

PROCESS MATURITY

Healthcare system implements portfolio governance to realize financial improvement initiatives

challenge.

INTEGRIS Health, the largest Oklahoma-owned not-for-profit health system, operates numerous health care campuses, acute care hospitals, specialty hospitals, and community hospitals.

Since 2020, INTEGRIS Health has faced financial headwinds from decreased revenues due to delayed care, prolonged COVID 19 patterns, and increases in costs from inflation, labor shortages, and supply chain constraints. With the implementation of a previous financial initiative losing steam and lacking organization, INTEGRIS Health needed a partner to revive their continuous financial improvement program.

approach.

First, the team conducted a vendor spend analysis which provided INTEGRIS Health with 13 categories of tiered saving opportunities. Each opportunity was tiered high, medium, or low based on the potential amount of savings that could be realized.

Because there was no structure for prioritizing financial improvement opportunities, evolv developed a portfolio management and governance structure to inventory, rationalize, and prioritize each opportunity. The governance structure included a steering committee, program manager, multiple project managers, and multiple specialized teams with team leads.

To help provide execution support, lean manufacturing techniques including a SIPOC diagram and 5S methodology were combined with current processes and industry best practices to develop a custom nine step delivery framework. From discovery to closing, projects are guided by checkpoints and documentation.

results.

With the tiered vendor opportunities and execution framework developed, evolv partnered with the INTEGRIS COO, CFO, and 90 other hospital leaders to host a financial improvement opportunity generating event. This event kicked off the 180-day sprint to scope \$31 million of financial improvements. The work is still ongoing, but at the sprints' midpoint, INTEGRIS Health and evolv are executing 130 projects and surpassing estimated financial improvement goals.

By the Numbers

challenge.

- Find an additional \$31 mm in financial improvement

solution.

- Analyze \$861 mm of spend data to determine highest savings potential
- Provide 13 categories of tiered saving opportunities

results.

- Estimated financial improvements over 100% of goal at project midpoint

