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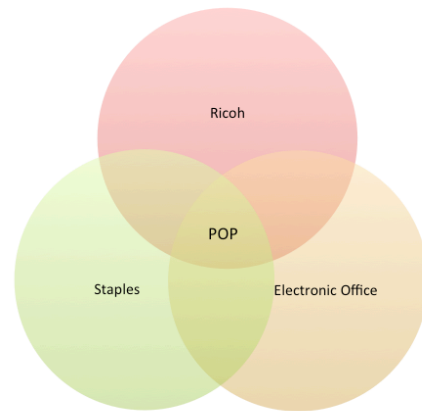
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Print Optimization Program (POP)

We recommend implementing an initiating a program designed:

To actively manage and optimize the existing and future output fleet, reducing costs, enhancing the overall print experience and support improving patient care.

The “Print Optimization Program” refers to strategies and actions to reduce print volume (discretionary print and process-based print), increase end-user awareness (including power users, and departments), and make required print more cost effective. The impact of this work results in deeper cost savings, company cultural change, changes in end-user print habits, optimization or re-engineering of print intensive work processes and overall enhanced patient care.



The POP will address all of the Opportunities.

POP Guidelines

- Development of new technologies gaged to reduce print
- Refinement of existing technologies geared to reducing print
- Development or refinement of new processes or services oriented to reducing print
- Development of new applications for existing technologies tasked with reducing print and associated costs

Functions of the POP

- **Establish and Maintain Standards**
 - Meet with vendors determining and updating standards list based on:
 - Existing fleet
 - Cost reduction
- **Outline and manage Mission Supplies ordering portal/MPS**
 - SKU management
 - Access control
 - Updates
- **Perform assessments/Site survey**
 - Usage
 - Understand user environment
 - End user requirements match ‘Standard List’
- **Recommend new devices**
 - Educate end users on print reduction initiative

- Schedule Install
- Track number of assets added/remove and calculate ratio
- Manage return or reallocation
- **Manage all supporting vendor relationships**
 - Monthly Reviews
 - Scheduled/Automated Reports
- **Manage contracts**
- **Reports and KPI's**
 - HEAT/Service Desk
 - Usage, B/W & Color
 - Operating Costs
- **POP reviews and technology roadmaps**
 - Presented Monthly/Quarterly
 - Historic review
 - Technology Roadmap
- **Develop Security Requirements**
- **Tools**
 - Vendor reporting
 - Mission internal reports
 - Helpdesk and service desk reports
 - Technicians
 - Software tools as they become available

How: The Mechanics the Print Optimization Program

1. Initiate standard devices
 - a. Meet with vendors (Ricoh/EO) and establish standards for:
 - i. Four Copiers, eg.
 - ii. Four Printers, eg.
 - b. Based on:
 - i. Existing Fleet
 - ii. Compatibility (Cerner, Access readers, etc.)
 - iii. REM toner availability
 - iv. Overall Mission Print Optimization Program
2. Evaluate each new equipment request and service call matching user requirements to the Standard List.

Trigger Events for new devices or device change:

- a. Lease Expiration Date

- i. Lease expirations will be managed and requirements assessed 30 days before expiration date
 - ii. End user site survey (PRT)
 - iii. Requirements match with hardware
 - iv. Can existing devices fulfill requirements?
 - v. Recommend device/approach
 - vi. Educate End User about Print Reduction Initiative
 - b. End User Request
 - i. End user site survey (PRT)
 - ii. Requirements match with hardware
 - iii. Can existing devices fulfill requirements?
 - iv. Recommend device/approach
 - v. Educate End User about Print Reduction Initiative
 - c. Service Call
 - i. End user site survey (PRT)
 - ii. Service cost evaluated
 - iii. Requirements match with hardware
 - iv. Can existing devices fulfill requirements?
 - v. Recommend device/approach
 - vi. Educate End User about Print Reduction Initiative
- 3. Dedicate resources to Print Management Initiative facilitated through the POP
- 4. Evaluate continuing shift from OEM to REM toner
- 5. Evaluate and install monitoring software Measure the number of machines removed.
- 6. Index each event by "Cost Reduction Code" (POC)
- 7. Proactively manage lease end dates, equipment upgrades/removals
- 8. On going cost reduction management

Print Optimization Codes (POC)

Based on the above 12 categories of cost avoidance opportunities, a corresponding code has been created to help monitor and measure the impact of this study. Each event will be categorized and tracked according to which of the 12 opportunities generated the result.

