

Coastal

Community Health

Strategic Sourcing
Janet Bezinque and Phil Gaby



SOUTHEAST GEORGIA
HEALTH SYSTEM



BAPTIST
HEALTH

Introductions

- **Janet Bezinque**
 - **Director Clinical Value Analysis**
 - **20 + years nursing experience in operating room**
 - **RN First Assist – Director of Surgical Services**
 - **MBA**

- **Phil Gaby**
 - **Director Strategic Sourcing**
 - **Mayo Clinic (Operations) and Premier (GPO)**
 - **MBA**

Strategic Sourcing

- **What is strategic sourcing?**
 - **An organized approach to leveraging spend across multiple organizations with suppliers to reduce cost.**
- **What is value analysis?**
 - **A systematic, objective, evidence based process for evaluating products.**

Coastal Vision

- **Build a comprehensive value analysis process across both systems**
- **Engage physicians from both organizations to drive decisions**
- **Standardize products by reducing variation, creating a standard of care to improve patient outcomes**

Key Challenges

- **Road blocks at partner organizations**
- **Viewed as vendors**
- **Different GPO's**
- **No access to data**
- **New product review committees**
- **Lack of physician engagement**

Previous Model

- **12 Value Enhancement Teams**
 - **Mix of clinical and non clinical**
 - **Work was in the wrong place – Chairs/Vice Chairs**
 - **Different practices on each team**
 - **Teams competing for the same product line/savings**
 - **Silo decisions were being made**

Coastal Strategy

- **Defined teams**
 - **Clinical Value Analysis**
 - **Strategic Sourcing**

Clinical Value Analysis

- **Med/Surg**
- **Surgical Services**
- **Interventional Card/Neuro/Radiology**
- **Lab**
- **Pharmacy**
- **New Technology**

Building the Team

- **New vision and process**
- **New job descriptions**
- **Hired whole new team**
 - **Clinical background**
 - **Finance/Supply Chain**
 - **Relationship**
 - **Strategic**

Value Analysis Process

- **Duplicate teams at each site**
- **Physician presence differs**
- **Each site has a meeting**
- **Each site has Chair/Vice Chair**
- **Multidisciplinary teams**

Physician Engagement

- **Attend Meetings**
- **Present at meetings**
- **Adhoc groups**

Recent success stories

- **Cardiac Rhythm Management and Drug Eluting Stents - \$2.1m**
- **Spine Implants - \$1.2m**
- **DBM Biologics - \$1m**
- **CMF Screw - \$600k**

Current Collaborations

- **Arthroscopy**
- **Trauma Implants**
- **Shoulder Implants**
- **Neuro Bundles**

New Technology

- **Innovative new or advanced technology**
- **Multidisciplinary team key stakeholders**
- **Finance/Revenue/President/Department Leader/Value Analysis**
- **Full ROI to establish financial impact/gain**
- **Reimbursement determination**
- **Patient market**

Strategic Sourcing

- **Core Functions**
 - **Purchased Services**
 - **Value Analysis**
 - **Service Agreements**
 - **Capital Procurement**
 - **Utilization Analysis**
 - **Support Operations**

Strategic Sourcing

- **Coastal Value Analysis (Non-Clinical)**
 - **EVS**
 - **Dietary**
 - **IT**
 - **Plant**

Strategic Sourcing

- **Non-traditional supply chain value**
 - **Value Continuum**
- **Strategic partner relationship**
 - **Shared road maps**
 - **Market share commitment**
 - **Value Continuum**

Future State

- **Initiate Multi-Organization Steering Committees**
- **Create one core value analysis team meeting**
- **On-site support for each team**