

Welcome To Sutter Health Supply Chain!



Learning Objectives:

- Intro to Sutter Health
- Culture
- Strategic Plan
- Distribution Strategy
- Strategic Sourcing
- Measurement of Success
- Education and Training

Sutter Health Supply Chain Operations

Sonja Grant, MBA

Area Director Supply Chain, Greater Sacramento Market

Dana Coates

Director Supply Chain, Sutter Medical Center Sacramento

Chris Soto

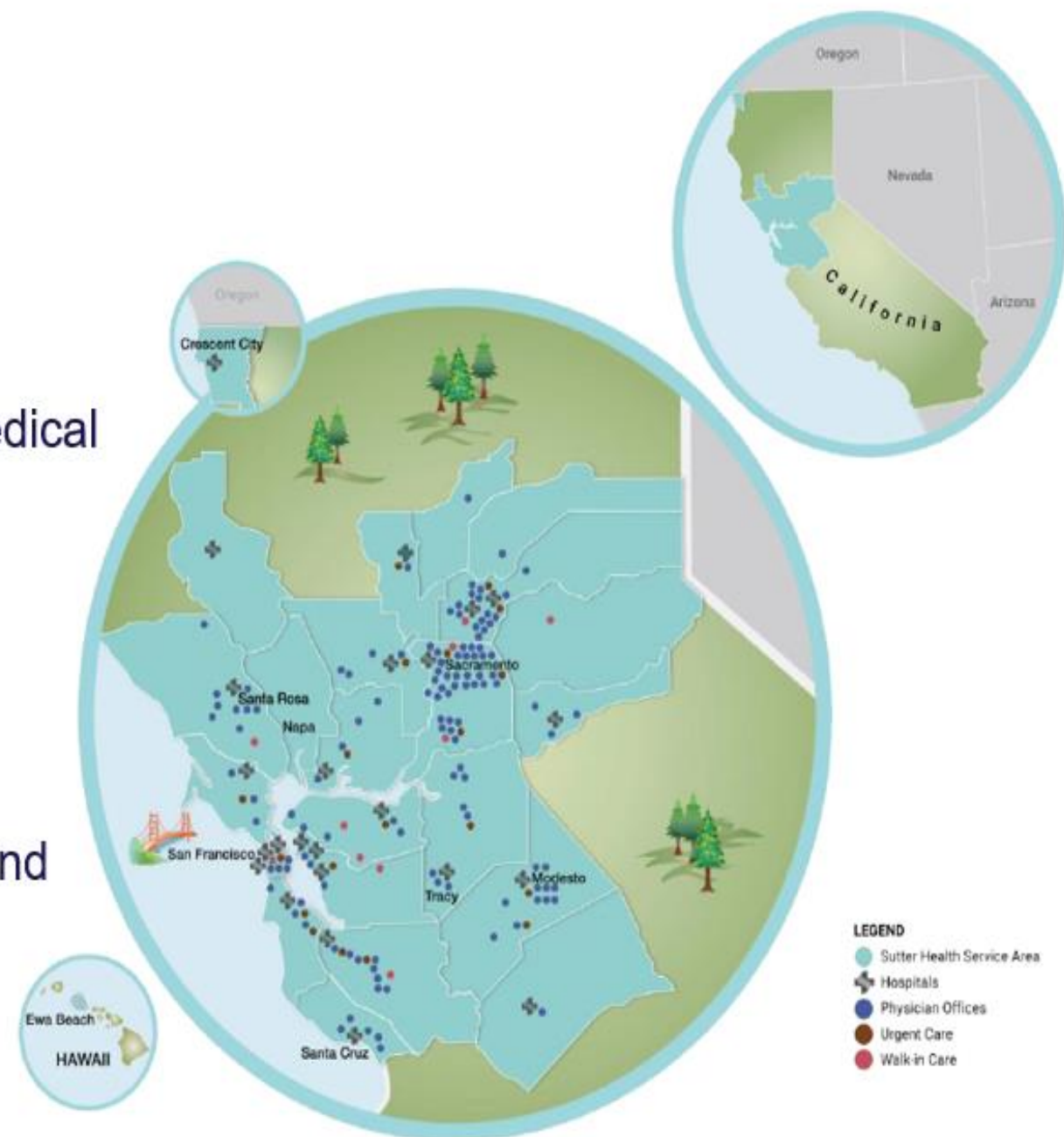
Director Supply Chain, Sutter Memorial Medical Center

Stacy Jones

Area Director Supply Chain, Greater Central Valley Market

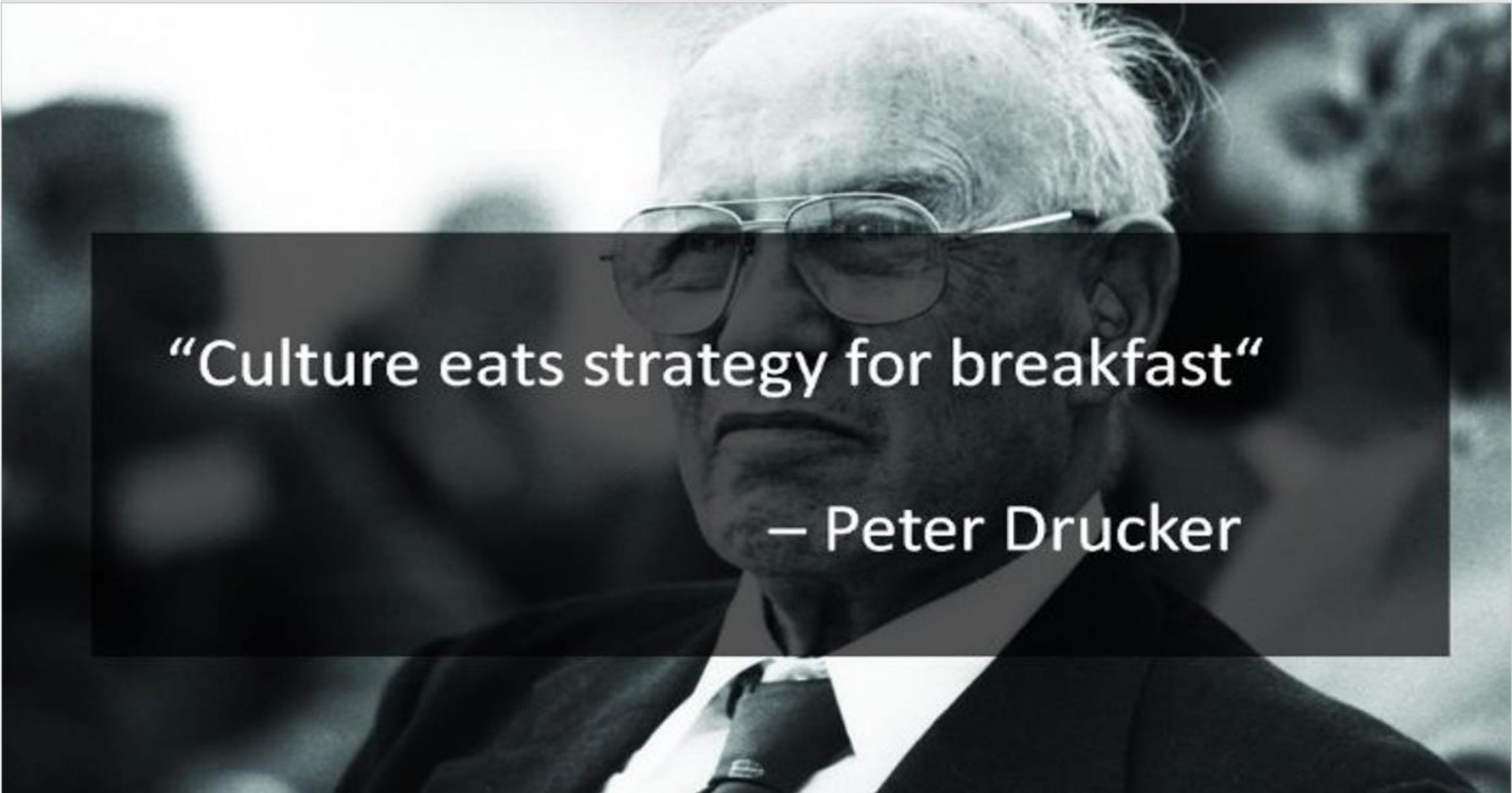
Sutter Health at a Glance

- **\$14.8B** in operating revenue in 2022
- **3.3M patients served in 2022** by:
 - 12,000+ physicians; 4,500 with aligned medical groups and IPAs
 - 15,000+ nurses
 - 50,000+ employees
- **Extensive healthcare ecosystem**
 - 27 acute care campuses
 - 300+ clinics, ambulatory surgery centers and urgent care
 - 12th largest home health organization
 - Health Plan and global risk assets
- **13M population in primary markets**



Awards and Distinctions



A black and white photograph of Peter Drucker, an elderly man with glasses, wearing a suit and tie. The image is slightly blurred, focusing on his face. A dark semi-transparent rectangle is overlaid on the center of the image, containing white text.

