

**William Osler
Health System
(Canada)**



**Holistic
solution for
managing
medical
imaging equipment**

Keeping pace with change in the healthcare system

The healthcare sector has undergone and continues to experience a period of rapid change. Several trends are driving these changes, all of which demand a new type of thinking from healthcare institutions.

Demographic shifts and population growth are creating challenges to patient care provision and guaranteeing access to services. The growing chronic disease burden is putting additional strain on an already over-stretched sector. The growth of consumerism is also placing higher expectations on healthcare institutions, and the pace of scientific development and a shift to value-based reimbursement add to the list of challenges. Today's healthcare institutions have never faced such elevated expectations and demand, while simultaneously being under such intense pressure to manage costs.

The environment and myriad of challenges within this sector have been on the William Osler Health System's radar for some time.

Executive summary

While cutting costs, William Osler Health System also needed to maintain the highest standard of care. Meanwhile, aging systems had to be replaced and the opening of a third hospital meant purchasing more diagnostic equipment and an added volume of clinical and imaging services. A 15-year Asset Management Service contract with Siemens Healthineers provided Osler with:

- **Procurement, replacement, and maintenance** of 190 diagnostic imaging items
- **Financing and clinical solutions**, professional services, room renovations, and training
- **100 percent financing** through Siemens Healthineers

About William Osler Health System (Osler)

Osler is located in Ontario and is one of Canada's largest community hospitals, serving a population of 1.3 million people. Osler runs three sites: Etobicoke General Hospital, Brampton Civic Hospital, and Peel Memorial Centre, with a total of more than 900 beds.

Challenges faced by Osler

A central question for the Osler leadership team was how to continue to deliver the highest standard of care and better treatment results in the face of the need to manage costs. In addition, the Peel Memorial Centre opened in 2017 and added significant volume for the clinical services and diagnostic imaging teams, together with the financial and human resources burden. This meant that Osler needed a different approach: a tailored solution that would ensure the availability of quality diagnostic imaging equipment plus advice and guidance driven by experience to help optimize its current capabilities.

With over 500,000 imaging examinations every year, Osler's goal from an imaging perspective was clear:

"We want to provide our communities with excellence in diagnostic care. This means providing the most appropriate imaging services that are both reliable and accurate,"

said Dr. Joseph Fairbrother,
Medical Director of Diagnostic Imaging at Osler.

"Our main concerns at that time were how we could replace our aging and obsolete systems when our annual budget is not large enough to accommodate the scheduled replacement cycle,"

said Joe-Anne McCue,
Director of Diagnostic Imaging and Laboratories.

"We needed to ensure our equipment consistently meets the requirements of diagnosing more complex diseases, and maintain our stellar reputation and levels of service for patients."



