (Marin General Hospital). May not reflect the results achievable at other institutions.

“Philips doesn’t just offer technology, but leverages its size to get us where we want to be by installing a culture where we’re all rowing in the same direction. Many vendors are only interested in a transactional relationship, but with Philips, we have a partnership in the truest sense of the word”

- Ken Cortes, Vice President, Ancillary Services Marin General Hospital

Effective engagement model

A successful partnership means working side-by-side, provider and vendor, to identify and implement meaningful solutions – to share expertise in health and well-being, technology, information systems, and business processes.

Philips 15-year, \$300 million enterprise partnership with Augusta University Health was the first of its type in the U.S. and the largest in the world at the time.

While each of our enterprise partnerships is as individual as the needs of our customers, they all focus on implementing meaningful innovations, centered on patients and care providers. They are designed to break down barriers and complexity. A typical journey with us would start with a careful assessment of a customer's existing capabilities and needs. We then create a strategic roadmap that will prepare them for the future. A strong governance structure is put in place, focused on collaborative planning and delivery of equipment, services, clinical education, data analytics, and business consulting projects. We work with the governance team to identify projects and changes that can yield both near-term results and lasting transformation.

Our partnership model focuses on continuous improvement, which requires the partners to work together to monitor, measure, analyze, and report on progress, and then to adjust and continually optimize systems and programs. When we collaborate as partners, together we can find ways to leverage advanced technology and deliver new, integrated solutions that improve people's health across the healthcare continuum.

Enduring partnerships

Long-term strategic enterprise partnerships with experienced vendors can help providers achieve operational excellence today, while transitioning to a future of seamless patient-centered, value-based care. Philips is leading by example, championing this new approach through robust and lasting relationships.

This fundamental shift – a new way of partnering– could transform the way health technology providers and professionals work to achieve their shared goals. Keeping the future of the healthcare industry in mind, long-term strategic enterprise partnerships are critical to fully achieving seamless care.

For more information about our Enterprise Partnership approach [click here](#).

Contact Philips

Kevin Geary | Marketing & Strategy, Clinics and Community Hospitals
kevin.geary@philips.com

About Health System 100

Health System 100 is the premier leadership conference exclusively for America's most forward-thinking hospitals and health systems, helping CEOs drive meaningful change by envisioning the best in strategy, innovation and leadership. The 2018 Health System 100 takes place December 9-11 at The Ritz-Carlton Naples Beach Resort, FL.