Integris Health System

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David Strong, Director of Logistics Services
Integris Baptist and Integris Southwest

The Challenge:
• Get control of and reduce document production and management costs of $5.6 million a year.

The Solution:
• Detailed assessment of Integris document management operations resulted in the Enterprise Print and Asset Management solution:
  – Installation of DocuShare software to identify output device users and track costs.
  – A Xerox call service with one number for copier and/or courier service.

The Results:
• Projected annual savings of more than $339,000 in the first year with a five-year total of $1.3 million.
• Dramatically lowered costs for forms printing.
• Planned phase-in of total document management strategy.
**Integris Health System Case Study**

**Client Profile**
Integris Health is Oklahoma’s largest community-owned health system. From its beginnings in 1983 with one tertiary care hospital in northwest Oklahoma City, Integris has grown to encompass 17 hospitals and 1,600 medical personnel. Integris also owns rehabilitation centers, physician clinics, mental health facilities, independent living centers and home health agencies throughout much of Oklahoma.

**The Challenge**
In the summer of 2000, Integris Health System’s logistics team didn’t know exactly how much the health system was spending on copiers, hard-copy forms, its print shop, outside printing, electronic forms and mail rooms. But they did know one thing: the creation and distribution of documents at Integris was not being managed well.

Different vendors supplied various aspects of the document-handling process: one for copiers, one for print shop and another for forms. This decentralization created confusion, and missed opportunities for efficiencies.

In Oklahoma City, Integris Baptist and Integris Southwest medical centers are across town from each other, but only Baptist housed a print shop. Employees were using cabs and couriers to move documents, images and other materials from facility to facility—a big expense that wasn’t being tracked.

Service issues were also a concern. “People want information as fast as they can get it, and things as fast as they can get them,” said David Strong, director of logistics services for the two metropolitan hospitals.

“We determined that the ‘Integris Document Beast’ was costing about $5.6 million a year”
David Strong, Director of Logistics Services
Integris Baptist and Integris Southwest
The Solution

Strong wanted to end document confusion, so in July 2000, Xerox was already running the print shop at Integris Baptist and handling short-run form printing and basic copy jobs. Xerox has a dedicated healthcare team with resources to support the unique needs of healthcare organizations. “Our mission is not just to save them money,” said John Jones, Xerox Vice President and General Manager of Xerox Healthcare Group “It’s about enabling their people to spend more time focusing on patient care and healthcare issues.”

Impressed by Xerox’s proposal to develop a document strategy for Integris, Strong called upon Mike Monroe, his Xerox Business Services manager, for help. Together, they drew a pie chart on a marker board that detailed the organization’s document management operations—including faxes, copiers, forms, the print shop, outside printing, mail room and courier services—and who was responsible for them. “We called that the ‘Document Beast,’” said Strong. “Then we determined that the Integris Document Beast was costing about $5.6 million a year.”

The detailed assessment of the document management operation resulted in the Enterprise Print and Asset Management solution.

Taming the “Beast” begins.

To gain control over the Document Beast, Strong and Monroe started with the Xerox-outsourced print center already in place at Integris. Even though the shop was available, most forms were still being printed by outside vendors. They decided to bring as much form printing as possible into the Xerox shop. Integris was already using Web-based ordering for forms, so that system was kept in place.

Next, Strong and Monroe tackled copiers and copier maintenance, which were, at that time, outsourced to another company. By switching to Xerox, Strong got about 50 percent of the Document Beast under control. Three Xerox DocuCare associates now work full time at Integris, performing at least 75 percent of necessary maintenance. For situations they can’t handle, they call in a Xerox service technician. “That’s the kind of service I really do appreciate,” said Strong. “They are responsible for all copier supplies except paper, and they constantly check the machines, replace toner and take care of any problems.”

Integris can now track the cost of every copy.

Using Xerox’s DocuShare software, the DocuCare associates take “meter” readings from each copier in the metro hospitals to determine the number of copies made under each user code. A report to Integris’s financial reporting department details exactly how much different departments spend on copies in a given month. “Before that, it was a manual process,” said Strong.

Forms were being printed in the Xerox print center, and the Baptist mail room was right next door, so Strong considered having Xerox take over the mail room and deliver printed forms. “It seemed like a natural next step, and soon, one more segment of the Document Beast was tamed,” Strong said.

Strong then had Xerox take over the courier service and deliver printed forms from Integris Baptist to Integris Southwest across town. This dramatically lowered Southwest’s costs for outside form printing. It also worked well for moving other documents.

“I truly expect to reduce our costs by at least 10 percent, or $500,000 a year in hard-dollar savings.”

David Strong, Director of Logistics Services Integris Baptist and Integris Southwest

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But for immediate deliveries, employees were still calling cabs and couriers—some of them less than reliable—to shuttle X-rays, pharmaceuticals and other materials between the two facilities.

Xerox is working with Integris to establish on-call courier service with one telephone number employees can call for all deliveries. This would be the same number they call for Xerox copier service.

“As I look at what is really our business at Integris, it’s not document management,” said Strong. “I now have Xerox as a partner to help with deliveries, printing, mail, forms and other things so we can focus on our core competencies.”

The Results

Today, Integris’ Xerox Enterprise Print and Asset Management solution includes three on-site DocuCare account associates who manage: all forms, more than 250 Document Centre multifunction machines, and Baptist’s mail room and courier services. Xerox tracks all copier and printer activity, so the health system can keep a better handle on total document management costs.

Projected annual savings include more than $339,000 in the first year, then close to $251,000 annually for the next four years. That’s a five-year savings of more than $1.3 million. Much of these savings come from improved work processes, upgraded machines and the conversion to print-on-demand forms.

“We’re saving at least $100,000 a year on copy machines alone through consolidation and better management,” said Strong, who expects the savings to grow as Integris expands its relationship with Xerox into other document management areas. “I truly expect to reduce our costs by at least 10 percent, or $500,000 a year in hard-dollar savings.”

Xerox continues to work with Integris toward phasing in a complete document management strategy. Now that they have the infrastructure in place, the next phase will address standardizing Integris’s fax machines so that all have fax, print and scan capabilities. Ultimately, Strong hopes for Xerox to maintain all of Integris’s printers and to supply toner cartridges.

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