Delivering performance through partnership

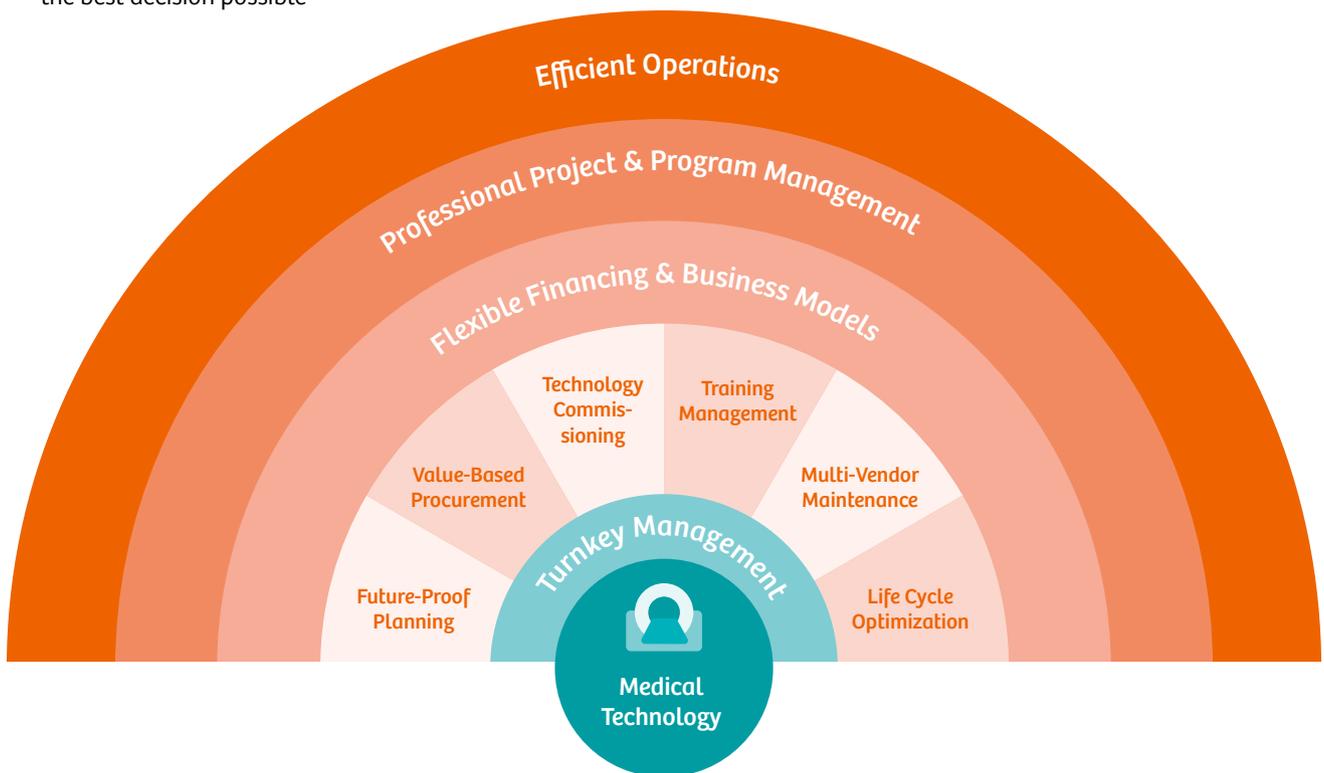
Tackling healthcare challenges with an industrial long-term partnership

Osler needed a partner with in-depth medical imaging and asset management experience. To become this partner for Osler, Siemens Healthineers had to:

- Understand Osler’s challenges and explore options for addressing them
- Coach and advise based on past experience
- Be open and transparent so that Osler could make the best decision possible

What is an Asset Management Service?

An Asset Management Service (AMS) from Siemens Healthineers is a partnership to manage medical technology and its performance. At Osler, the AMS was based on the successful Managed Equipment Service (MES) program from Siemens Healthineers with which they provide a rolling replacement plan over a fixed period of time for a fixed annual fee.



By combining the optimal elements of our Asset Management portfolio, healthcare providers can benefit from a customized solution that precisely fits their needs. Siemens Healthineers can manage all equipment-related issues while healthcare providers focus on what’s most important: patient care. An AMS is a cost-effective and flexible way to ensure that hospitals have access to the imaging and diagnostic equipment they need to serve their patients. The Siemens Healthineers AMS contract with Osler will manage all its equipment concerns, including ownership, provision,

purchase, installation and commissioning, user training, maintenance, and ongoing replacement over the next 15 years. Siemens Healthineers provides Osler with a “multi-vendor” MES. This means that non-Siemens products will also be serviced by the program. The goal of this broad partnership is to ensure that the Osler staff has the technology they need – operating as designed –to enable them to deliver quality care. Siemens Healthineers additionally introduced the innovative concept of remote reporting to radiologists to support a more timely response.

Partnership provides improvements in many clinical fields

How did this end up as a CAD\$154 million, 15-year Managed Equipment Services partnership – the largest of its kind in the history of healthcare in Canada? Siemens Healthineers was able to provide comprehensive support and long-term, customized solutions – and they worked toward common goals alongside their clients at Osler.

