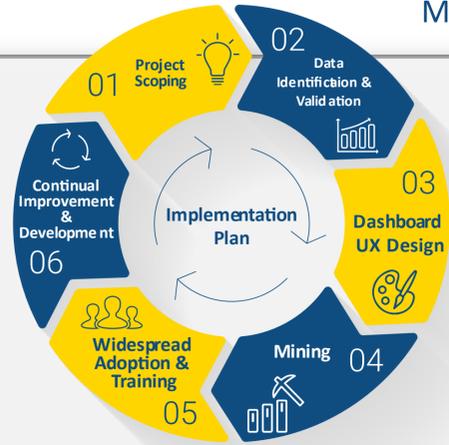


# The Collaborative Approach: Decreasing Surgical Supply Variation and Improving Outcomes

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## Learning Objectives:

1. Explain how to develop and implement cross-functional supply usage teams in procedural areas.
2. Analyze variation in supply usage in procedural areas, improve outcomes and understand the financial impacts of potential changes.

**Problem:** Variation in clinician preference items in procedural areas can lead to wide variations in cost, quality, and outcomes for patients and hospitals. Utilization of preferred vendors on surgical items can lead to increased cost reductions. Consistency in item usage can also lead to fewer mistakes in case picking, item usage, and would require fewer in-service trainings to understand a wider variety of items. We knew that supply variation across MultiCare Health System existed, but identifying, and more importantly driving actual conversions was an issue that we were not equipped to tackle.

**Goal:** Reduce and standardize supply costs across the system in our highest volume procedures.

- This would reduce the overall picklist cost of the highest cost surgeons by about 35% in total knee, total hips, and laparoscopic surgeries.
- Additionally, vendor compliance needed to increase to 80% in implant selection in orthopedic procedures system wide.



Our supply chain analytics team developed a solution that integrates procedural supply data together with outcomes, financial, pharmaceutical and equipment utilization data sets.

Once the data was validated and design is completed, a workstream for mining the data was developed. Dedicated users who can mine the dashboards for procedural variation were assigned. These users had roles that could work with surgeons and impact supply selection.

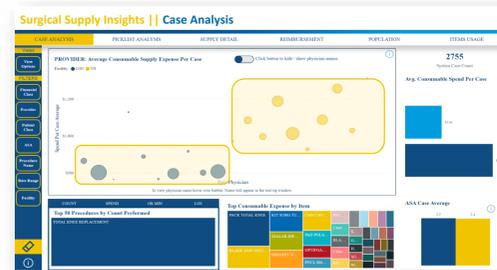


Procedural variation opportunities were identified and presented to key stakeholders. Clinical partner expertise were invaluable in identifying, validating, and ultimately effecting change in ordering practice.

Wide-spread training and adoption of the tool increased transparency with the data.

Utilization of the Surgical Supply Insights (SSI) application resulted in cost savings and reduction in surgical supply variation across the organization. In 2022, \$2.85 million in supply savings were identified and \$787K were realized by year end.

The applications innovative design delivered tailored recommendations and insights to improve outcomes and efficiency.



An initiative tracking system became a key element of the application and allowed for continued monitoring of identified opportunities.



## Key Takeaways:

- Technical development is limited by staff resources.
- Implement frequent touch points/meetings with the team to ensure forward momentum is taking place.
- Need to address questions regarding data validity and accuracy to ensure buy-in.
- Data is only as good as what is being input. Implement processes changes to ensure clean data.
- System is large and spread out making it hard to meet with key stakeholders.
- Leverage remote work to be successful in a large system.
- Provider and staff need to contribute to development and give feedback.
- Engage partners early in the development process.



- By owning our data flows from end to end, Multicare was better able to address problems with the data, and work through them compared to a vendor solution.
- With increased access to our operating room and supply areas, the supply chain analytics team tested strategies directly and worked with internal partners to find solutions for data questions and issues.
- The team further refined the population characteristics of the tool after consulting with clinical experts, which led to enhanced groupings of the data.
- An SBAR library consisting of all identified cost & quality initiatives was the main venue to present the information to key stakeholders, which also allowed all parties to track the initiatives progress.