“Culture eats strategy for breakfast”

– Peter Drucker

Sutter Cultural Beliefs and Values

Speak Up & Listen

I respectfully speak up, listen, follow through and expect others to do the same

Walk the Talk

I live the Sutter Values and immediately address contradictions in myself and others



The Results Pyramid[®]



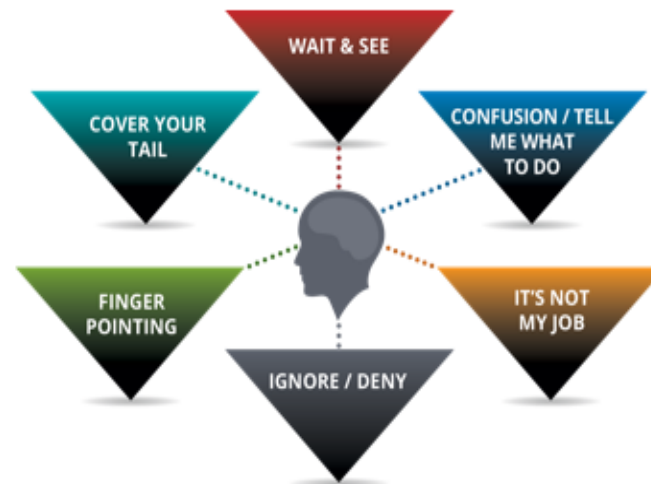
Experiences create **Beliefs**.
Beliefs influence **Actions**.
Actions produce **Results**.

The Steps To Accountability[®] Model



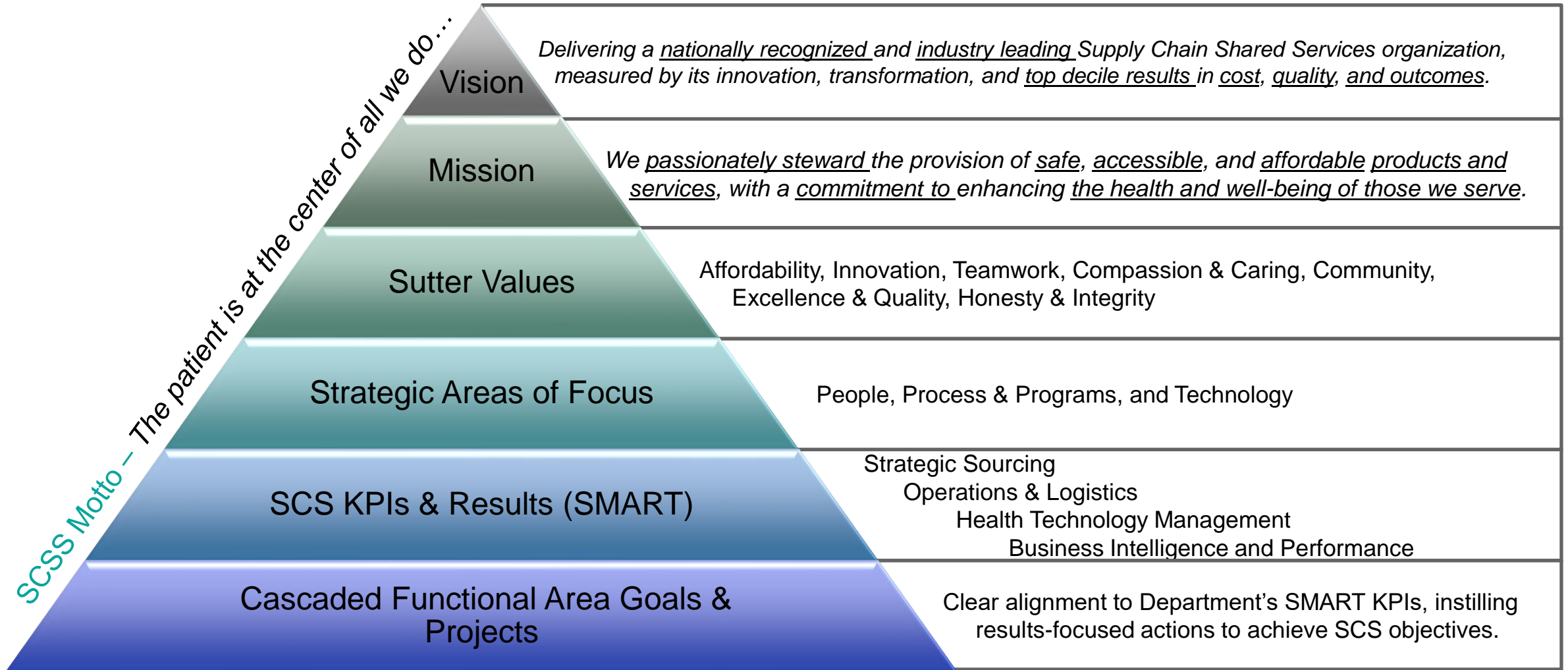
ABOVE THE LINE[®]
The Steps To Accountability[®]

THE LINE



BELOW THE LINE[®]
The Blame Game

Sutter Health Supply Chain Services Strategy



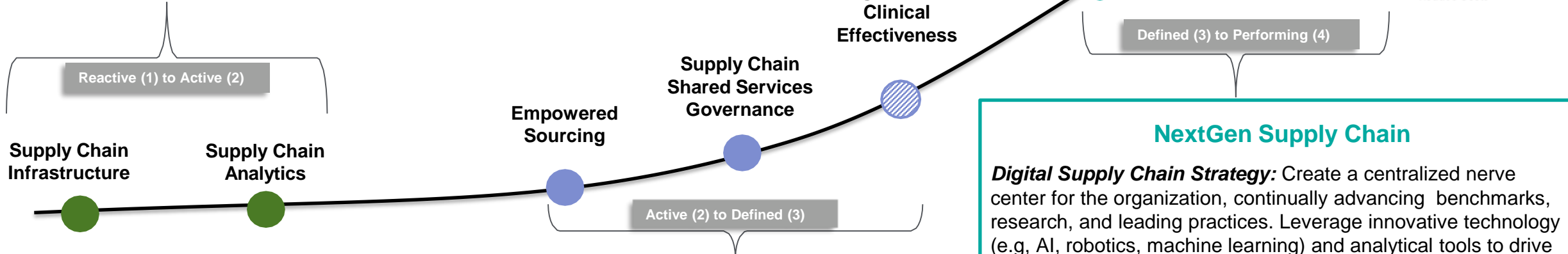
SCSS Promise - *Delivering a Transformative and Affordable Supply Chain Shared Services CoE*

SUPPLY CHAIN SERVICES MATURITY VISION

Traditional Supply Chain

Supply Chain Infrastructure: Develop talent, standardize processes, minimize shadow orgs, maximize efficiencies, leverage technology (e.g., benchmarking tools, item/vendor master data, ERP, Visual Management, cycle counts, inventory accuracy).

Supply Chain Analytics: Leverage a group of core analysts to drive fact and data-based sourcing and operational decisions to drive savings and process improvement.



Clinically-Driven Supply Chain

Empowered Strategic Sourcing: Create a comprehensive strategy to manage sourcing of high value categories (e.g., PPI, Rx, services) and clinical commodities.

Supply Chain Governance and Value Analysis: Establish a comprehensive Value Analysis structure and governance model with executive support to drive vendor selection and consolidation

Integration with Clinical Effectiveness: Create an executive-championed and physician-driven infrastructure that systematically analyzes the impact of care decisions in regard to quality, cost and outcomes.

NextGen Supply Chain

Digital Supply Chain Strategy: Create a centralized nerve center for the organization, continually advancing benchmarks, research, and leading practices. Leverage innovative technology (e.g, AI, robotics, machine learning) and analytical tools to drive decision-making.

Digital Value Network: Digitally orchestrate the end-to-end value chain from the customer upstream to suppliers to create an affordable and resilient supply chain that improves the customer experience.

Digital Ecosystem and Innovation: Fully connected orchestrated digital ecosystem that allows for new agile business model creation and level up collaboration and partnerships with all key stakeholders (e.g. self-distribution, commercialization, etc).

Product Delivery is Our #1 Priority

7 Principles of Sutter Supply Chain

Delivery of Supply (Product or Service) is the Priority

Commodity Variation Increases Costs

Centrally Managed Demand Reduces Uncertainty

Least Handling is Best Handling

SMART (Specific, Measurable, Actionable, Realistic, Timebound) Objectives Builds Effectiveness

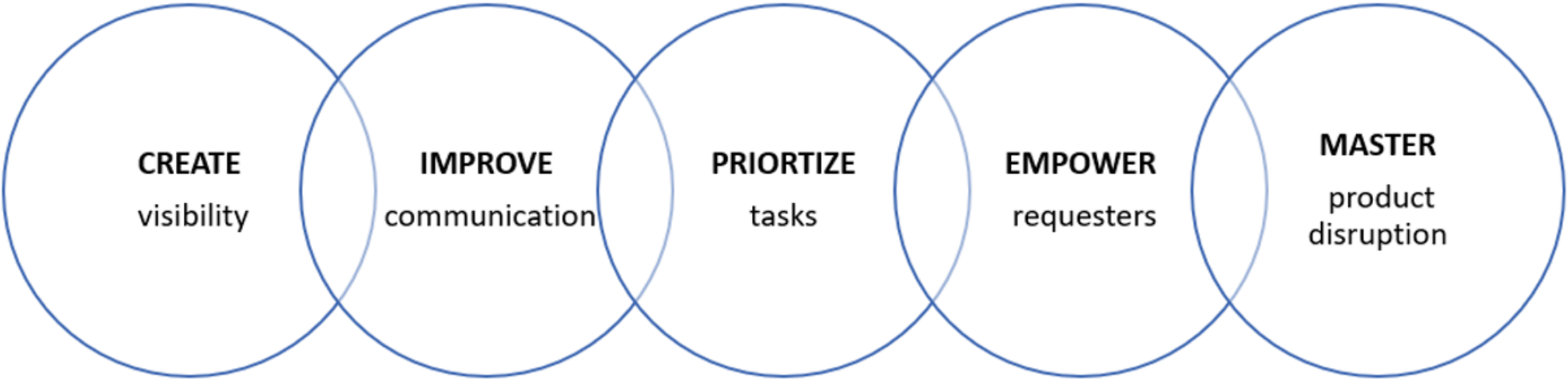
Standard Work Creates Value & Reduces Waste

Measure Twice, Supply it Once

What is an Orders Management Portal?