Optimization Example:

A user request for a new printer was received. During the site survey and assessment it was determined that the end user was ordering a new printer because labels printed on the Ricoh would smear. She had a laser printer on her desk, the desk next to her held an HP1200 and a Ricoh copier was approximately 10 steps away, in the same room; two end user and three devices within a 12 foot diameter – a 2:3 device to employee ratio.

Had the assessment not been conducted, a color laser printer would have been added to the environment raising the ratio to 2:4.

The cost avoidance:\$300.00 plus, printer
 Lifetime toner800.00, cost

Instead, a service call was placed, the end user educated on the proper stock and process required to print on labels and no additional cost incurred. \$1,110.00 coded MS003.

Hard Cost Reductions

There are actions that can be taken to immediately to reduce costs with a moderate impact to the employees of Mission.

1. Increase the selection of Staples third party toner where possible. Minimally will result in a 12% reduction in supply spend from OEM.
 - a. Current monthly spend for OEM toner.....\$57,545.00
 - b. Current monthly spend for remanufactured toner9,710.00*
 - c. *Based on 2011, 2012 and 2013 data
2. Continuing the shift from OEM to remanufactured supplies could result in significant cost reductions. In one example, an 85% reduction could have been realized over three years by switching to REM tone
3. Optimize new copier placements (A3 v A4)
 - a. Currently, 0.122% of the paper ordered is 11x17(A3) size. 58% of the machines in the copier fleet are capable of copying or printing 11x17 size paper and 85% of Mission's monthly lease spend supports 11x17 machines. Lease payment for an A3 device range around \$207.00/month and A4 devices average \$41.00/month.
4. Expand the implementation and utilization of fax servers for incoming and outgoing faxes.

Enterprise Communication Solutions

Remote Monitoring and Reporting of Machine Information. Software to remotely collect machine and/or user information will give direction to high impact reductions and problem resolutions.

Automated Supplies Delivery for Cartridge Based printers – Utilize a sophisticated software tool that centralizes and manages access to ink and toner cartridges.

Access Control on MFP's – half of the existing MFP's are capable of adopting an easy to utilize secure release technology. The secure release technology authenticates the user access for printing, copying, scanning and faxing resulting in monitored reproduction and sharing of sensitive information.

Security and Policy

Implement Print Management guidelines that communicate and enforce to direction of the organization when it comes to accessing and communicating information via paper.

Premier Inc.

In October 2013, Premier announced new contracts with suppliers with are available to its acute care and continuum care members for managed print services. The print management initiative can help support increase Premier credit.

Appendix B: Print Management Guidelines

Purpose

The goals of these guidelines are to facilitate the optimal use of printing assets and resources, as well as manage the natural decline of paper usage throughout Mission Health and its affiliates. Working with these guidelines will help manage utilization of devices, eliminate inefficiencies, and control costs by reducing the waste of printers, paper, toner, ink etc.

Scope

The Print Management Guidelines apply to all employees of Mission Health and its affiliates, as well as any contract employee in the service of Mission Health who may be using Mission Health's network and equipment.

1. Definition

- a. There are several types of printing devices utilized including:
 - i. Multi-function printer/copier (MFP) – A device capable of multiple functions including copying, faxing, printing and scanning. These devices are larger in size, a floor console and operate at a lower cost per impression.
 - ii. Single-function printer (SFP) – This device is used for printing only and installed as a shared network device.
 - iii. Specialty printers – These include devices for labels, forms, and specialty needs and applications with specific and direct printing functions.

2. General Guidelines:

- a. All printers and MFP's are to be used for documents that are relevant and necessary for the day-to-day conduct of patient care and business at Mission Health.
- b. Mission Health printers and MFP's should not be used to print personal documents.
- c. Ensure printer cartridges are empty before replacing. Some cartridges may be removed, shaken, then reinstalled and produce hundreds of more pages.
- d. Large print jobs should be directed to Mission Health's Print Shop located at 400 Ridgefield Court, Asheville, Phone: 828-257-7468.
- e. Printed patient sensitive and confidential information should be retrieved in a timely fashion and not left on any device.

