

2023 HEALTHTRUST UNIVERSITY CONFERENCE

PLAYING TO WIN

ALIGNED FOR SUCCESS
OPTIMIZING OUTCOMES

You Work Where? The Importance of Clinicians in Supply Chain

Circe Munson, MSN, RN, CVAHP

Jody Upton, MSN, MSM, RN

Kacey Wear MSN, RN, CEN, CVAHP

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Meet the Presenters



Circe Munson, MSN, RN, CVHAP
Director of Clinical Value Analysis
St. Luke's Health System



Jody Upton MSN, MSM, RN
Director of Clinical Services
HealthTrust



Kacey Wear MSN, RN, CEN, CVAHP
Director of Value Analysis
Lehigh Valley Health Network

Disclosures

- The presenters have no real or perceived conflicts of interest related to this presentation

Note: This program may contain the mention of suppliers, brands, products, services or drugs presented in a case study or comparative format using evidence-based research. Such examples are intended for educational and informational purposes and should not be perceived as an endorsement of any particular supplier, brand, product, service or drug.

Learning Objectives

At the end of this session, participants should be able to:

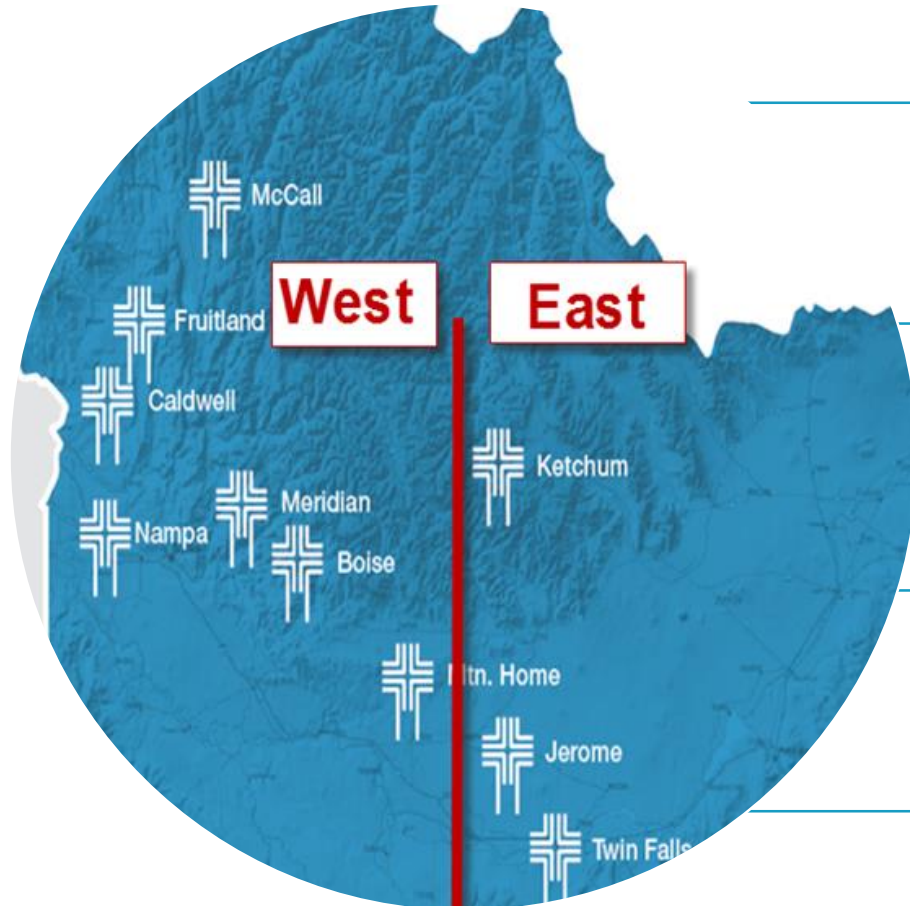
1. Recall the clinical requirements for hiring a successful clinical team within supply chain.
2. Identify ways to earn trust between an interdisciplinary healthcare team in supply chain.
3. Describe how clinicians in supply chain can decrease turnaround time for product selections related to backorders or discontinued items.



You Work Where?