Web-based Communication Platform with Combined Data Elements

- Two-way Communication Portal
 - Requesters select from a consolidated list of “Actions”
 - Purchasing works requests and documents action taken in portal for review



Order Management Portal

Actions submitted after 1pm will be reviewed the next business day.

[LINK TO USER GUIDE](#) →

[View Job Aid](#)

[Download FAQ](#)

USER FILTERS →

*System	*Company	Requested Action	Resolution	Chart Code(s)	Req Location	Location Type	Location Priority	Requester
All Medline Sy	Select a Company	All Actions	All Resolution			All Locations	All Location Pri	
Item(s)	PO	Reroute	Acct Unit	Surgery Center	Medline Order Type	Employee Type	Sort	
		All Reroute Status		All Facilities	All Order Typr	All Employee	Description A-Z	
Go	Reset							

SOH IN INVENTORY ↓

↓ VENDOR AND PURCHASING NOTES

PO DATA →

Location	Order	Item	Qty	SOH	Notes	Action
Company-Location: 378-36SCL Req loc: 36153 PR-CS-INF ON HEM AME/PA Exception type: Rejected	Purchase Order: 37801286480 Line: 1 PO Created: 07/14/2023 Requisition:7872099 Line: 1 Requester: PEONE, NICOLE Contact info: (916) 295-2045 PEONEN@SUTTERHEALTH.ORG	128303 SOL IV DEXT 5PCT 100ML Manufacturer: BAXTER MEDICATION DELIVERY Part Number: 280041 Vendor Item: BHL280041	Ordered: 6 PK Open: 0 PK	DED DED AR UOM	MEDLINE INDUSTRIES INC Vendor #: 9902 Medline Comment- OTHER-ITEM ISSUE UPDATED, PLEASE REORDER Proactive Action - 07/17 - ITEM REJECTED, REPLACED WITH L# 128303 FOR REQ LOC 36153 - NEW PO 37801286969 - (07-17-2023 13:53) Possible Sub (needs review): 129321 SOL IV DEXT 5PCT 100ML (BAXTER MEDICATION DELIVERY 280082) 195416 SOL IV INJ 5PCT DEXT PAB 100ML (B BRAUN - MEDICAL INC S5104-5264)	Please review the Buyer comment prior to entering a new request. <input checked="" type="checkbox"/> Check to enter new request Select Action for Save Buttons to Appear ▼ Select Action for Save Buttons to Appear Reroute Find Sub Order Direct Cancel Line Sub with item entered below (user selected) Bulk Qty order into Inventory (LUM Only) No action for Stock Control
Company-Location: 378-36SCL Req loc: 36153 PR-CS-INF ON HEM AME/PA Exception type: Backorder	Purchase Order: 37801281413 Line: 7 PO Created: 06/30/2023 Est Delivery: 07/24/2023 Requisition:7825235 Line: 2 Requester: MOHAMMED, RAZIM Contact info: (408) 524-5812 MohamR@pmf.org	195416 SOL IV INJ 5PCT DEXT PAB 100ML Manufacturer: B BRAUN - MEDICAL INC Part Number: S5104-5264 Vendor Item: BMGS51045264	Ordered: 25 EA Open: 25 EA	DED DED AR UOM	MEDLINE INDUSTRIES INC Vendor #: 9902 Medline Comment- Backorder - ETA 07/24 Action Needed - PLEASE REVIEW POSSIBLE SUB L# 128303/ BHL280041 (07- 10-2023 14:22) Possible Sub (needs review): 128303 SOL IV DEXT 5PCT 100ML (BAXTER MEDICATION DELIVERY 280041) Reroute: NO	Please review the Buyer comment prior to entering a new request. Requested Action: Find Sub Comment: Requested by: agreedb : 07-10-2023 09:55 <input checked="" type="checkbox"/> Check to enter new request Find Sub ▼ Save Save All

SUB ITEM OPTIONS →

ACTION SELECTIONS

SAVE TO SUBMIT TO PURCHASING

Initial Successes

Stock Control Buyers work impacted items prioritized by the requester

Stock Control Buyers proactively replace impacted items before requested

Direct access between Requesters and Stock Control Purchasing Team

Leverage technology to minimize manual work

Organize Stock Control Buyers by tasks

*Stock Control – Distribution Control Tower (industry best practice 2021)

Order Management Portal (OMP) Kaizen Event

Highlights

- Survey sent out to Requesters, Supply Chain Staff and Buyers – 184 responses received
- Two day in person Kaizen Event – Included Buyers, End-users, Managers, and Directors
- Created a Project Plan
- Automated daily Distribution Partner data ingestion.
- Updated Portal availability to 7:00 a.m.
- Stock Control to work vendor directs daily.
- Develop new user training sessions



System Supply Chain Huddles

Supply Chain Virtual Huddle Board



Supply Chain Vision

Delivering a nationally recognized and industry leading Supply Chain Shared Services organization, measured by its innovation, transformation, and top decile results in cost, quality, and outcomes.

Supply Chain Mission

We passionately steward the provision of safe, accessible, and affordable products and services, with a commitment to enhancing the health and well-being of those we serve.



Action Items

ISSUE	SUBMITTER	DATE	OWNER	F/U DATE	STATUS
Mattress Replacement Process		10.4.22	Jen and Team	9.14.23	Open
Sample Process (PO)		8.31.23	Terry	9.14.23	Open
Inventory Availability at Medline by Stocked UOM's		1.3.23	Medline/Susan	9.19.23	Open
System Supply Spend Training		7.6.23	Brian Kay	10.6.23	Open
RFP & Conversion Strategy/Calendar		8.24.23	Sourcing/Jen	10.6.23	Open

Quote of the Week



Tuesday Agenda

- Stock Control
- Purchasing
- Pharmacy
- eQuip
- Vizient
- Medline

Recognition/Wins

EMPLOYEE/SUBJECT	NOMINATOR	EMPLOYEE/SUBJECT	NOMINATOR
Josh & Candice – Inventory Numbers	Sonia		
Mitch Bottel (IS) & Ian/Lilianna – Server Upgrade	Brian		
Felicia – Team Cohesiveness	David		

SCSS Motto – The patient is at the center of all we do...



Strategic Sourcing

Supply Chain Governance (SCG) The team is charged with the planning, coordination, implementation, and evaluation of Supply Chain initiatives to reduce the overall cost impact of Sutter's operations.

Stewardship Project Teams:

- Evaluates opportunities to reduce complexity
- Decreases non-labor expense.
- Delivers System Standards & Supply Conversions
- Establishes new systems standards for equipment, purchased services, and physician specialty supplies.
- Compliance to contract decisions & savings achieved are monitored and tracked on dashboards to ensure initiatives are fully implemented and maintained

Compliance Dashboard

Supply Chain Project Compliance Dashboard



Compliance KPI
■ Above Target

Facility

(Multiple values)

Compliance Month, Year

(Multiple values)

Projects by Month Rollup

Service Line	April 2023	May 2023	June 2023	Grand Total
Grand Total	97%	98%	99%	98%
Bedside Medical	99%	99%	99%	99%
Cardiovascular	99%	99%	99%	99%
MusculoSkeletal	95%	95%	95%	95%
Neuroscience	99%	99%	98%	99%
Surgical	95%	96%	98%	96%

[Sutter Health Supply Chain](#)

[Cardiovascular Compliance Dashboard](#)

[Med-Surg Compliance Dashboard](#)

[Neuroscience Compliance Dashboard](#)

[Orthopedic Compliance Dashboard](#)

Value Analysis & Clinical Technology Assessment Council (CTAC)

A Physician lead decision making body that operates to ensure wise stewardship.

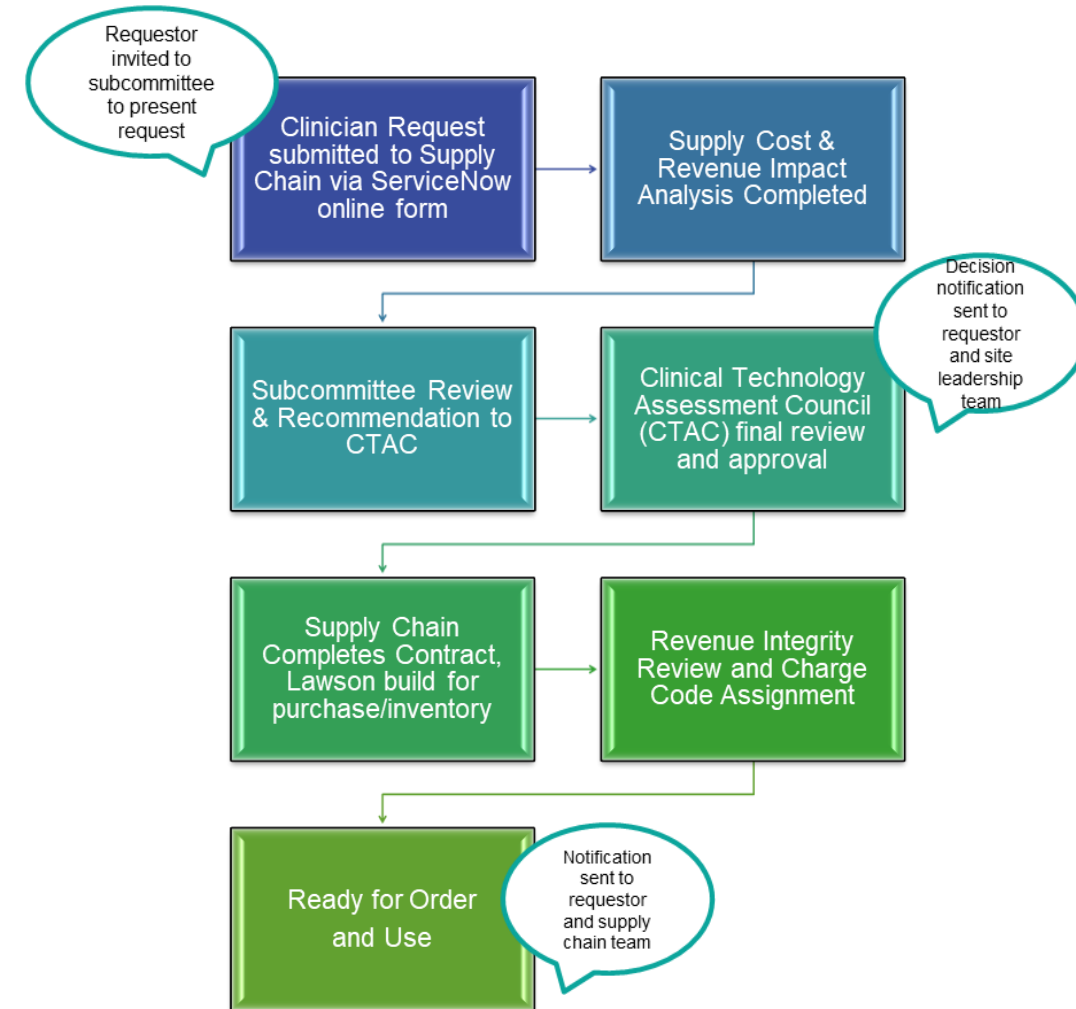
- Reviews clinician requests for new medical devices and technologies.
- Committed to excellence in patient care.

