



CASE STUDY

Bozeman Health raises quality of care and reduces waste with Infor

Bozeman Health has been serving the medical needs of Southwest Montana for more than a century. Throughout years of medical advancements, adopting new modalities, and growing the organization, Bozeman Health has stood by its mission to compassionately improve the health and quality of life of the community. This was never more important than when the COVID-19 pandemic hit.



Taming the supply chain

Even before the pandemic, Bozeman Health had a big job in managing its supply chain for medical supplies and other essentials. With so many different departments each doing their own ordering, and doing so in their own unique ways, there was no consistency in how this information was entered and tracked. Not only did this make it challenging for virtually anyone to get an accurate and timely assessment of what and where supplies were available, it also made it difficult for the finance team to keep a handle on supply costs and waste.

Headquarters

Bozeman, Montana

Industry

Healthcare

Infor product

Infor CloudSuite™ Healthcare, Birst®

Website

bozemanhealth.org

“ The quality of care at Bozeman is outstanding, and I’m proud that my team has had a hand in that. We’ve helped streamline our supply chain, finance, and analytics data, which was especially important for tracking and reporting on personal protective equipment (PPE) during the pandemic.”

BRITTANY WIEDEMAN

Application Analyst, Bozeman Health

Transforming processes

When the pandemic arrived, managing inventory and demand for critical medical supplies, like personal protective equipment (PPE) for staff and patients, became even more essential.

On top of that, the disjointed and unreliable nature of supply data represented significant complications with providing accurate information to local, state, and federal agencies for required reporting, as well as to the organization's incident command team.

Luckily, Bozeman Health had recently moved away from its legacy supply chain system. The organization had implemented cloud-based systems from Infor®, including supply chain, financials, and analytics solutions. Though it had yet to truly tap into the analytics solution's full potential, having all those systems in place allowed Bozeman Health to quickly adopt new processes, establish a new system of record, and implement new reporting capabilities that could adapt to the unexpected new demands.

A critical component of this transformation was retraining staff to keep accurate counts of supplies. This more reliable information was also now going into a centralized supply chain and financial system. This meant that everyone was entering consistent data into the same, shared system—finally giving Bozeman Health a single, dependable source of information. According to Brittany Wiedeman, Application Analyst for Bozeman Health, “this cultural shift was not only a huge leap in telling us what we had, it also allowed us to perform more accurate predictive modeling of what we need.”

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BRITTANY WIEDEMAN
Application Analyst, Bozeman Health

Business challenges

- Reduce supply costs and waste
- Overcome unconnected and unreliable supply data systems and processes
- Provide accurate information to local, state, and federal agencies
- Get an accurate and timely assessment of supply availability and needs

Empowering the staff

A significant outcome of this transformation was that Bozeman Health staff were able to get away from constantly being in a reactive state in terms of managing inventory. According to Wiedeman: “The biggest thing now is that with this extra time, we’re able to slow down and do more auditing and inventory tracking. When we’re cutting back on the time and resources it takes, this ultimately saves us a ton of money.” In fact, Wiedeman estimates that the company has already saved over one million dollars in freight charges alone since implementing the new systems.

The new processes and systems centralized and sped up ordering, as well as introduced a level of oversight that was previously lacking. “A big problem we had was that departments were just ordering what they needed on their own,” explained Wiedeman. “And there was no time to investigate that and analyze what was coming in and what was going out. So, from the financial side, we had to assume everything was correct and essentially just send money out the door because we had to pay those invoices.”

The new systems also empowered the staff to be more effective in their roles. According to Wiedeman: “Once staff were using the new systems and recognized how much more user-friendly they were, they would get excited about discovering new functionality that wasn’t available in the previous systems. They’d find new ways to streamline processes and save a bunch of clicks. When you have to do that ten times a day, it adds up.”

Wiedeman noted how well the systems meet Bozeman Health's specific needs: "The end-users appreciate how the software has a really good focus on the processes and how it's catered around healthcare. It's evident that the people who developed the software have worked in healthcare." Wiedeman also worked directly with a number of Infor developers to build critical-item dashboard for PPEs. "We started utilizing those dashboards to send reports to leadership in the incident command team, multiple times throughout the day," explained Wiedeman. The fact that Infor's CloudSuite solution is built on the Amazon Web Services® (AWS®) platform "makes a huge difference," said Wiedeman. "You worry about bogging down the network with supply and finance reports that are hundreds of thousands of lines. With AWS and the cloud, that concern goes away."

Business results

- Saved over \$1 million in freight charges
- Centralized supply change and financial management systems and processes
- Performed more comprehensive and accurate auditing and inventory tracking
- Sped up supply ordering and created greater oversight

Improving quality of care

While Bozeman Health has seen significant improvements in productivity and profitability, the organization continues to find ways to improve processes and increase the reliability of information that gets entered into its systems. For instance, Bozeman Health is in the process of rolling out Infor's point-of-use capabilities. This functionality will give medical staff the ability to scan supplies and associate them directly with patients. Bozeman will see value in this from further automating the tracking of stock in each department and increasing the speed at which patient billing can occur, thanks to a reduction of manual paperwork.

"This is going to be a huge game-changer for us" claimed Wiedeman. "I think we're going to be very surprised by the amount of waste that's still happening, even though we've already seen such a decrease. We estimate about 30% of waste was happening before we implemented the new systems. I'm excited to see where we stand in a few months after we've had this out for a bit."

Even though the organization's transformation is rooted in technology, Wiedeman recognizes how much impact it's having on Bozeman Health's quality of care: "The supply folks are really honed in on what our supply is, how much we're going through for each department, which department seems to be going through more, and what needs to be ordered. We've been able to alleviate some areas that were overburdened and provide data that helped leadership with huge decisions on next steps for Bozeman Health."

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