Circe Munson, MSN, RN, CVAHP

St. Luke's Health System



17,000+
employees



2,000
physicians



1,600,000
clinic visits



47,000
hospitalizations

Supply Chain Defined

- Clinical:
 - Physicians, nursing, respiratory therapy, etc.
 - How do I get the 'stuff' to care for patients – instruments, medication, dressings, DME, surgical implants, etc.
- Industry:
 - Generally comprised of business professionals
 - Background may be finance, supply chain, engineering
 - A system of people, activities, information and resources involved in procurement and movement of product or service from source to consumption



Healthcare Supply Chain

- Within healthcare supply chain:
 - *15% of savings comes from negotiations for improved pricing*
 - *85% comes from influencing standardization and product utilization by physicians*
 - *Stanford Supply Chain touches 31.5M individual items on annual basis with over 100K of them being unique items*

Source: Ishi, L., Demski, R., Lee, K.H., Mustafa, Z., Frank, S., Wolinski, J., Cohen, D., et al. (March, 15 2017). Improving healthcare value through clinical community and supply chain collaboration. *Healthcare: The Journal of Delivery Science & Innovation*, 5(1). Retrieved September 19, 2022, from <https://www.clinicalkey.com>



Clinical Integration – Making the Investment



Gap analysis to review areas of greatest needs within supply chain.

Initial investment will be necessary to onboard and recruit clinicians from various backgrounds.

Understanding of data and connection to clinical teams in healthcare.

Effective and efficient supply chain requires alignment on goals and outcomes.

Source: Hayhurst, C (4, April 2019). A clinically-integrated supply chain: How your health system can make it a reality. *Operational Performance, Supply Chain*. Retrieved May 29, 2023, from <https://www.cardinalhealth.com/en/essential-insights/how-to-make-the-clinically-integrated-supply-chain-a-reality.html>

St. Luke's Health System

- What does clinical engagement look like with supply chain?
 - *Decision-making with appropriate clinical expertise*
 - *Time spent with clinicians to build trust*
 - Bedside care
 - Surgical cases
 - Sterile processing
 - *Regular communication*
 - Engage, re-engage
 - Communicate and understand



Assessment Question #1

- Nurses or other clinicians in supply chain assist in effective alignment relating to lowering supply costs?
 - TRUE
 - FALSE

According to AHRMM, assimilation and coordination of clinical and supply chain knowledge provides improved patient safety and clinical outcomes.

Source: Hayhurst, C (4, April 2019). A clinically-integrated supply chain: How your health system can make it a reality. *Operational Performance, Supply Chain*. Retrieved May 29, 2023, from <https://www.cardinalhealth.com/en/essential-insights/how-to-make-the-clinically-integrated-supply-chain-a-reality.html>

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Polling Question #1

- Do you have a physician leader in your Supply Chain organizational structure?
 - Yes
 - No

According to AHRMM, assimilation and coordination of clinical and supply chain knowledge provides improved patient safety and clinical outcomes.

