

# UNDERSTANDING IDNs

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January 24, 2013



**Scripps Memorial  
Hospital Encinitas**



**Scripps Mercy Hospital  
(San Diego Campus)**



**Scripps Green Hospital**



**Scripps Mercy Hospital  
(Chula Vista Campus)**



**Scripps Memorial  
Hospital La Jolla**





## Scripps Clinic

- Carmel Valley
- Del Mar
- Coronado
- Encinitas
- La Jolla
- Mission Valley
- Rancho Bernardo
- Rancho San Diego
- Santee
- Torrey Pines

## Scripps Coastal Medical Center

- Carlsbad
- Del Mar
- Eastlake
- Encinitas (2)
- Escondido
- Hillcrest
- Oceanside (2)
- Vista (3)

- Not-for-profit, integrated delivery system
- 1,372 licensed beds // 13,100 employees
- Two of San Diego's six trauma centers

## Specialized programs include:

- Whittier Diabetes Institute
- Accredited Cancer Center Network
- Center for Integrative Medicine
- Robotic Surgery Program
- Graduate Medical Education
- Genomics & Clinical Research
- Translational Science Institute
- West Wireless Partnership

## Scripps Physicians

- **2,000 independent physicians**
- **600 integrated physicians**
- **California: Corporate Practice of Medicine Laws**





# Scripps Mission, Vision, *and* Values

## Scripps Mission

Scripps strives to provide superior health services in a caring environment and to make a positive, measurable difference in the health of individuals in the communities we serve. We devote our resources to delivering quality, safe, cost effective, socially responsible health care services. We advance clinical research, community health education, education of physicians and health care professionals and sponsor graduate medical education. We collaborate with others to deliver the continuum of care that improves the health of our community.

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## Scripps Vision

Scripps Health will continue to be the leading health care delivery system in the greater San Diego community, as evidenced by the highest clinical quality, patient safety, and patient, physician and employee satisfaction. This will be achieved through unwavering focus on patient-centered and compassionate care, cost-effective operations, research, advanced technology and innovation.

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## Scripps Values

**Quality** We provide the highest quality of service.

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**Respect** We demonstrate complete respect for the rights of every individual.

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**Efficiency** We care for our patients every day in a responsible and efficient manner.

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## Mission

Scripps Supply Chain Management provides the right product, at the place, at the right time, for the right cost.



## Vision

To develop and maintain a safe and highly reliable supply chain process.

To be a leader in providing quality products; value for patients, customers, and the organization; and in service excellence.



## Core Values

In addition to the Scripps' Core Values of Quality, Respect, and Efficiency, we are:

- *Patient centered*
- *Innovative*
- *Proactive*
- *Collaborative*
- *Advocates*
- *Accountable*

we demonstrate:

- *Standards of Safe Practices*
- *Excellence*

- The supply management processes will be standardized throughout the system using LEAN methodology.
- Supply Chain Management will provide the supply management expertise to all procedural areas.
- No expired products on carts or used on patients
- No stock-outs of critical supplies and/or in critical areas
- Standard SCM Quality Indicators across the system.
- The SCM Dashboard will be monitored monthly to evaluate performance against goals

- Enhancing collaboration with physicians in supply standardization
- Identifying appropriate metrics to benchmark the organization's supply chain performance
- Decreasing direct/off-contracting ordering
- Revamping the value analysis process
- Achieving maximum value for specialty/physician preference supplies  
*(e.g., stents)*
- Physicians approving all new technology and pricing
- Physicians establishing shared baselines
- Focusing efforts on true business partners, **NOT** just pricing
- Implementing Barcoding
- Reducing Waste
  - OR
  - Floors