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“We’re equal partners in this. It’s important that we have confidence in the people that we’re sitting at the table with. That’s what produces a successful outcome.”

said Joe-Anne McCue, Director of Diagnostic Imaging and Laboratories.

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The scope of work includes the vetting, procurement, replacement, and maintenance of more than **190 vendor-neutral diagnostic imaging equipment items** for radiology and cardiology. **Siemens Healthineers** also **enabled 100 percent financing**, allowing equipment purchases to move from capital expenses to operating expenses. In addition, Siemens Healthineers **provided professional services, room renovations, training for clinical users, and onsite technical support.**

Now that remote reporting has been implemented, radiologists can review images on the go, from any location. This has resulted in an improved quality of work life for radiologists plus quicker time to treatment and less wait time for patients.

A hallmark of a true partnership is that all solutions benefit all of the parties involved. The partnership between Siemens Healthineers and Osler is beneficial to the healthcare system, and – more importantly – it will benefit the Osler’s patients for many years to come.

“I can sleep easy now, knowing that for the next 15 years we have a sustainable solution based on a standards-based equipment replacement plan. Diagnostic Imaging is in a good spot,” says McCue.

More than just technology management and replacement

While there are existing solutions that focus on the service and replacement of diagnostic equipment, Asset Management Services offer much more.

At Osler, the on-site Siemens Healthineers team – in addition to ensuring the medical technology is always in good working order – provides change management expertise, staff training, advice on best practices, and also oversees all supplier management. The management of these functions by the Siemens Healthineers team removes the pressure and added burden from Osler staff, while providing valuable insights that ensure the optimized use of equipment and ongoing improvement activities.

“The Siemens Healthineers approach is responsive to program requirements and replacement cycles, while providing us with the structure and the flexibility we require for a sustainable diagnostic imaging equipment solution,” explains Dr. Joseph Fairbrother.



“We now have a great partner who can help us to look at best practices, best workflow and optimal outcomes for patients.”

Dr. Joseph Fairbrother, Medical Director of Diagnostic Imaging,
William Osler Health System.

Commenting on the choice of Siemens Healthineers as Osler’s AMS partner, Joe-Anne McCue had this to say:

“Our longstanding and productive relationship with Siemens to date made them the natural partner to ensure a stable footing for Osler moving forward. It’s important that we have confidence in the people that we’re sitting at the table with; not to mention that the Siemens’ staff had proven themselves as people who give their best to help us achieve our objective. Our shared passion of putting the patient first is what produces successful outcomes.”

One year on

July 22, 2016, marked the first anniversary of the Osler and Siemens Healthineers AMS partnership. Feedback from the first year has been very positive.

“We’re now able to replace aging equipment without relying on limited capital funds,”

said Robin Reid, CT Coordinator, Etobicoke General Hospital.



“It’s great to have the Siemens Healthineers team available to deal with all the various bumps in the road and issues that may arise with the delivery and installation of new equipment. The support they provide is top class and makes a significant difference to the operation of the Imaging Department in the hospital.”

Speaking about the partnership between Osler and Siemens Healthineers, Cathy Hamilton, Clinical Services Manager Diagnostic Imaging, Brampton Civic Hospital, affirmed:

“The partnership we have is very supportive of one another, with lots of information exchanged between the two partners. It’s a very supportive relationship with a collegial atmosphere. It’s a pleasure to work with our Siemens Healthineers peer group.”

Main advantages of Siemens Healthineers Asset Management Services



The products/features and/or service offerings (here mentioned) are not commercially available in all countries and/or for all modalities. If the services are not marketed in countries due to regulatory or other reasons, the service offering cannot be guaranteed. Please contact your local Siemens Healthineers organization for further details.

The statements by Siemens' customers described herein are based on results that were achieved in the customer's unique setting. Since there is no "typical" hospital and many variables exist (e.g., hospital size, case mix, level of IT adoption) there can be no guarantee that other customers will achieve the same results.

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