

# Bakersfield Heart Hospital

## A Client Success Story

From the hospital's perspective with Michelle Oxford, CEO of Bakersfield Heart Hospital

### Health System Overview

Bakersfield Heart Hospital is a 47-bed hospital dedicated to pursuing the latest and most effective technologies to treat heart conditions and keep the heart healthy. The hospital is owned in part by some of the physicians who practice at the hospital. The hospital's goal is to run a comprehensive, cost-effective, physician-led and patient-focused operation.

### Summary of Needs

#### Improve Efficiency and Effectiveness of the Entire Materials Management Department

Michelle Oxford, the CEO of Bakersfield Heart Hospital, has had to wear many hats, including being the COO. That's because they run a lean organization where people chip in when they are needed. Ms. Oxford describes the staff as "like family."

But when Ms. Oxford found herself in the position of improving the efficiency and effectiveness of the materials management department, she needed experienced and dedicated help. She hired new staff and turned to Strategic Healthcare Services (SHS) to accelerate and support their goals, while overcoming concerns from long-time staff who might be resistant to change.

Most important to Bakersfield Heart? Balance cost savings with the needs of the physicians.

### The Solution

#### Negotiate with Vendors and Improve Processes within the Materials Management Department

Bakersfield Heart Hospital brought on Strategic Healthcare Services to help negotiate with all of their vendors; to work with Curvo, a clinical spend management platform, analyze current materials management processes; identify areas for improvement; and provide best practice recommendations. Specifically, they focused on:

1. **Materials management:** review contracts and identify overall hospital savings, not simply the "low-hanging-fruit."
2. **Process improvement:** assess the processes for purchasing, receiving, inventory, distribution, inter-department communications, and how the material management department was utilizing their software systems.

**"What I liked best was that [SHS was] very mindful of the physicians' needs."**

Michelle Oxford, CEO

"We added Cath Lab supplies half way through the project, and [Strategic Healthcare Services] reduced Cath Lab supply costs in half the time and finished by the date we anticipated."

Ms. Oxford said SHS went "above and beyond" in gaining trust with not only the new materials manager, but also the physicians and current staff.

"[SHS] was able to overcome some stagnant mindsets," Ms. Oxford says. Also, "the physicians felt respected, involved, and engaged" early on in the process. Everyone understood what they were trying to accomplish, which helped with the adoption of recommended changes

### Key Benefits of Working With SHS

#### Accelerate Cost Savings While Accommodating Physicians' Needs

Ms. Oxford recognized that Bakersfield Heart Hospital had a big opportunity in the materials management department. SHS helped them:

- Achieve the right balance between hospital cost savings and physician needs
- Provide recommendations to help set up the new materials manager for success
- Accelerate cost savings in half the time it would have taken them on their own
- Gain buy-in of long-term staff on new process improvements

With SHS, Ms. Oxford says she has "peace of mind; I can sleep at night. **Whenever a contract is up for renewal, whatever I need, I can call [SHS].** I know everything will be taken care of. They are part of our team, our family."