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Clinicians in Supply Chain

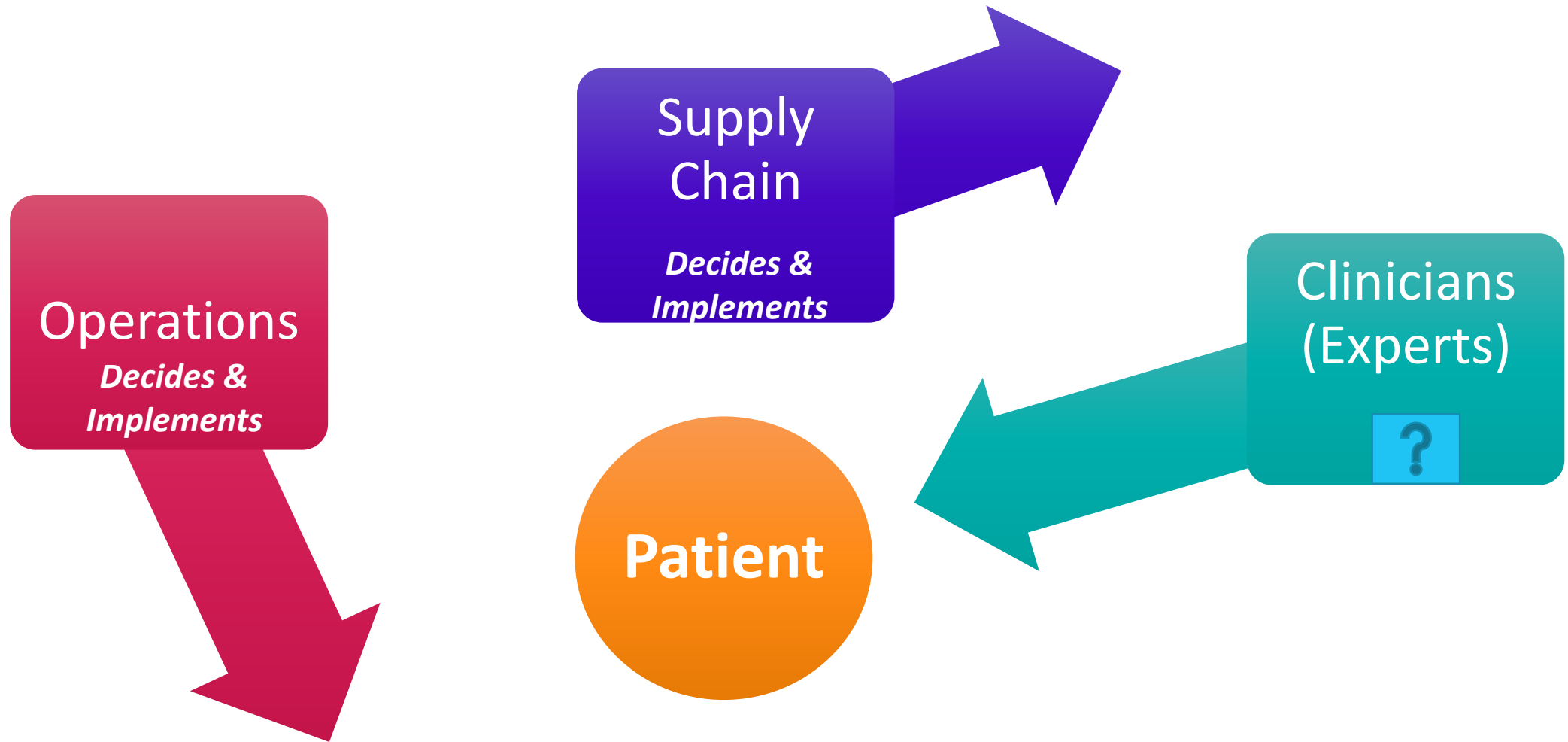
Kacey Wear, MSN, RN,CEN, CVAHP

Lehigh Valley Health Network

A COMPLETE
HEALTH NETWORK



Building Relationships



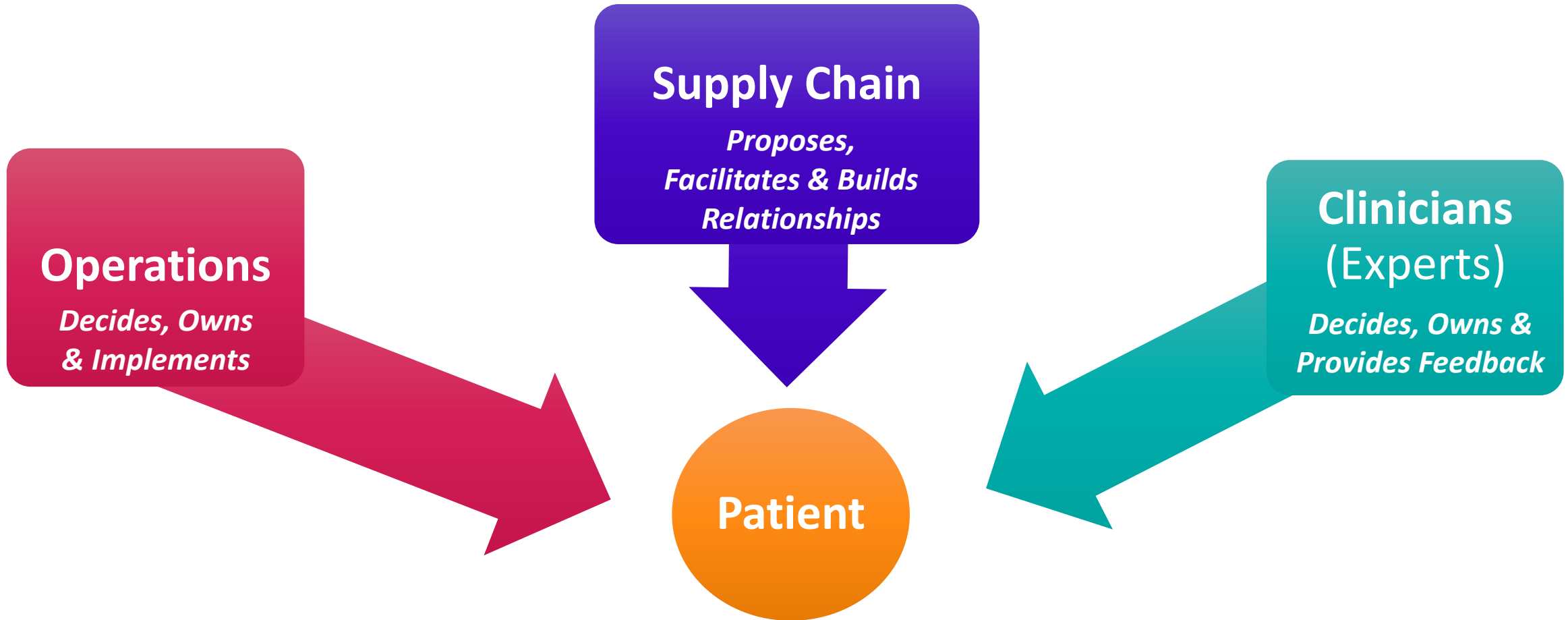
Building Relationships

- Avoid Command & Control Model
 - Making decisions without physician or clinician feedback (supply chain dictates)
 - May produce early savings, but loss of trust
 - Less effective long term
 - Damages culture and relationships across health system



Source: Bowen, B., Borja, C.G., Karim, S., Weinstein, W. (2022, August 23). Optimizing health system supply chain performance. *McKinsey & Company*. Retrieved May 29, 2023, from <https://www.mckinsey.com/industries/healthcare/our-insights/optimizing-health-system-supply-chain-performance#/>

Building Relationships



“A clinically-integrated supply chain helps establish a common vision and strategy for advancing quality through resource utilization, clarifying cost-effectiveness and justifications of new technology...”

Lehigh Valley Health Network

- Clinicians brought on in last 12 months
- Engagement in cost containment for products while partnering with leaders and clinical teams
 - Achievement of over \$75M in savings
- Must have executive leader’s support, physician and other clinician participation
- Leveraging clinical evidence to support change

Source: Brethauer, S. A., Patrick A. Kenney, M., Molly K. Zmuda, M., Sidney M. Fletcher, M., Bruce L. Hall, M. P., & Jimmy Chung, M. M. (2021, June 1). Physician Leadership in Supply Chain: Now more important than ever. *Journal of Healthcare Contracting*, 17. Retrieved May 3, 2023, from <https://www.jhconline.com/wp-content/uploads/JHC-June21.pdf>

Assessment Question #2

- Based on best practice, cross-functional teams involve who in product or service decision-making?
 - Clinicians/Physicians
 - Supply chain
 - Executive leadership
 - All of the above



Assessment Question #2 | Answer...

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 - **All of the above**



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HPG & Clinical Engagement

Jody Upton, MSN, MSM, RN

Healthtrust Clinical Services Team

Making missions possible together

The Clinical Services team supports member missions through multiple avenues by connecting decision makers to actionable knowledge, evidence, experts and valuable practices that meet members' missions.

