

Advancing Brand Consistency and Image, Improving Efficiency



Client Overview

OSF HealthCare, owned and operated by The Sisters of the Third Order of St. Francis, Peoria, Illinois, includes OSF Healthcare System consisting of seven acute care facilities, one long-term care facility and two colleges of nursing. OSF HealthCare also owns a physician organization, OSF Medical Group. To align more closely its care delivery system with physicians, OSF developed clinical service lines in cardiac services, neurosciences and pediatrics. OSF employs more than 600 physicians and mid-level providers operating in eight LLC corporations and in more than 60 office sites.

OSF HealthCare also owns an extensive network of home health services, known as OSF Home Care Services, and OSF Saint Francis, Inc., comprised of healthcare-related businesses. The OSF Healthcare Foundation is the philanthropic arm for OSF Healthcare System and OSF Home Care Services.

OSF employs more than 14,000 people with a single goal: to provide service with the greatest care and love to every patient, every time.

Challenges

OSF HealthCare is experiencing rapid growth, with the addition of new programs, services and physician practices to an already complex integrated healthcare network. With more than 100 locations system-wide, managing and maintaining a strong, consistent brand has become more challenging.

Case In Point

The Challenge

Experiencing rapid growth, with the addition of new programs, services and physician practices to an already complex integrated healthcare network. With more than 100 locations system-wide, managing and maintaining a strong, consistent brand.

Our Solution

- Brand audit and standardization services
- SMARTworks® desktop technology

The Results

- Document inventories cut 50%
- 85% documents printed on demand
- 60% reduction in vendors
- Estimated annual savings at 25%



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Each department, facility and physician practice previously managed its own printing and fulfillment. Ordering inefficiencies and brand inconsistencies prevailed, adversely affecting the OSF bottom line and diluting the OSF brand.

Quality was sometimes an issue. Some employees relied on the office copier to copy branded materials and patient documents, which degraded the quality of the logo and ultimately the OSF visual identity. Although OSF had an established brand standards document, it was outdated and not fully enforced. The team at OSF had a vision for their brand, but lacked the tools to effectively manage and enforce standards across its operating units. As the new organizational identity standards were implemented, there was renewed interest in strengthening the overall brand. OSF sought a solution that would help them eliminate the multiple iterations that were diluting the power of the overarching brand.

Their goals were to improve supply chain efficiencies, streamline stationery requests and develop a single document management system that would provide visibility and control at the system-level, while giving local constituents easy access to branded materials.

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-Lynn Woller

The Solution

OSF partnered with its marketing/advertising agency to form the brand essence and visual representation of its organizational identity. To incorporate its brand management vision into operations, OSF turned to Taylor Healthcare, who had the experience aligning mission-critical communications with corporate standards and priorities, and a robust technology to bring discipline to the challenge. Working together,

Taylor Healthcare and OSF set out to drive efficiencies enterprise-wide by streamlining ordering, production and fulfillment of all branded materials.

A Foundation for Improvement

An enterprise-wide audit was the first step in the transformation. Taylor Healthcare created a comprehensive view of the current state by collecting and analyzing branded materials across OSF. For the first time, OSF gained full visibility into what materials operating units use, how they were being used, the differences and similarities in each, how they were presented and produced and how frequently outdated versions were used.

During the audit, OSF looked beyond marketing collateral and reviewed patient forms, clinical documents and business stationery. It was an eye-opening process that reinforced Corporate Marketing's resolve to extend brand standards for the entire OSF organization and create an identity program that encompassed touch points across OSF. "Our organizational identity isn't just about the logo. It's about how we communicate with people on a daily basis. Not just on paper, but electronically. In this day and age, so much of what we do is electronic," explained Lynn Woller, Corporate Manager of Marketing and Communications.

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The Path to Cost Savings

OSF wanted to improve supply chain efficiency for printed materials while establishing its brand identity. The audit brought transparency to spending and allowed OSF to identify duplication that existed among operating units.

As part of the audit, Taylor Healthcare reviewed the number of items in inventory. Prior to the audit, OSF was inventorying 222 items, valued at more than \$140,000. By consolidating similar documents, disposing of obsolete items and moving many items to print on demand, OSF was able to cut document inventories by 50 percent, which resulted in a savings of nearly \$54,000 and reduced the risk of further obsolescence.