Service Lines:

- **Neuroscience Service Line Subcommittee** meets the 2nd Monday of every month.
- **Cardiovascular Service Line Subcommittee** meets the 2nd Friday of every month.
- **Perioperative Subcommittee** meets the 2nd Tuesday of every month.

Criteria for Approval

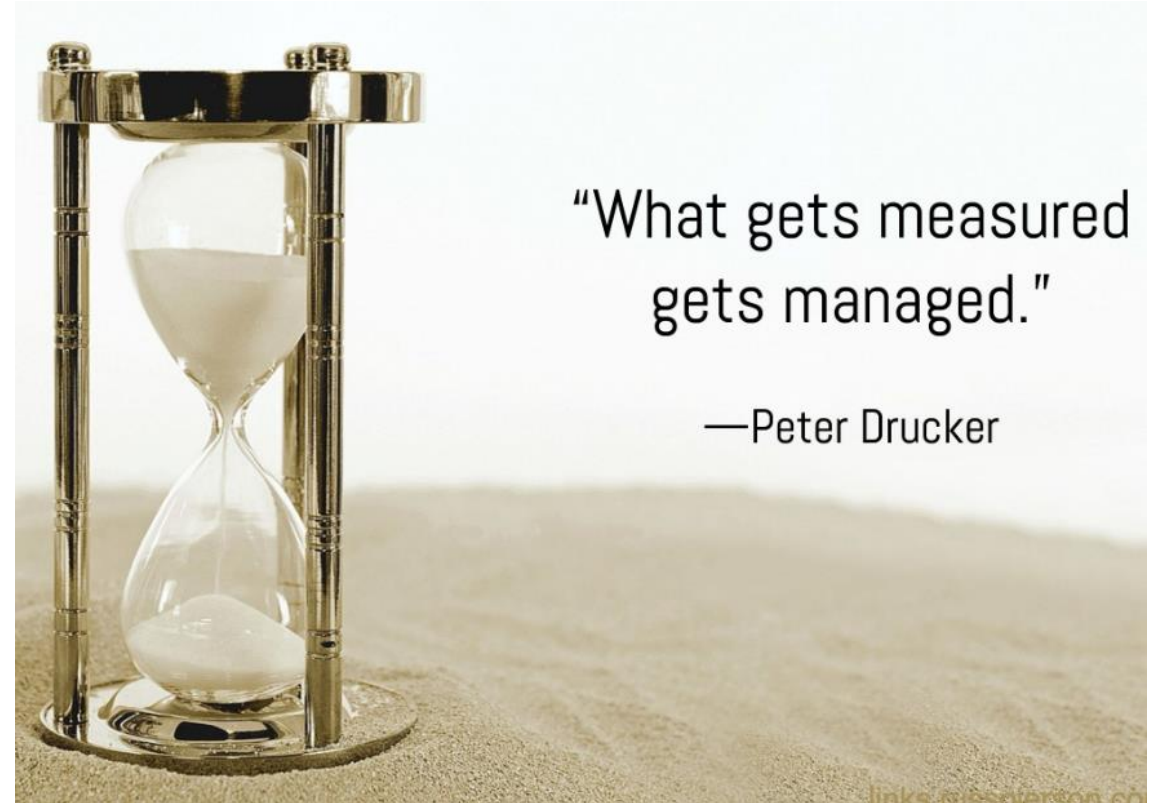
- **Safety** - Evidence based safety
- **Efficacy** - Evidence based outcomes
- **Affordability** - All costs including training, equipment, impact on LOS, follow up treatments, downstream complications, etc.



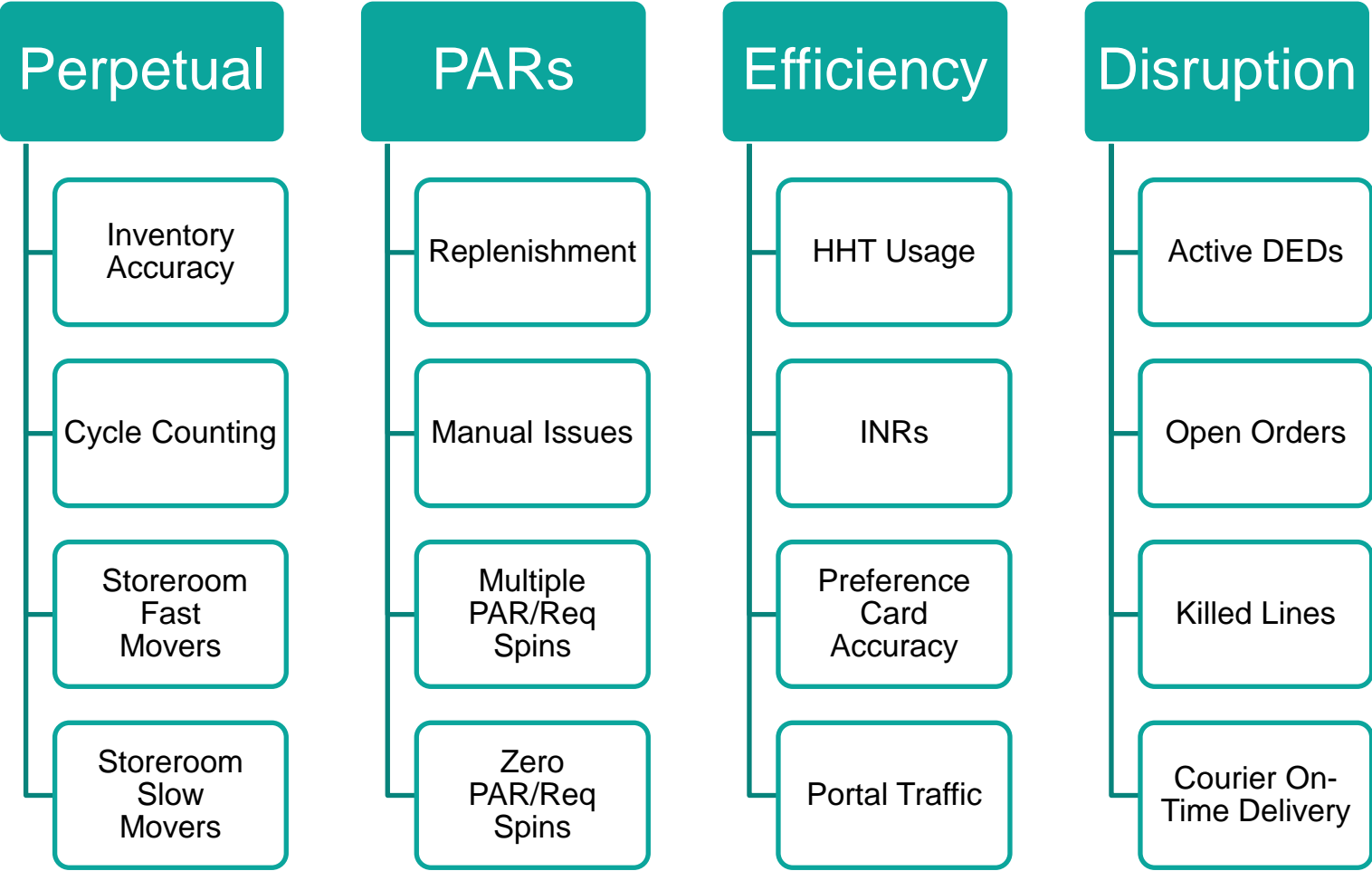
Measurement of Success

Key Performance Indicator (KPI's) Dashboards

- Created internal distribution metrics to increase confidence in product availability
- Right-sized inventory and maximize hand-held technology.
- Web-based reports were created to extract necessary data to positively impact the direction of the KPIs.

