Xerox Healthcare Services Case Study

Kennedy Health System

“We needed to find a partner who could create an efficient and strategic document management plan. Xerox did this for us.”

B.J. Laird, Corporate Director, Materials Management, Kennedy Health System

The Challenge:
• Reduce costs and turnaround time for producing and delivering forms.
• Improve the consistency, quality and timeliness of forms.
• Minimize use of off-site resources for document-related needs.

The Solution:
• Establish in-house print-on-demand service staffed by Xerox.
• Web-based system for viewing and ordering forms.

The Results:
• Reduced forms production and delivery turnaround time from 15 weeks to just two weeks.
  • Realized total savings over $320,000 in first two phases.
  • Web-based forms management system will save an additional $150,000 annually.
Kennedy Health System Case Study

Client Profile

When it comes to delivering services, the healthcare industry typically has forms for everything. Kennedy Health System in Cherry Hill, New Jersey, is no different with one significant exception: it has Xerox innovation on its side. In fact, through its alliance with Xerox, Kennedy Health System has implemented a more effective way of producing and storing large numbers of business-related documents.

Kennedy Health System is an integrated healthcare delivery system that includes acute-care facilities, freestanding dialysis centers, home health initiatives, diabetes education centers and general wellness clinics. Managed by 3,500 employees, physicians and residents, the community-based facilities handle 338,000 patient encounters every year.

The Challenge

For years, Kennedy Health System used outside service providers for document management needs, including printing and warehousing forms. From design to finished product, normal turnaround time for a new form was almost 15 weeks.

Many of the forms quickly became outdated as they sat on shelves collecting dust and accumulating storage costs. This system made it nearly impossible to stay current with industry and legislative changes. It also resulted in a hodgepodge of formats without a consistent design.

Additionally, because inventory listings were not current, hospital personnel were unaware of all the forms available for ordering. They often would design their own forms simply because they didn’t know a similar one already existed.

Although the hospital had a traditional copy center, it was inconveniently located in the basement and had out-of-date analog equipment with poor-quality reproduction.

B.J. Laird, Corporate Director of Materials Management for Kennedy Health System, explained, “Ultimately, we needed to find a partner who could help us design, store and maintain our traditional forms and create an efficient and strategic document management plan.”
The Solution

To streamline document processes and bring the organization into the digital age, Kennedy Health System turned to Xerox.

“After considering other vendors, we found no company that could match the depth and breadth of solutions, experience, service and knowledge that Xerox brought to the table,” Laird said.

Working together, Kennedy Health System and Xerox created a three-phase plan.

**Phase 1:**

In February 1999, following an in-depth analysis of the hospital’s needs, Xerox devised a solution specifically tailored to Kennedy Health System: a centralized Xerox production center would replace the hospital’s outdated copy operation. A Xerox DocuTech® production printer with DigiPath® technology and a high-resolution scanner gave the hospital the capability to bring traditional forms such as charts and patient information templates online for on-demand, in-house printing. Turnaround time for developing and creating new forms declined dramatically from 15 weeks to two weeks, while actual production time fell to only 72 hours.

The new technology and procedures enabled Kennedy Health System to be more efficient when printing mass quantities as well as short runs and customized forms.

**Phase 2:**

In April 2000, Xerox staff members started working on-site to manage production and to implement the new initiatives. They began by creating an electronic library to reduce forms inventory, eliminate warehousing costs and simplify the process of updating forms. With digital forms, Kennedy Health System is now capable of handling emergency redesigns or quickly printing forms. An example of how convenient this is would be on Fridays for departments that have forgotten to reorder for the weekend. Today, 93 percent of all forms are available digitally and can be printed on demand. Kennedy Health System employees began using the centralized Xerox production center for a variety of needs, including form updates and color printing. The many printing options, plus convenient pickup and delivery service, helped hospital employees become more productive as they spent less time managing documents and more time managing patients.

**Phase 3:**

For this phase, Kennedy Health System and Xerox planned to streamline the forms process further and create greater benefits. Key initiatives included Web-based forms ordering and the creation of a workflow process that made form design more efficient and cost-effective.

In November 2001, an interactive electronic catalog came online. Hospital personnel can now use a Web browser to search for a form by name, number or general description. Additionally, the first page can be viewed to make sure it is the correct form before ordering.

With the digital repository in place, Xerox on-site graphic artists improved the design of dozens of forms and established a consistent look. In one redesign example, two- to three-part carbonless forms that once cost 13.5 cents each now cost 8 cents each, saving the hospital about $75,000 a year. A team comprised of Xerox and Kennedy Health System people are now consulting with hospital personnel on all new forms. This facilitates the design of layouts with a consistent look and which can be produced cost-effectively.
The Results

According to Laird, the joint effort between Kennedy Health System and Xerox’s on-site team generated results far exceeding expectations. Savings through Phases 1 and 2 totaled over $320,000, with additional yearly savings projected at $150,000 for Phase 3’s Web-based forms management.

The hospital also dramatically reduced creation and production time from 15 weeks to just two weeks, and established significant efficiencies with more than 90 percent of forms now in the digital library and available in-house from the centralized Xerox production center. Other benefits included:

- Installation of modern digital equipment improved document quality, eliminated obsolescence.
- Created a consistent, professional look for forms.
- Information and data capture improved as patients, insurers and other hospital constituents found the forms more understandable, user-friendly and easier to complete.
- Convenience increased significantly via new internal production capabilities such as including carbonless forms; binding, tabs and covers for patient charts; color transparencies; on-demand printing; and electronic storage of document masters.
- Flexible strategies were implemented to facilitate adjustments for future technology advances.
- A relationship was established with an experienced outsourcing partner who had proven operational excellence and high accountability.

“The key to our document management success at Kennedy Health System is simple because we found a company that is committed to our goals,” Laird said. “You know you have found the right partner when you have a team of people working on a project and you can’t tell who is working for whom.”

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B.J. Laird, Corporate Director, Materials Management, Kennedy Health System

Let’s see what Xerox can do for you.

Xerox helps hospitals and integrated delivery systems design and manage key document processes for the greatest possible efficiency, productivity and customer satisfaction.

For information on the advanced solutions and services that Xerox can provide, call 1-800-ASK-XEROX, ext. FSHC or visit www.xerox.com/healthcare today.