

VAHRMM News

Virginia Association for Healthcare Resource & Materials Management



Greetings all,

Spring has finally arrived in Virginia! I am looking forward to warmer temperatures and a lot less rain this year.

As you know our fall conference (Weston Virginia Beach Town Center Oct 9-11th) is fast approaching and your Board of Directors is working diligently on finalizing the details of the event. Our education co-chairs are currently reviewing and narrowing down the available speakers for the conference so if you, our members and sponsors, have any final suggestions, please feel free to reach out to me as soon as possible. A special thanks to Albin Hwang for finalizing our annual charity golf tournament. This year it will be held at Sleepy Hole Golf club. Also kudos must go to Chris Lawson and his hard work on completing our application for the AHRMM Chapter Recognition program. We are hopeful we will be able to once again obtain Silver recognition.

As a side note, I was recently asked of a prospective new member “so what are the objectives of VAHRMM?” As your president I was able to recite verbatim (surprising at my age) our bylaws:

- A. Bring about close cooperation among healthcare resource and materials managers in order to promote efficiency in healthcare, procurement, and distribution systems.*
- B. Cooperate with healthcare and allied associations to enhance processes and procedures related to purchasing and materials management.*
- C. Encourage and assist members to develop their professional knowledge and thereby increase their effectiveness within purchasing and materials management.*
- D. Provide a forum for the exchange of ideas and sharing of information relative to the members of the association.*
- E. Promote the healthcare materials management profession and recognition of members' needs within the association.*
- F. Uphold the Association for Healthcare Resource & Materials Management (AHRMM) code of ethics*

Speaking of AHRMM, a reminder AHRMM (our parent organization) will be holding their Conference & Exhibition, July 28-31, 2019, in San Diego, CA. Registration is currently open.

Thank you again for your support of VAHRMM and Happy Spring

Rich Levine, President

Upcoming Events

May 30, 2019

AHRMM Webinar “How Supply Chain Operations and Data drive Operational Improvements” (Details pg 2)

October 9-11, 2019

36th Anniversary Fall Conference at the Westin VA Beach Town Center

October 9, 2019

VAHRMM Annual Golf Tournament: Sleepy Hole Golf Course Suffolk, VA



AHRMM News

National Conference July 28-31, 2019 (San Diego, CA)

Represent the Virginia chapter at healthcare supply chain's leading education event. If you have not already, we suggest making advance plans to attend next year's AHRMM conference occurring in beautiful San Diego!

Webinar: May 30, 2019 "How Supply Chain Operations and Data Drive Operational Improvements"

This webinar will be held on May 30 at 12:00 p.m. Central Time/1:00 p.m. Eastern Time. Register at www.AHRMM.org

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Thanks to all of our Conference Exhibitors including our medal sponsors:

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Member Contribution: SENTARA

The Value of Project Planning

Last year Sentara Healthcare undertook a major change in our supply chain and moved out of self-distribution. What we understood from the beginning is that our system is complex and even a straightforward process requires significant preparation and attention to detail. Here are four steps we took prior to our project kick-off which helped to have a successful transition.

Complete a GAP Assessment: The GAP assessment at its most basic is an observation of the current state, an outline of the future state, and identification of the gaps. We found it was easy to define the start and finish in both the present and future states, but more troubling to quantify all the steps in the process to getting there. The cycle of inventory, ordering, receiving, breakdown, and put-away are identifiable tasks with clearly mapped workflows. We uncovered in our GAP assessment many micro steps not accounted for in the initial planning by our partner. Identifying these GAPs allowed us to address them and prevent major service failures at go live.

Develop your Project Plan: The time spent planning your change will be directly proportional to your success. The more critical the change the more critical a robust planning process becomes. It is tempting to shortcut this phase and rely on the contractor to provide the plan. However, no outside contractor, service provider, or consultant knows your health system or values it the way you do. Make sure that you have taken the time to create your own plan and time line. You should have an idea not only the start and finish line, but also a clear plan for what the route will be.

Utilizing robust planning tools will ensure that you do not skip steps in the process. A good plan encompasses the entire life cycle of the project and addresses more than the project goals and milestones. It should address how changes are evaluated and approved. It will plan for how communication is managed. It will address human and material resource needs. In addition to the details of logistics, milestones, and the go live day, it should also provide for a final evaluation and record of lessons learned. We employed both standard project management and Agile project management tools to ensure that each project goal was tied to specific tasks and assigned out to specific individuals. Using visual cues in a designated planning room, we were able to assess and update progress daily.

Identify and manage Stakeholders: When working through your project is easy to focus on goals and milestones. Key leaders and subject matter experts will quickly assign out tasks and get to work. Make every effort to identify all the stakeholders in your organization, categorize them, and develop a plan for them before you begin. Executive leaders may require only the most high-level updates while front line staff may need specific detail heavy information until just before go live. Outlining the communication details, creating bulletins, talking points, and dates for publications before the project begins will help. Before scheduling the project kick-off meeting, we created a registry of more than 600 stakeholders, identified their role in the project and had a plan for managing their contribution and communication requirements.

Assess for Risk: Supply Chain initiatives often have a high impact on patient care. Consequently, Risk Assessment is an integral component to project planning. Many times this process is considered a point in time task. It is important view risk as a constantly evolving element of every project. We added risk assessment as part of our weekly steering committee review. A heat map was developed and an objective score assigned to our risk level each week. Part of the project manager's job was to risk assessment so that new risk could be identified and mitigated as we worked through the project.

No implementation is flawless and we certainly experienced our share of problems and setback. Our evaluation of the process following "Go Live" revealed that we were not blindsided by any issues, we maintained line of sight to GAPs, and were able to adjust new processes to compensate. Our continual Risk Assessment and Mitigation planning worked. We were able to successfully transition our distribution without impact to our patients and clinical care. The time and care taken on the front end contributed significantly to the success of the entire project.

Bill Cox, Manager, Materials Management | Sentara Supply Chain

Member News

Congratulations **RIVERSIDE**, GHX Summit U.S. Healthcare Provider of the Year – Small to Medium



- Riverside Health System had two goals for 2018: Clean up its item master so that it could serve as the source of truth for product data, and reach the number one spot on the GHX Best 50 list. The organization accomplished both goals using NuVia and collaborating closely with the GHX team.
- NuVia has allowed Riverside to significantly improve the completeness and accuracy of its item master, which in turn feeds product data to other processes and systems. By doing so, the Riverside team has reduced purchase order (PO) price exception down to one percent, and both part number exception rate and unit of measure (UOM) to below one percent. With complete and accurate data on POs, staff members in purchasing and accounts payable (AP) are now able to work smarter, not harder.
- The Riverside team also used NuVia to put stronger controls in place for non-file spend. By identifying items that were not validating against contracts, the team successfully reduced contract price exceptions, earning the top spot in the GHX Best 50 for this achievement.