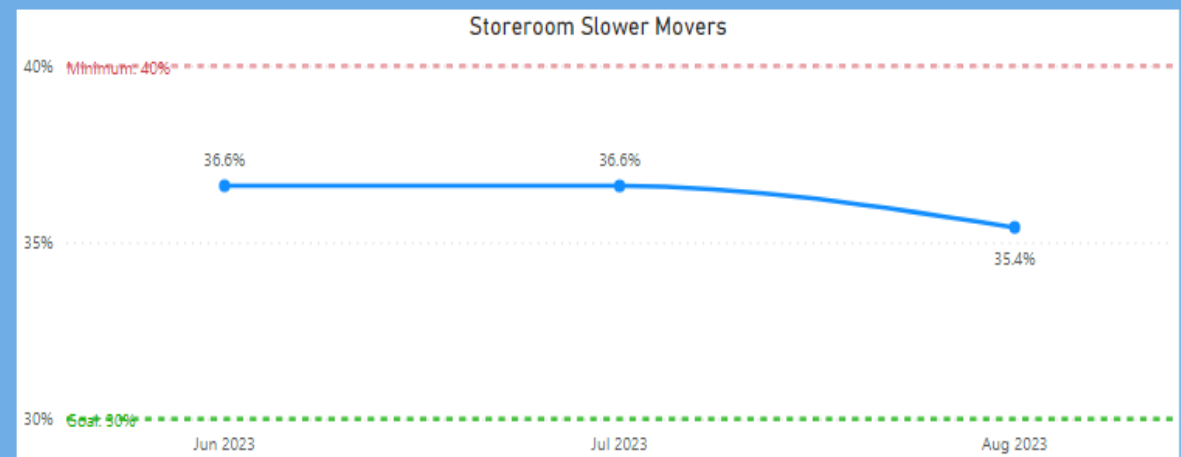
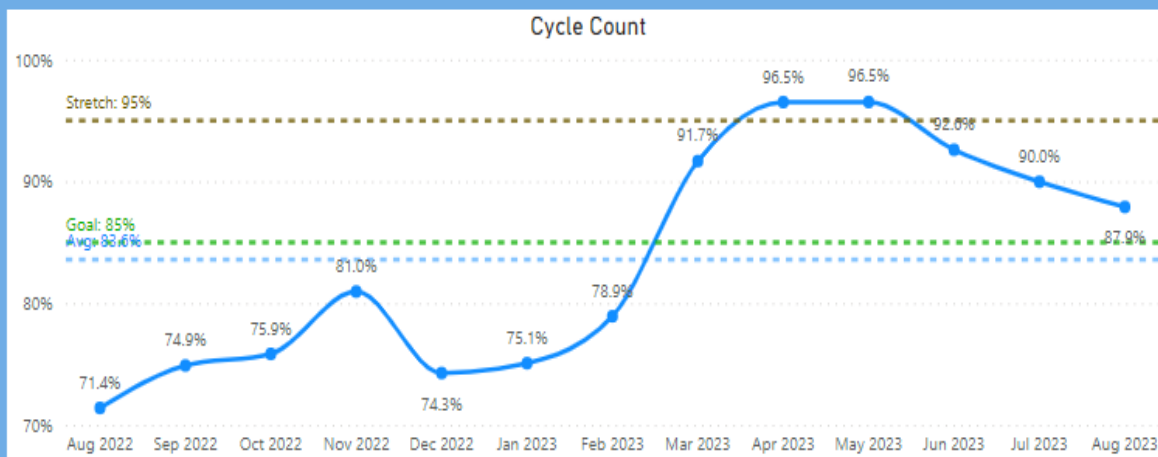
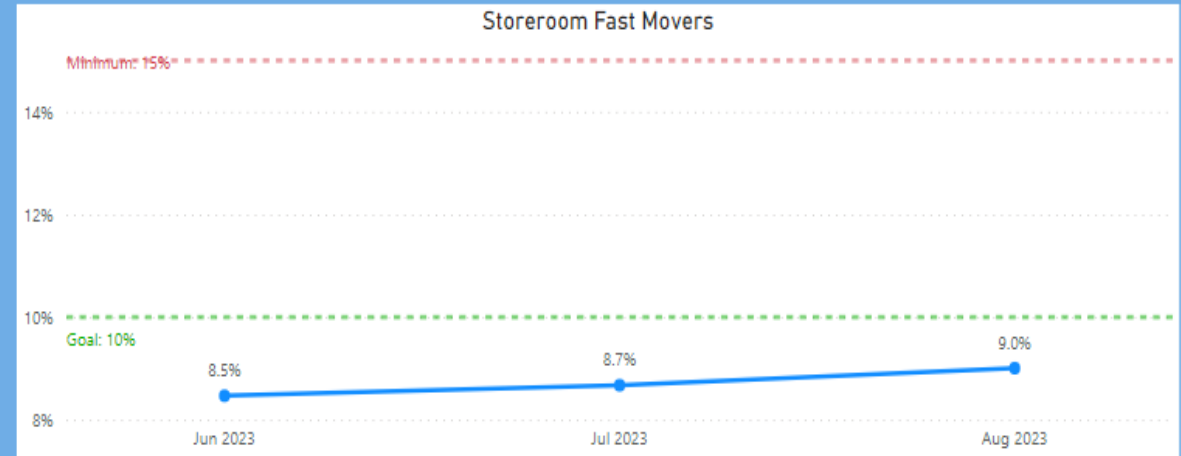
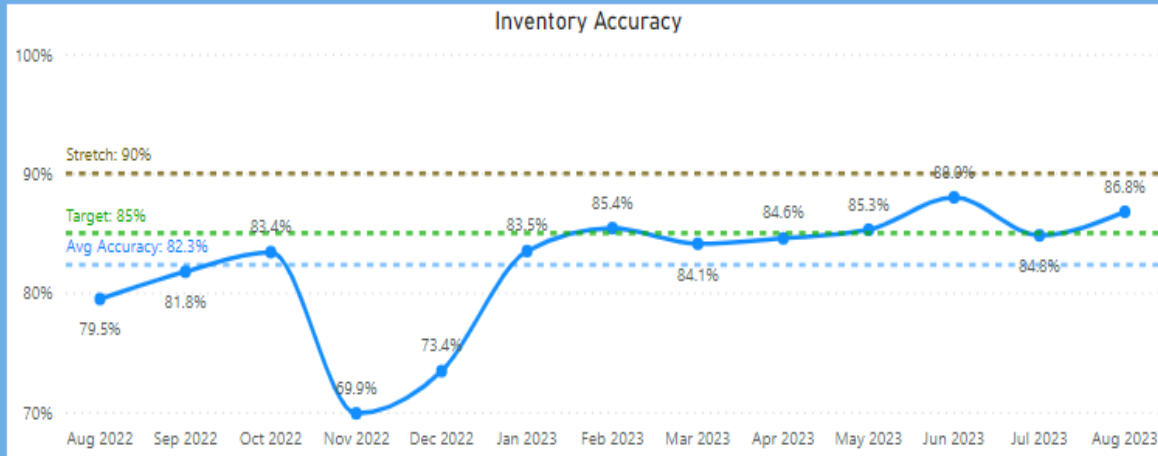