3. New Printer and MFP Requests:

- a. Send all requests for printers and MFP's to eqreqs@msj.org. Your request should include the following information:
 - i. Reason for request (lease expiration, replacing a broken printer, new printing needs etc.)

- ii. Printer or MFP
- iii. Available network drop or if assessment is needed
- iv. How many users for the printer or MFP.
- v. Note any special needs including 11x17, color or special applications
- b. Printer and MFP requests will be routed to Mission Health's Service Desk and further evaluated through a needs assessment review.
- c. All equipment will be fulfilled according to Mission technology standards and guidelines at the time of the request.

4. Mission's Print Shop

- a. Mission Health's print shop is considered the most cost effective resource for printing and is to be utilized for all larger print projects such as forms, training materials, brochures, flyers etc.
- b. Requests can be made by emailing the Print Shop at printshop@msj.org or calling 828-257-7468 to schedule a consultation.

5. Think before you click print:

- a. Remember to utilize your digital resources. If you have questions, call the Mission Health Service Desk or ask your co-workers for instructions on how to send digital faxes, scan and email documents etc.
- b. Make efforts to limit paper usage by duplexing (double-sided printing).
- c. Do not print in color unless necessary.
- d. As a general rule, do not print emails. Do not print email using a color printer.
- e. Avoid printing large files on printers. Print large files on the MFP's or send to the Print Shop for printing and finishing.

6. Color printing

- a. Color printing is the highest cost per print and should only be utilized when necessary.
- b. The default setting for all printers and MFP's is black and white. Color should be selected on an as needed basis.
- c. All planned printing projects involving color should be routed to the Print Shop.
- d. PowerPoint presentations should be emailed instead of printed whenever possible. If PowerPoint presentations are going to be printed, always utilize a white background. If for internal use, print in black and white instead of color.
- e. If you are going to print your email correspondence for any reason, print in black and white, not color.

7. Locally Connected Printers

- a. As of June 1, 2014, all printers and MFP's will be connected to the network. Locally connected devices will not be supported, unless the following is true:
 - i. Locally connected printer is serving as a back-up printer to mission critical applications (Cerner, Allscripts etc.) in the event of a network outage, and;

- ii. Specialty printers - including devices for labels, forms, and specialty needs and applications with specific and direct printing functions
- b. Do not share local printers with multiple workstations.
- c. Installation of new locally connected printers is not a generally accepted practice at Mission Health.
- d. If you currently have a locally connected printer, then as of July 1, 2014 the following guidelines apply:
 - i. If the locally connected printer can be added to the network, please contact the Mission Health Service Desk and submit your request.
 - 1. There is a \$200 fee to add a printer to the network.
 - 2. If there is not a network drop available, there may be additional cabling charges as well.
 - ii. Only use desktop printers for 1-3 page print jobs. Larger print jobs and multiple sets of print jobs should be routed to the closest MFP.
 - iii. If you no longer utilize or minimally use your printer, please turn in your printer to the IT Department for either recycling or donation.

8. Shared Network Printers and MFP's

- a. When printing to a shared printer, retrieve your job in a timely fashion. If you no longer need what is printed, dispose in the nearest recycling bin.
- b. If you find unclaimed print jobs on the shared printer, please leave it stacked neatly for the responsible person. If unclaimed after a working day, discard in the nearest recycling bin.
- c. If you find an issue (paper jam, poor quality etc.) with the network printer or MFP, then call the Mission Health Service Desk as soon as possible.

Enforcement: Any employee or contactor who is found to have violated these guidelines may be subject to disciplinary action, up to and including termination of employment or services.

Employee Declaration: I, _____ have read and understood the above Print Management Guidelines, and agree to adhere to the guidelines outlined herein.

Appendix C: Print Optimization Program (POP)

Print Optimization Program refers to strategies and actions to reduce print volume (discretionary print and process-based print), increase end-user awareness (including power users, and departments), and make required print more cost effective. The impact of this work results in deeper cost savings, company cultural change, changes in end-user print habits, optimization or re-engineering of print intensive work processes and enhanced patient care.