Guided by the audit and the power of SMARTworks® technology, hundreds of unique items were reduced to about 15 dynamic templates set up within the parameters of newly-defined Organizational Identity Standards at OSF.

While the initial audit took a good year, OSF believes the audit should be ongoing. When a request comes in to add a document to the SMARTworks library, that document undergoes a review similar to the initial audit where its purpose, need and compliance with brand guidelines are reviewed. "The audit provided a great foundation and the ongoing consolidation process managed through SMARTworks allows us to continually monitor our visual identity," Woller said.

SMARTworks® Drives Efficiency, Brand Consistency

SMARTworks gave OSF the means to track usage and a single place to find compliant documents and order all print-related materials. Since most decision points were pre-determined and business rules were written into the solution, ordering was simplified across the organization. In addition, users could order in lower quantities and customize materials to meet the needs at the department and local levels.

SMARTworks was initially deployed across the organization to those who ordered business cards and stationery. By standardizing just the stationery program, estimated annual savings from a review of the paper stocks used and standardization of templates alone is \$17,700. This figure does not reflect the full impact of this program. It's just the tip of the iceberg.

The clear positive impact was the ability SMARTworks gave OSF to standardize, control and enhance its brand. OSF reduced vendors by 60 percent, reduced inventoried documents by 50 percent and moved 85 percent of its documents to on-demand printing. OSF estimates its annual savings is at 25 percent.

Ordering Made Easy

Taylor Healthcare's Web-based SMARTworks technology provides the vast OSF HealthCare organization with a single platform through which users can quickly access, create, personalize and order the most current documents — forms, business cards, stationery and marketing collateral. Templates control the brand image while allowing end users to personalize items by keying in contact information and selecting corporate approved logos.

"Our employees like the idea of being able to get into SMARTworks, get it ordered and get out. They don't have to remember where they need to go to ask for a particular form. That's all predetermined for them," explained Woller.

OSF works with both an onsite print shop, run by Taylor Healthcare, and near-site Print On Demand centers. When an employee places an order via SMARTworks, the order routes to either an on- or near-site print facility, based on the print specifications and in accordance with the business rules established by the organization.

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For example, the transition to a single version of a brochure used by the OSF Medical Group offices and hospitals reduced the unit cost from \$.23 to \$.05. When multiplied by locations and the number of brochures used over the course of a year, the savings are significant. Offices needing additional copies of this brochure order it quickly and easily through SMARTworks.

Just in Time Production and Delivery

To reduce cost associated with storing out-of-date or obsolete materials, Taylor Healthcare provides just-in-time production and distribution. Users can customize and order items in the quantity needed on demand. Centralized control, with ability to customize, ensures departments and facilities have the autonomy to localize content, while remaining in accordance with brand standards. SMARTworks enables OSF to operate more efficiently, while consistently presenting its brand to internal and external audiences.

Working Smarter, Better

For OSF Marketing, what started out as concern for logo use has expanded to every aspect of visual presentation for the OSF organizational identity. An Organizational Identity Manual now addresses not only logo use, but additional guidelines such as color, font choice, layout and more. These standards continue to expand as additional marketing and business collateral is reviewed.

“Consistency is really important,” explains Woller. “It enables us to get things done quickly. Anything that helps consolidate effort or enhance an antiquated process is of value. It’s no longer about working harder, it’s about working smarter, and SMARTworks helps us do that.”

Embracing the Brand

As Taylor Healthcare’s technology platform became more widespread and accepted, a cultural shift began. Not only has OSF been able to implement an overarching brand tied to print, but with ongoing education and coaching, employees began to embrace the OSF brand and their role in representing that brand while providing a consistent and quality patient experience. This progression allows employees to take more pride in the organization and see themselves as part of something larger.

SMARTworks enables brand compliance for OSF. Over time, employees recognize the importance of putting their best foot forward and making sure the brand message is consistent enterprise-wide. Regardless of the OSF location, patients and visitors see a single, professional approach in documents, marketing collateral and the way in which they are treated. That’s how great brands are created.

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*Corporate Manager of
Marketing and Communications*