Supply Chain Transformation

Implementation of a Shared Services Model in Newfoundland and Labrador

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Health System

- Department of Health and Community Services
- 4 Regional Health Organizations
- Newfoundland Centre for Health Information
- 520,000 residents
- Total land area of 405,200 km²
- 98 sites
- Island transportation challenges
Why Change

• Problem Statement

• Solution

WE HAVE TO LEARN TO DO MORE WITH LESS.
What’s Changing

• More focus on the customer
• Performance – based measurements
• Reducing our provincial health care spend
• Efficient practices and processes
How Are We Changing

- Analytical
- Customer Focused
- Continuous Improvement
- Integrative Systems Thinking
- Economies of Scale
- Proactive
- LEADS Based
- Standardization

Do More With Less
Impact of The Change

- Communications plan
- Training plan
- Workforce plan

- Procure to Pay
- Sourcing & contracts
- Document management
- Collaborating

- Service level agreement
- Detailed process mapping
- Goals and objectives
- Provincial item master

- General ledger
- Accounts payable
- Vendor profiles

- People
- Processes
- Finance
- Technology

Procure to Pay

- Sourcing & contracts
- Document management
- Collaborating
Implementation Model

Governance Committee

Managed Service CEO

CEO

Provincial VP, Supply Chain

Provincial Project Lead

Provincial Director, Supply Chain

Provincial Manager, Logistics, Inventory Transportation and Technology

Provincial Manager, Purchasing Operations

Provincial Manager, Sourcing & Contract Management

Provincial Manager, Vendor Management
Challenges

Who wants change?

Who wants to change?
Key Success Factors

PERSISTENCE IS THE KEY TO SUCCESS.

THE OTHER KEY TO SUCCESS IS KNOWING WHEN TO QUIT.

YOUR ADVICE IS CONTRADICTORY NONSENSE.

BECAUSE FLEXIBILITY IS THE KEY TO SUCCESS.
Questions