Responsibilities of this resource are to focus on Mission Health enterprise-wide and include:

- Implement and manage a dedicated focus on print behavior change, volume reduction, building/improving “common sense print” awareness and leveraging fact-based reporting/metrics to drive change.
- Identify, design, create and implement initiatives which change end-user habits and reduce the volume of print and/or change the characteristics of print (making it more cost effective, helping support corporate sustainability programs, etc)
- Manage and optimize existing and new vendor relationships as they pertain to the overall print reduction goals of Mission.
- Leverage data and reporting to compare, contrast, and identify print intensive locations, applications and users. Deep dive the power users and departments to analyze trends and identify opportunities for change.
- Design and implement action plans to investigate, optimize and/or facilitate re-engineering of workflows to drive down dependencies on print
- Build relationships with the high priority functions and their end-users -- or “power users” – (the 20% that influence 80% of the expense) to reinforce a “less paper” mindset and to ease adoption to maximize compliance / minimize non-compliance
- Design and deploy Policy Print (interactive messaging) functionality, if appropriate and desired, to target basic user behavior modifications.
- Design and implement action plans to investigate, optimize and/or facilitate re-engineering of workflows to drive down dependencies on print.
- Facilitate a community of champions across the hospitals/medical centers for promoting print reduction and process optimization
- Collaborate with Mission Health’s IT, Marketing & Communications, and related functions on issues/opportunities/initiatives related to print optimization.
- Engage and participate with other teams involved with technology infrastructure refresh/consolidation and external print management cost savings initiatives
- Evaluate business processes for defects and continuous improvement. Plan and manage print reduction efforts for the customer including digital presentment, workflow re-design, etc.

- Facilitate a customer community of champions across the Mission's enterprise for behavior change relative to print optimization initiatives
- Participate in and contribute to strategic planning, and tactical business process definition. Collaborate with customer's IT organization on technical issues related to print optimization
- Analyze and communicate program status to the customer
- Develop and maintain scorecards of program performance, measures of change, and savings related to print reduction
- Plan and produce events and training to promote the program to the customer.
- Develop and implement user-focused best practice training and communications related to print.

Appendix D: Print Optimization Program (POP) Codes

These Print Optimization Codes will be utilized to track and quantifiably report cost avoidance/reduction events.

1. MS001
Freeze all new purchases of printers for 90 days (Lexmark, HP, etc.) During this period all requests will be evaluated as they are received. Develop standard configurations and categories for small, medium and high workgroup usage.
2. MS002
Freeze all new lease executions for 90 days. During this period all requests will be evaluated as they are received. Develop standard configurations and categories for small, medium and high workgroup usage.
3. MS003
Implement *Print Reduction Team* evaluation process – 20% reduction in combined cost of MFP leasing and printer purchasing.
4. MS003
Dedicate resources to Print Management Initiative facilitated through the PRT.
5. MS005
Increase the selection of Staples third party toner where possible. Minimally will result in a 12% reduction in supply spend from OEM. (Calculating numbers)
6. MS006
Liquidate/reduce inkjet printers – 10% reduction (calculating numbers)
7. MS006
Expand the implementation and utilization of fax servers for incoming and outgoing faxes.
8. MS008
Remote Monitoring and Reporting of Machine Information. Software to remotely collect machine and/or user information will give direction to high impact reductions and problem resolutions.
9. MS009
Automated Supplies Delivery for Cartridge Based printers – Utilize a sophisticated software tool that centralizes and manages access to ink and toner cartridges.
10. MS010
Access Control on MFP's – X% of the existing MFP's are capable of adopting an easy to utilize secure release technology. The secure release technology authenticates the user access for printing, copying, scanning and faxing resulting in monitored reproduction and sharing of sensitive information.
11. MS011
Implement print management policy/guidelines that communicates and enforces the direction of the organization when it comes to accessing and communicating information via paper.

12. MS012

In October 2013, Premier announced new contracts with suppliers which are available to its acute care and continuum care members for managed print services. The print management initiative can help support increase Premier credit