

WORKING SMARTER DOING MORE WITH WHAT WE HAVE

FIFTH
IN A SERIES
THE NEXT FIVE YEARS

Proving our worth means providing more value. With public funding shrinking and our focus on the “big ideas” needed to ensure expanded private support, it’s more important than ever for OHSU to be an effective steward of scarce resources.

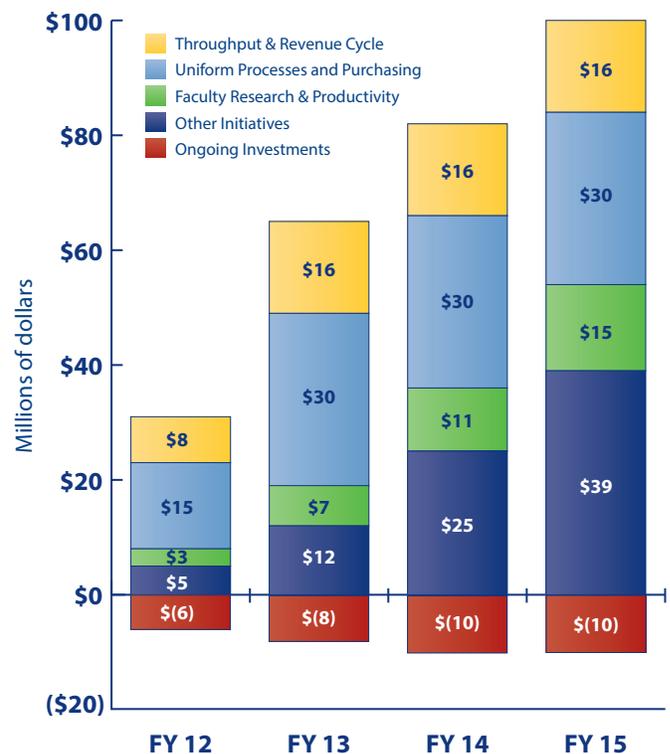
In FY11, OHSU began a five-year effort to improve the way it operates and reduce operating costs by about \$100 million each year. The chart below outlines some of the major components of that effort, which is requiring difficult changes across the institution. The goal is not just saving money, but putting in place the structures that will allow OHSU to thrive in an era of reform.

SPENDING LESS, CHANGING MORE

More than \$13 million a year in expected savings comes from improving the way we purchase supplies. The team charged with leading that effort compared OHSU's costs for all kinds of supplies to other academic health centers and prioritized a list of 37 opportunities.

Most of these required changes not just in purchasing, but also in culture. Reducing the number of vendors for some surgical implants from six to two meant dramatically improved pricing—but also that medical students could learn on fewer examples. Buying reprocessed operating room products—sterilized and tested by an outside vendor—cut costs in half, but also required changing workflows and developing confidence in product quality. To date, with more than a full fiscal year to go in the project, the effort has saved more than \$11.8 million.

How much we'll save with productivity and process redesign



INVESTING TO MAKE WORK MORE EFFICIENT



July 5 marks the official launch of O2, OHSU's new intranet. Improvements to our 14-year-old intranet—recommended by external analysts and OHSU community members—make it easier for everyone at OHSU to do their jobs. In just one example, more than 350 pages of content for Facilities & Logistics has been organized and trimmed to less than half that, and many OHSU business services are now offering easy online access.

Search tools, which didn't exist on OHSU's old intranet, make it simple to quickly find information instead of hunting it down through multiple phone calls.

If O2 saves half of OHSU's employees five minutes a day, it will return more than \$1.5 million every year in otherwise wasted time—more than six times the value of investments made in the project.

WHAT CAN THE OHSU COMMUNITY DO?

OHSU's faculty and staff are engaged and entrepreneurial: Faced with a goal of using resources more efficiently, everyone wants to know what they can do to help. The fact is, *everyone can help*. School of Medicine employees dealing with a confusing array of human resources forms, for example, decided to standardize their paperwork—just one of the “uniform processes” needed to help OHSU work smarter. The single standard form they developed by collaborating with their Human Resources business partners is now being used across OHSU — reducing frustration and saving time and money every day.

“Stewardship” is an old-fashioned term, but it will remain OHSU's touchstone in the years ahead. Philanthropic partners, employers, investors and public funders are all looking for more value, and OHSU is providing it: We are doing more by working smarter, innovating in everything we do.



To see the whole series, search for “The Next Five Years” on the Staff News blog.