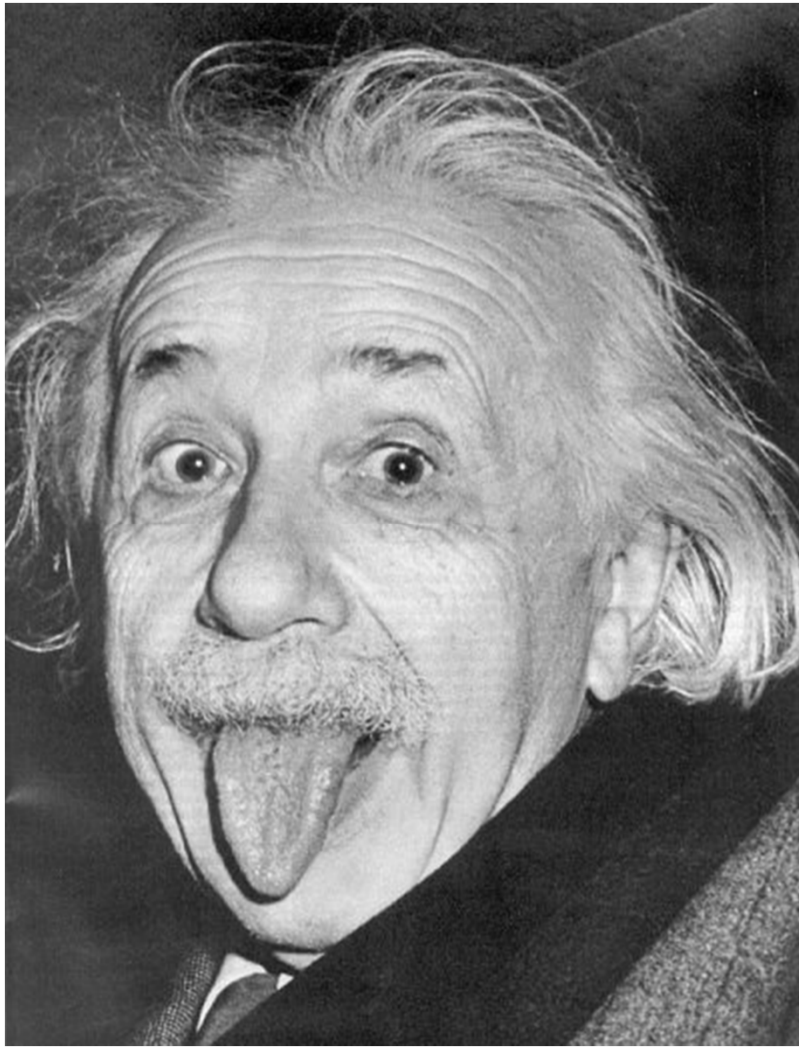


- Implementing RFID
- Implementing a perpetual inventory system
- Improving internal controls
- Integrating SCM/Rx buying, contracting, purchasing, inventory, distribution
- Leveraging business partners
  - Identifying opportunities/strategies
  - Assisting implementations
- Leveraging GPO
  - Identifying opportunities
  - Connecting with other IDNs for best practice
  - Cleaning up item master
  - Providing benchmark data

- Improved internal controls
- Guaranteed fill rates:
  - Core item fill rate - 100%
  - Non-core fill rate - 98%
- Lowest distribution fees
- Superior customer service
- Highest value-added services to improve processes and reduce costs
- Product standardization opportunity preferred
- Supply chain analytic tools
- Pricing assurance
- Increased transparency

- We reorganized our management structure to better fit today's needs
  - **Vertical & Horizontal Management**
    - Vertical Management – Each department program and patient service managed “up and down” within each Scripps facility
    - Horizontal Management – Departments, programs and patient services managed “sideways” across the system
    - Using both Vertical and Horizontal management structures, we try to operate consistently and as a system. This reduces variance, improves quality and reduces costs
  - **Physician Alignment**
    - Physician Co-management system committees to standardize products, services, and processes
    - Clinical Care Lines developed, shared baselines for patient care

- Replacing long-term business relationships
- Longevity is **NOT** the priority, need collaboration with transparent, flexible partners
- Physicians leading contract strategies for PPI implants
- Physicians calling suppliers directly, helping negotiate lower pricing
- Physicians developing shared baselines reducing variations in cost and quality
- Collaboration with trusted business partners



*"The definition of insanity is doing the same thing over and over again and expecting different results"*

Albert Einstein