



# **Lawson Healthcare Webinar Series**

## **November 17 - 21**

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**Monday, November 17**

[Eight Successful Go-Lives in 13 Months](#)

**10 am CST**

[Buy Smarter with Supply Chain Management](#)

**1 pm CST**

**Tuesday, November 18**

[Secrets to Transforming Time-Off Plans—In No Time](#)

**10 am CST**

**Wednesday, November 19**

[Banner Savings With Employee and Manager Self Service](#)

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[Keep It Simple with the Supply Chain Management Suite](#)

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The background features a large, stylized logo of Trinity Health, which consists of three human figures in shades of blue and teal, arranged in a circle. The text is overlaid on the right side of this graphic.

# **Trinity Health 8 Successful Go-Lives in 13 Months**

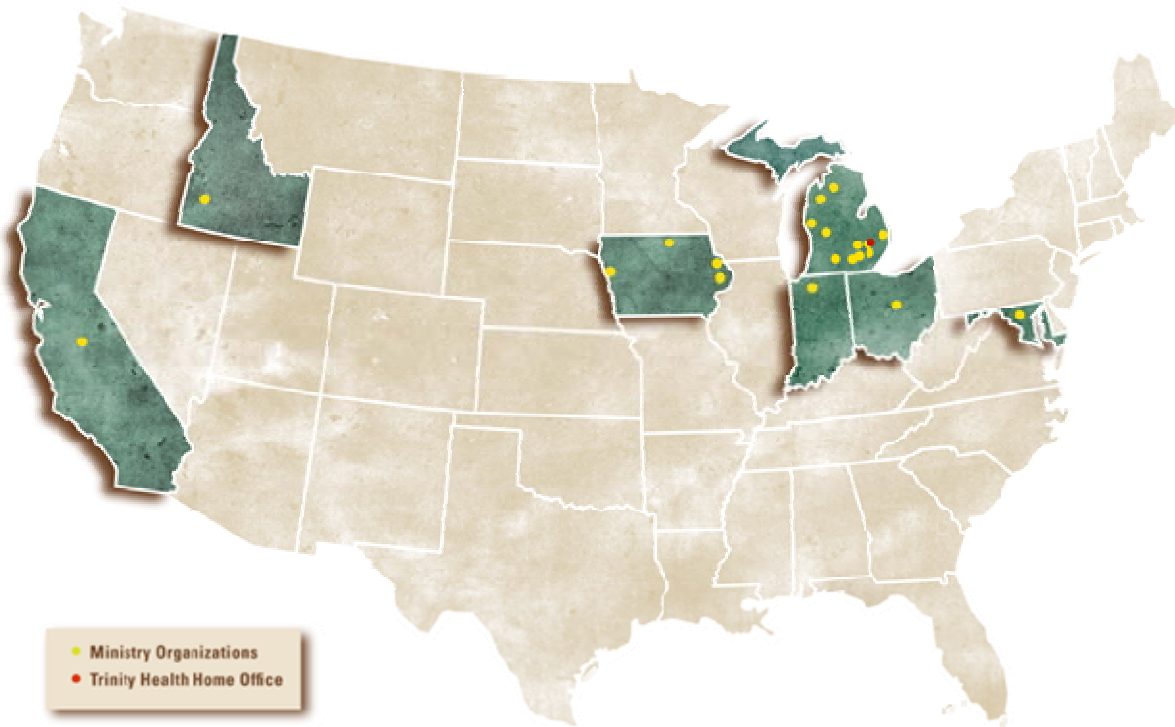
**Heather Smith, Director  
ERP Solutions Group**

**Trinity Information Services**

# Agenda

- Background of the Supply Chain Initiative
- What we accomplished in 13 months
- How we accomplished it
  - Best Practice Design
  - Standardization of Methodology
  - Resource Planning
  - Leadership collaboration
  - Site Engagement
- Why we were successful
- Questions

# Trinity Health



- Fourth Largest Catholic Health System in the U.S.
- 43 Hospitals (29 Owned and 14 Managed) Across the Nation
- 7,346 Active Staff Physicians
- 44,000 Full-Time Equivalent Employees
- Revenue of \$6.1 Billion
- \$323 Million in Community Benefit Ministry (Excluding Unpaid Cost of Medicare)