Ops Dashboard – KPI Breakdown



Supply Chains Ops Dashboard-Perpetual Inv

Perpetual



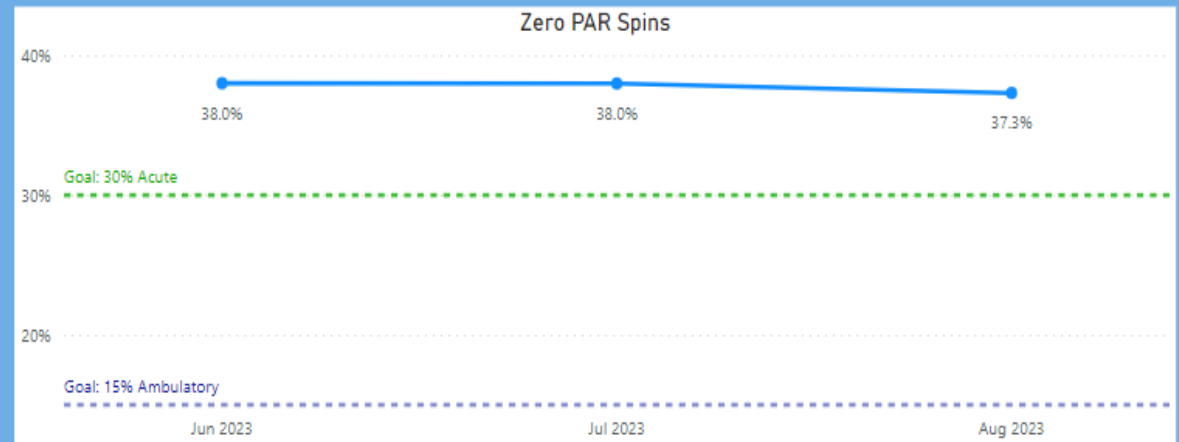
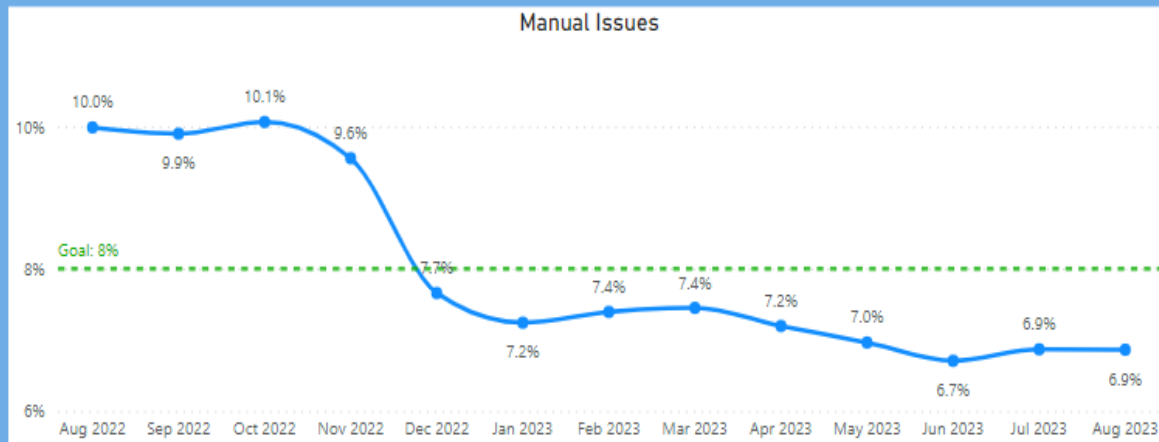
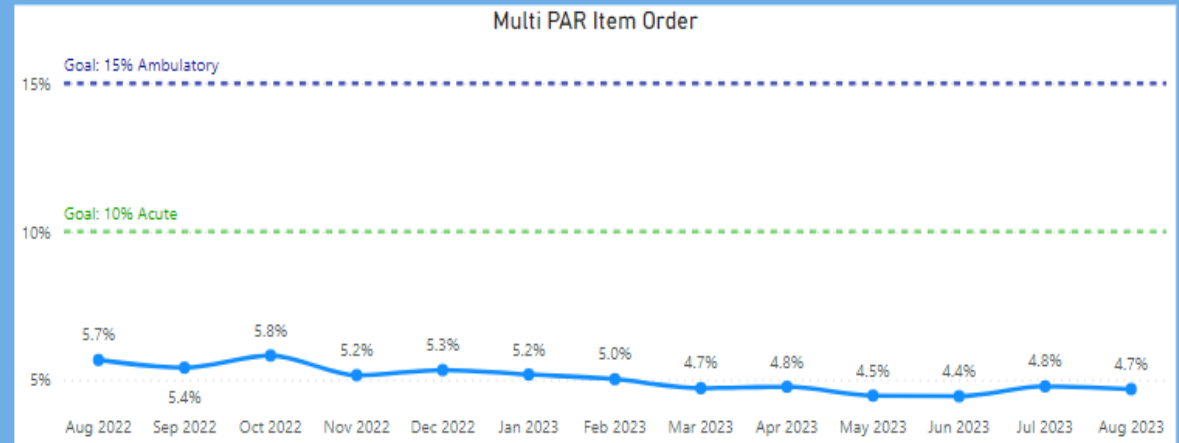
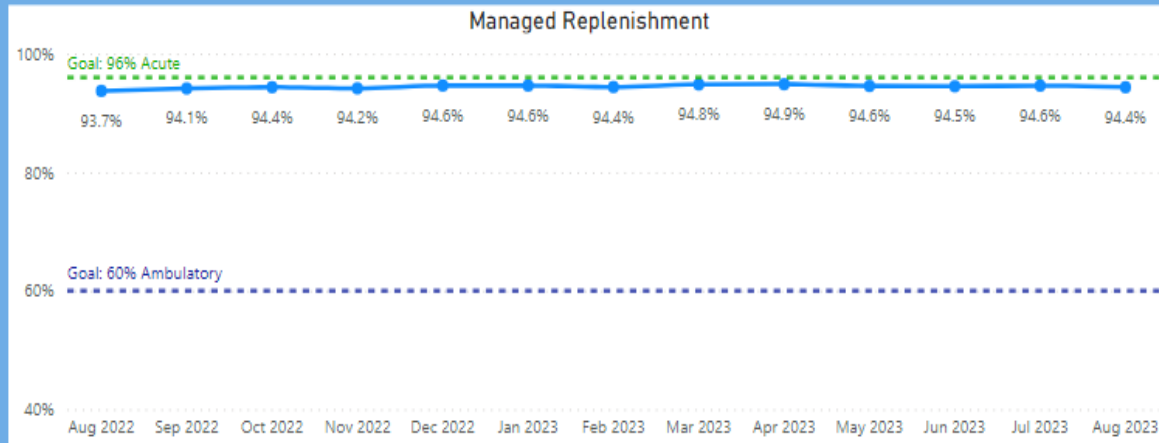
Receiving & Security

Sustain Cycle Counts

Inventory Optimization

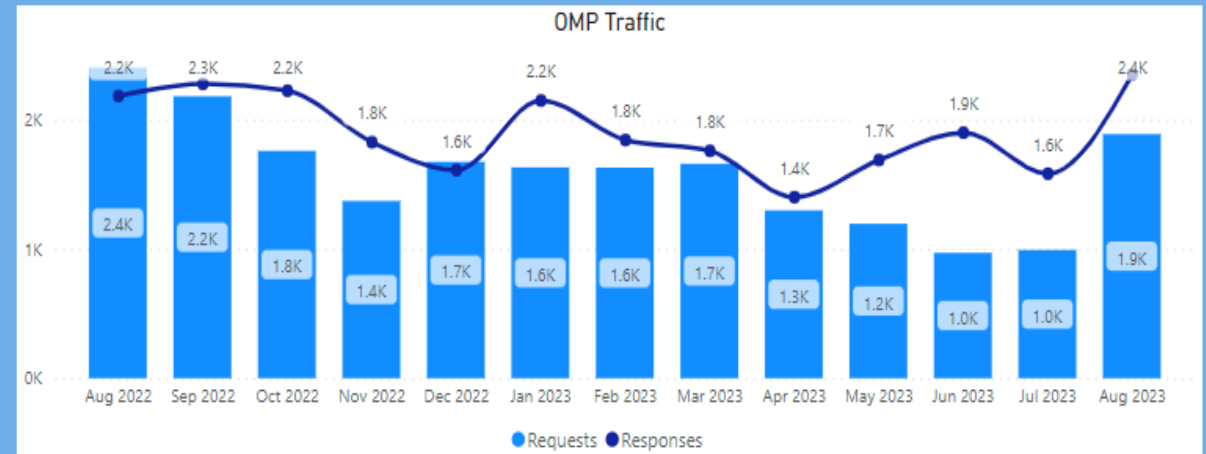
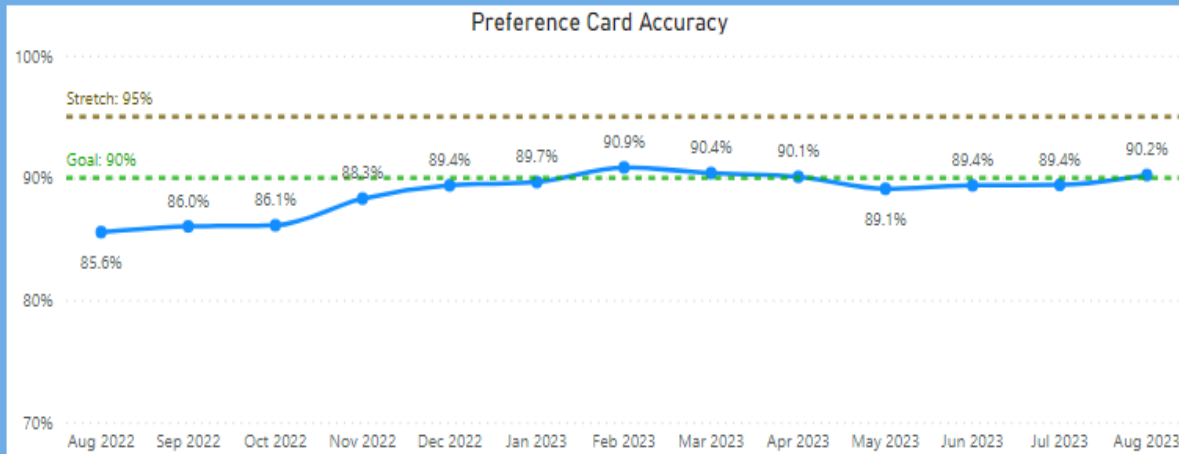
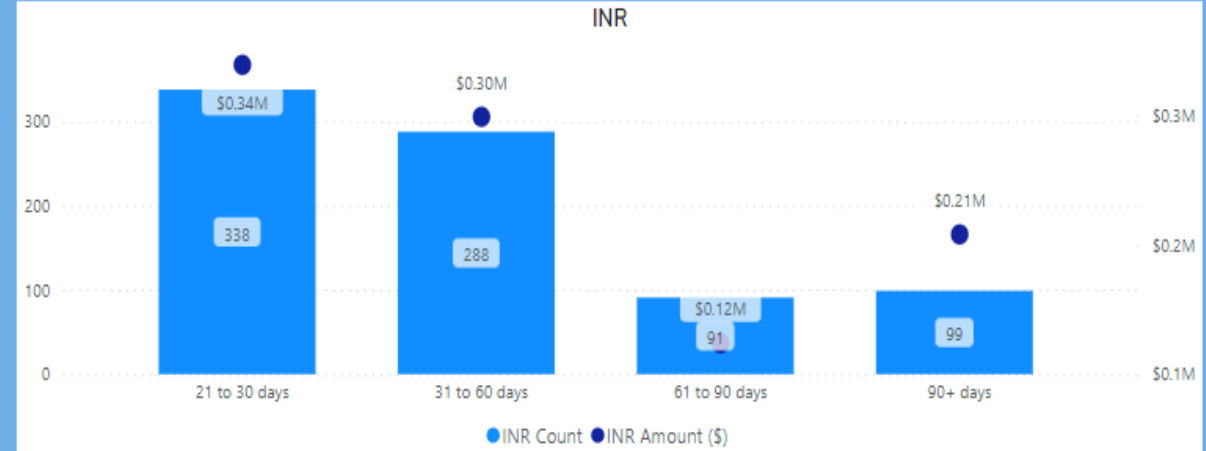
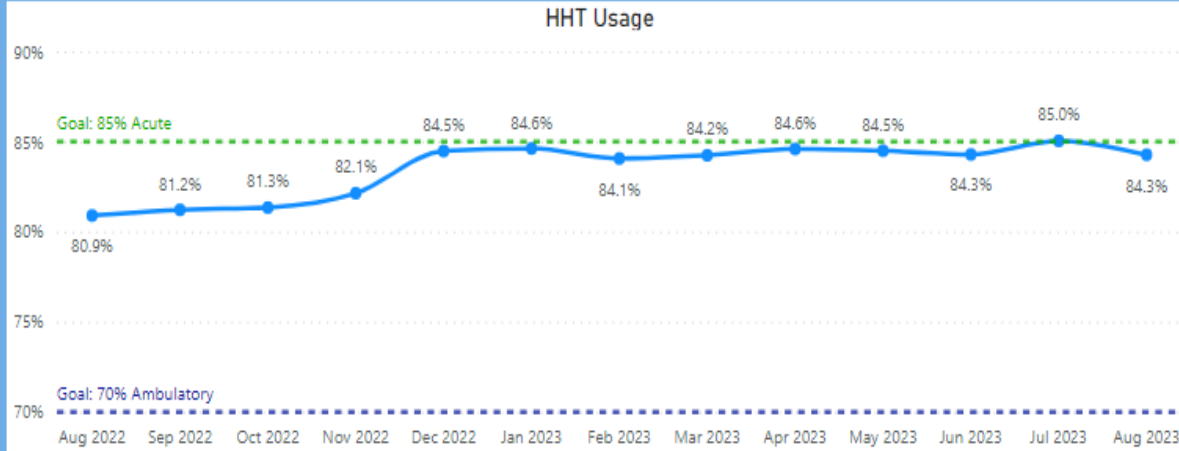
Supply Chains Ops Dashboard-PARS