We achieve this through:

- HealthTrust Huddle platform
 - <https://huddle.healthtrustpg.com/>
- Knowledge Insights portal
 - <http://www.hpginsights.com/>



What We Do

Making missions possible together

- Engage with physicians and clinicians across our membership to gain insight on products and medical devices
 - Expertise
 - Feedback
 - Concerns
- Clinically supported resources
 - Resources supported with evidence-based clinical studies
 - Clinically supported resources to assist in physician/clinician conversations
 - Knowledge Portal to house all resources available to the membership

Member Support

Member Networks

Clinical Question Requests

Conversion Support Resources

Technology Reviews

Physician Insights

Advisory Board Insights

Product Insights

Category Insights

Connecting People to Knowledge

Backorder Support

Conversion Support

Advisory Boards

Educational Resources

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Clinicians in Supply Chain

Panel Discussion

Panel Questions

- How have you transitioned to recovery relating to backorders or product discontinuations?
- How do you build relationships with clinicians?
- How does SLHS and LVHN partner with HealthTrust relating to clinical standardization?
- How do you use physician leaders in your Supply Chain organizational structure to influence decisions?

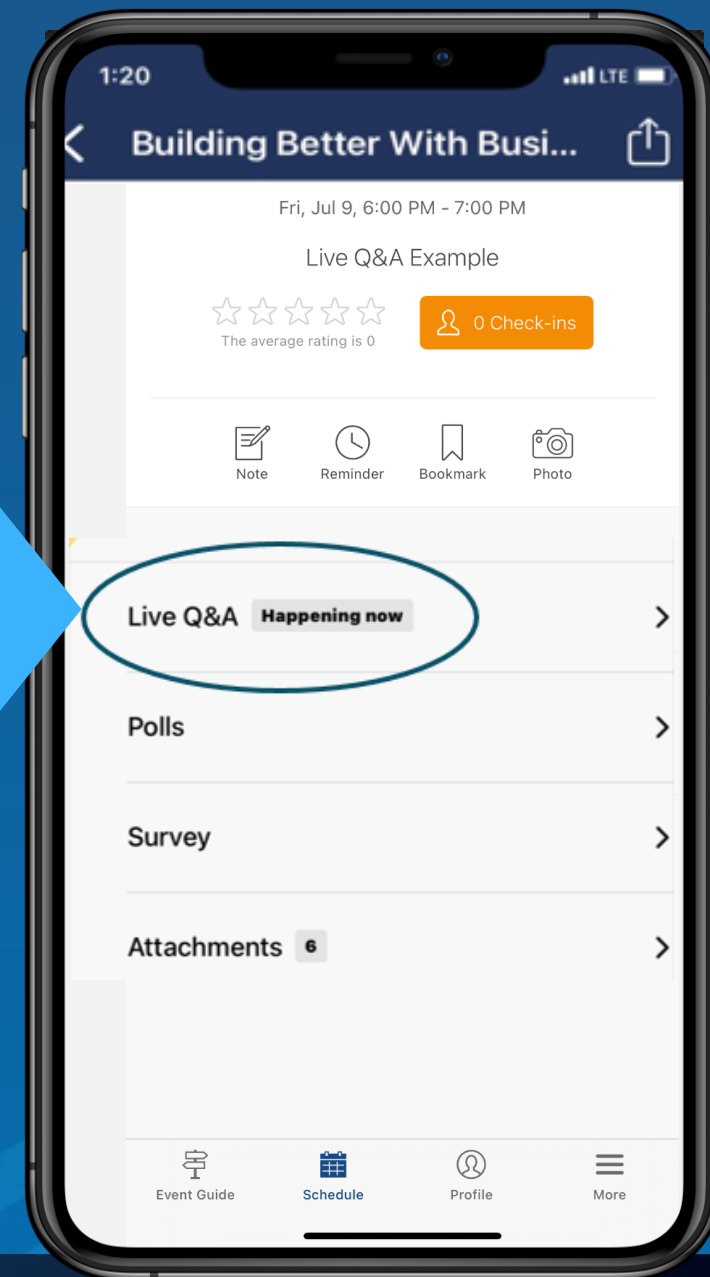




Audience Q&A

Use the conference mobile app to ask your question

- › Select session name
- › Click on “Live Q&A,” then “Ask a Question”
- › Type your question & hit “Submit”
- › Send in any time; Qs will be held until the end of the session



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Thank you...

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