# Supply Chain Information Systems (SCIS)

- **Who We Are:** ERP Solutions Team – performing Application Project Deployment & Product Support
- **Overall Goal:** Implement Trinity Health-Developed Supply Chain Best Practices that are supported by a Standard Information System
- **Project Goal:** Automate the Requisition-to-Payment Process using On-line Requisitioning and achieve an ROI of 36 Million annually after full deployment

## SCIS Lawson Implementation Objectives

- Replace 5 different systems currently in use to process orders, manage system-wide contracts and make vendor payments with a single common core system implemented across Trinity Health
- Add existing technology such as electronic workflow and automated invoice approval processes while maintaining current functionality

## SCIS Project Objectives – achieved at all live sites

- Design and implement a Trinity Health best practice model
- Shared Catalog of Items and Vendors
- Link Shared Catalog Items to Charge Description Master and Chart of Accounts
- Automate the Requisition-to-Payment Process
- Implement Electronic Data Interchange (EDI)
- Implement Performance and Analytics Reporting

# Phased Lawson Rollout

- 18 Ministry Organizations have gone LIVE since March 2005.
- 12/8/2008 – Last Ministry Organization.
- 19 Total Ministry Organizations by December 2008.
- Approximately 10,000 users currently using Lawson Requisition Self-Service.

# What We Accomplished in 13 Months

## 8 Implementations

1. July 2006 - Battle Creek (172 beds)
2. September 2006 - Grand Rapids (336 beds)
3. December 2006 - Macomb (435 beds)
4. December 2006 - Clinton (342 beds)
5. February 2007 – Dubuque (303 beds)
6. April 2007 – Mason City (346 beds)
7. June 2007 – Sioux City (494 beds)
8. August 2007 – Fresno (436 beds)

# What We Accomplished in 13 Months

- All sites activated within 2 weeks of scheduled activation date
- Shared Service model for procurement was also implemented at this time
- 24,900 Stock items converted

# What We Accomplished This in 13 Months

- Implementation team consisted of
  - 4 project managers
  - 5 to 7 consultants (only 4 for last 3 implementations)
  - 12 to 15 internal resources
    - Resources time was not fully dedicated to implementations
    - Resources managed both production support and project tasks concurrently

# How We Accomplished It – Best Practice design

- Design one time implement many times was the guiding principle. At the beginning of the project a core team developed a standard set of processes that were reviewed by each site regardless of their implementation date.
- Consensus was received on these processes at the start of the project which became the basis of each implementation
- **Do we want to say that over time these have evolved and changed with shared service procurement**

# How We Accomplished This – Standardization of Process

- Created implementation processes that were standard for each site but also had some flexibility for site differences
  - Education
  - User Acceptance Testing
  - Security/Approval Build
  - Data Validation
  - Cut Over
- Repeatable processes enabled efficient use of time and resources.
- Resources became experts in each area which, such as Security, Cut Over and User Acceptance Testing.

# How We Accomplished This – Resource Planning & Utilization

- Experienced consultant base who had been on previous implementations that had knowledge of how Trinity was implementing
- Specific Lawson Professional Services Resources
- Three experienced Project Managers who had done prior SCIS activations.
- Utilized three on site teams with data and project management that went from organization to organization. Expert resources supplemented the on site teams for education, user acceptance testing and cut over.
- Oversight leadership for all the sites. Core group worked closely with teams at all sites to coordinate resources and tasks

# How We Accomplished This – Business Owner Collaboration

- Most Senior Executives from Supply Chain Operations Partnership
- Work very closely on standardization
- Regular collaborative meetings between IT & SCM Operations
- Genuine appreciation for each others expertise
- Continuous Improvement

# How We Accomplished This – Site Ownership

- Local supply chain and finance leadership took ownership over their data, process changes, education and cut over.
- The stronger this leadership the easier and more seamless the activation
- Site Readiness Process & Methodology

# Why We Were Successful

- Culture – “We can do this”
- Leadership – “We know you can do this” supported with right funding & resources to do it right
- Partnership between organization and business owner – “We can do this together”
- Resources - “I will do my part to make this happen”

# What we do differently as a result

- Data Validation
- Application Discovery Sessions
- Go Live Support
- SOW's & Expectation Clarification

# Questions?

# Open Discussion

# Thank You

**[Smithhl@trinity-health.org](mailto:Smithhl@trinity-health.org)** - Heather Smith

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