PAR



Supply Chains Ops Dashboard-Efficiency

Efficiency



Leverage
Technology

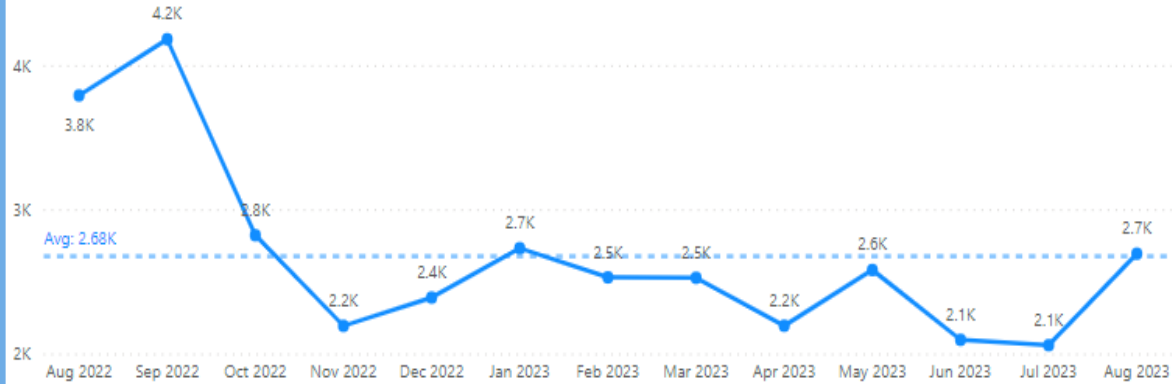
Embrace
Revenue

Work the
Portal

Supply Chains Ops Dashboard-Disruption

Disruption

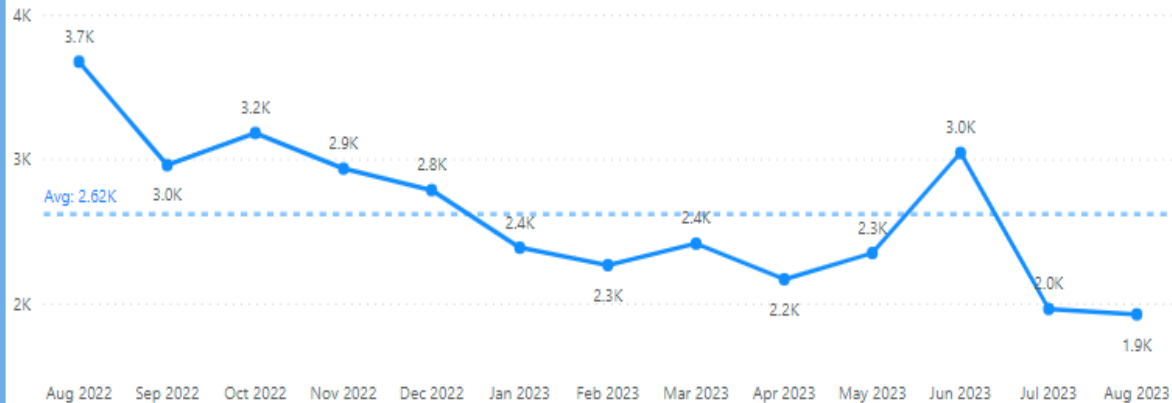
Backorder Lines



Active DED Orders

KPI under development

Killed & Rejected Lines



Courier On-Time Delivery

KPI under development

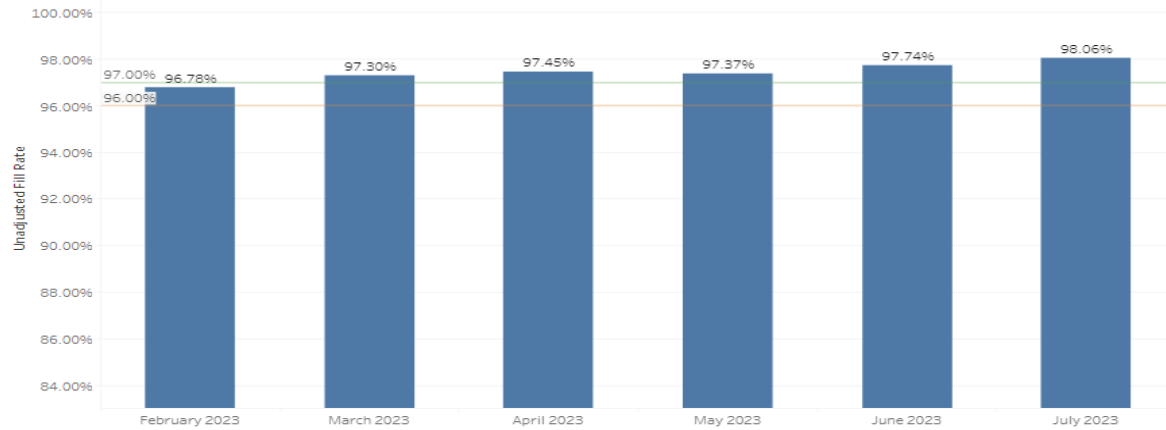
Sustain the Trend

Balance Supply & Demand

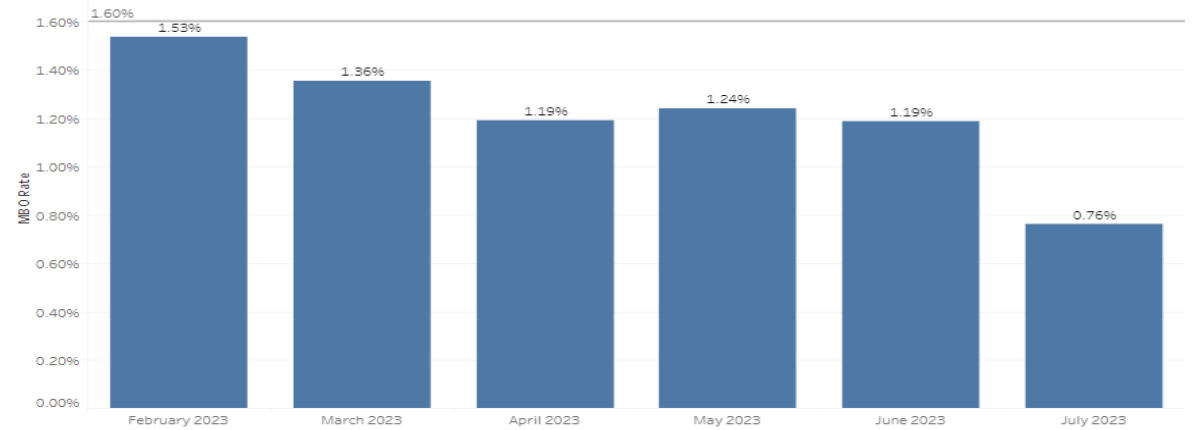
Deliver the Products

Distributor KPI's

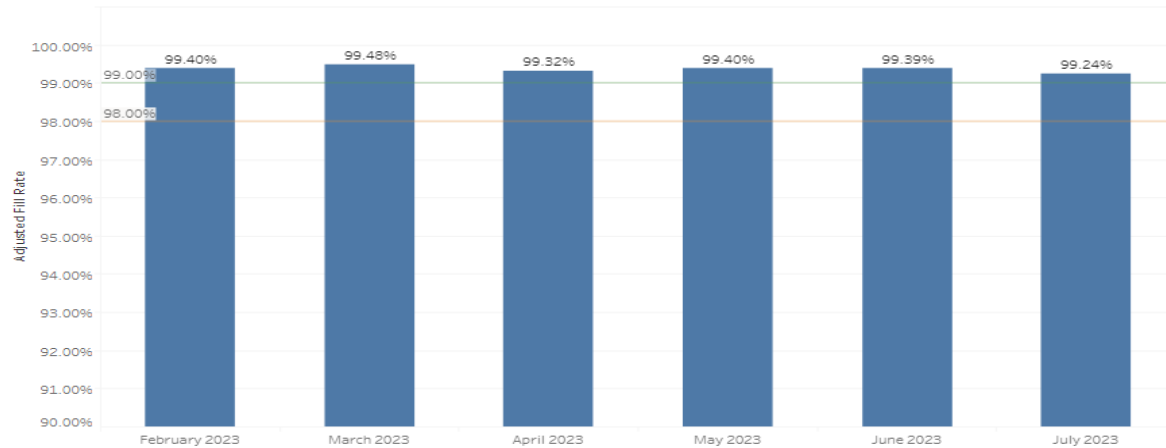
Unadjusted Fill Rate



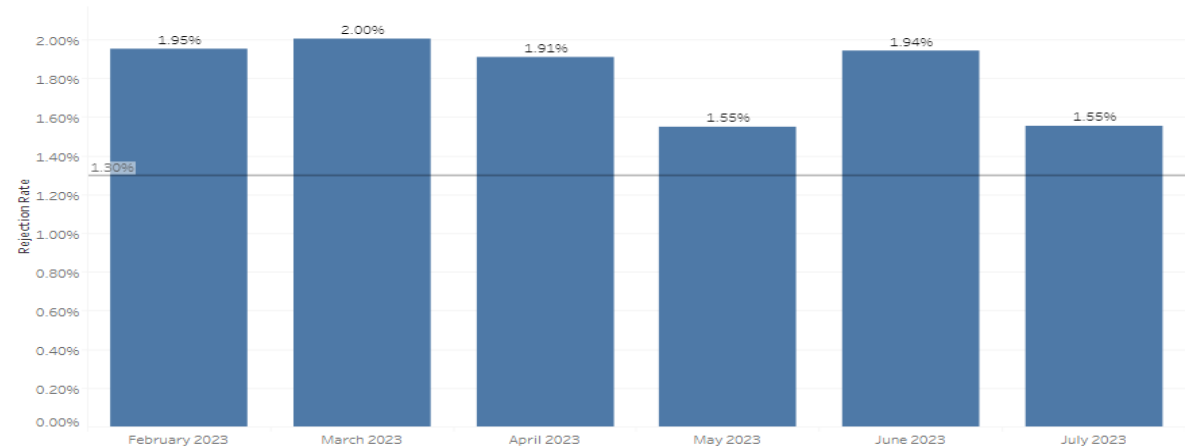
Line % Impacted by MBO



Adjusted Fill Rate



Rejection %



Restore the Partnership

Drive Compliance

Resolve SH Rejects

Annual Experience of Work (EOW) & Culture of Safety Survey

- At Sutter Health we change and save lives by bringing our collective best – our Power of One – to work every day by focusing on:
 - Diversity, equity & Inclusion
 - Hearing directly from staff
 - Asking if we are hitting the mark and how we can do better
 - How can we improve the work environment



EOW Action Plan


Action Plan/Discussion	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Actual Result/Current Situation
Staff Support													
1. EMT out on call - Great environment - CMTS out on call	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	1st quarter A&O Completed May Completed July
2. Communication to staff from management - Mutual Resp. - Shared History - EMT/IC			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Final updates June - 10/21 Final
Staff Recognition													
3. Mostly Staff - Recognize staff - Messages - Celebrate the accomplishments			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	DMH 2nd Quarter 7/20 O&E Awards
Sustainable Engagement													
4. Tools to do my job/Removing Barriers - Label patches - ORDER, EMR/IC - Vendor stickers - Order Bldg Divider's Promote positive feelings about M&O			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Completed M&O Completed Answer with better Proc. Completed
5. Senior Leadership Senior Leaders Invested in addressing of team Leadership with BRANDY Tara, Lisa					✓	✓	✓	✓	✓	✓	✓	✓	Great 7/20
Diversity													
7. Facilitate Cultural Respect in department - Changing Culture - FAB - Lyanna's World Values	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	DR. Elina July
Total Rewards													
8. Promote understanding of retirement benefits Lisa, Carolyn, Lisa			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	2nd Quarter 7/20
Training													
9. Continue to develop hearing program Tina, Lisa / Lina out on call	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	7/20 DMH

Status Key

- Green: Completed and all items are in progress.
- Yellow: Project started and making good progress.
- Red: Project completed and all items achieved.
- White: Not started and able to begin at this time.

Education & Training: Standard Work & Competencies

Standard Worksheet –
 Role:
 Purpose:
 Owner:
 Lead Time:
 Tools/Supplies Required:
 Revised By:



#	What: Describe the process step	How: How will you accomplish this step?	Why: What is the purpose of this process step?	Visual: How will you know it's done?	Cycle Time: Amount of time it takes to complete each step

Alignment

Training

Validating


Last Updated:

LEGEND



(Blank)	Not assessed	⬇	Demonstrated application on follow up; able to apply concept in gamba with supervision	All information on this sheet has been verified by:
○	Not trained	⬇	Demonstrated consistent application on follow up; able to apply in gamba without supervision	
◐	Attended training and demonstrated understanding of core concept	⬇	Deep understanding and consistent practice; able to train others using one point lesson plan	
◑		⬇		

CO274-SOW CO276-Specific SOW CO227-Specific SOW

Employee Name	Supply Chain Position	Warehouse Receiving	...
Adam Bolaines	PAR Tech I	⬇	...
Francisco Braga	PAR Tech I	⬇	...
Jim Cheney	PAR Tech III	⬇	...
Robert Garcia	PAR Tech III	⬇	...
Scott Lambourne	PAR Tech III	⬇	...
Tyler Mitchell	Supervisor	⬇	...

One Point Lesson - Training 

Purpose: Understand a new approach to training and what will make it valuable for our team

Sometimes training is just...  **Telling** OR  **Demonstrating**

Teacher Prepares

- 1. Prepare the learner
 - Understand why it is important
 - Have all necessary supplies / materials
- 2. Teacher Presents
 - Demonstrate the skill twice
 - 1st time: say the **what** & **step number**
 - 2nd time: say **what, how** & **why**
- 3. Learner Practices
 - Demonstrate the skill three times
 - 1st time: just demonstrate the skill
 - 2nd time: say the **what** & **step number**
 - 3rd time: say **what, how** & **why**
- 4. Teacher Follow-up
 - Answer additional questions
 - Offer support resources
 - Develop observation schedule

Why is this important?
 Work will be given to you with purpose and mutual understanding and all of your peers should be trained in the same way.

Huddle Discussion Questions:
 Why do you feel that so many demonstrations important?
 What does this mean for you if you get trained on something new?

Payoff: Knowing that effective training involves multiple demonstrations to cement the learning and consistent follow-up by the teacher to check progress on the skill

Validating Competencies

Employee Name	Department	Standard Work Name
John Doeborgo	Receiving	○
AJ Spitrenz	Distribution	◐
Doug Gilbertson	Distribution	◑
Brian Averynt	Mailroom	◑
Oscar Herny	PAR Optimization	◑

System Operating Procedures & Leader Handbooks



Group Calendar

Supply

- Home
- Standard Work by Group
- Tools & Dashboards
- Glossary
- Supply Chain Leaders
- Vizient
- Transformation & Informatics Tracker
- Recorded Training
- Documents
- Pages
- Site contents
- Recent

- 19:7c22d024f1fe4ce39e ed11791d216728@thread.skype_wiki
- 19:d96bb38acc914554a b1cc1ce675ab867@thread.skype_wiki
- 19:fdc8c660e9aa4fdd87 5f90c72b4fff9d@thread.skype_wiki
- 19:0738c8daf4dd4dc9 7e23de38c6b095a@thread.skype_wiki
- 19:dd451c47a5824727b a29ebd71efdc46e@thread.skype_wiki

Recycle Bin

Supply

Intended A Inventory a Purpose: F expectation operations.

Docume

Document

Business

Table of

- Intro
- Part
- Part
- Part
- Part
- Part



We know that being the “new kid” is usually a bit scary but

WE ARE EXCITED TO HAVE YOU!

Our department is a living, breathing machine. We depend on each other for every aspect of our job.

We hope you’ll always feel free to speak up, share your thoughts and challenge us. We’re all going to grow together here, and we look forward to it!

Important Phone Numbers:

Chris Soto, Supply Chain Director.....

Rae Bear, Distribution Manager.....

Francisco Torres, Lead Inv. Control Tech.....

Main Hospital Line.....

Employee Line.....

In-house Extensions:

Receiving Dock ...

Warehouse.....

Central Supply ...

Management (MSCM)

- Handheld
- Android
- Android
- Handheld Android
- Android
- Check Logging via Handheld Android
- Android
- Handheld Android
- (Confirmed) via Handheld Android
- ure (Release) via Handheld Android
- Handheld Android
- ocation with Signature via Handheld Android
- ansfer Location with Signature via Handheld Android

- Handheld
- Windows
- Windows
- Handheld Windows
- Check Logging via Handheld Windows
- Windows
- Handheld Windows
- (Confirmed) via Handheld Windows
- ure (Release) via Handheld Windows
- Handheld Windows
- ocation with Signature via Handheld Windows
- ansfer Location with Signature via Handheld Windows

- cedure
- ng Errors via MSCM Portal
- s



Mantra: *“One Team, One Dream”*”



Questions



Thank You

Sonja Grant, MBA

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Dana Coates

Email: Dana.Coates@sutterhealth.org

Chris Soto

Email: SotoCH@sutterhealth.org

Stacy Jones

Email: Jonesse@sutterhealth.org

