About One Medical

One Medical is the largest independent primary care practice in America, with 72 offices in 9 major areas across the country. One Medical is committed to using technology to advance their business, from seamlessly connecting patients with providers, to streamlining and supporting the infrastructure of their entire enterprise. For One Medical, technology is a key strategy that enables clinicians to spend more time with patients and the organization to maintain high quality, consistent, and affordable services. One Medical is a membership-based practice focused on making quality care more accessible and enjoyable for all. They are driven by a shared mission to transform healthcare by designing it around people's real lives.

The Situation

One of the most significant challenges for the team at One Medical was the need to consolidate separate supply chain systems and processes to a single platform. As the organization experienced rapid growth, the need to streamline became clear. "As we grew, we had multiple systems that weren't standardized," said Laura Arthur, National Supply Chain Manager, One Medical. "With multiple systems and vendors supporting different items and locations, we needed to build automation in our internal systems and processes. Our AP processes were all paper; invoices were manually scanned, hand coded and then submitted for approval. We also wanted to streamline all in-office processes for our field teams and allow everything to move more quickly, with great accuracy."

Goals and Objectives

"We knew supply chain was a strategic lever to achieving our overall goals," said Arthur. "We needed an inventory management system that could scale with us and we knew we'd found the right solution with Envi® from IOS. We started looking at all internal procedures and used the Envi implementation as time to review and improve existing processes."

The team mapped areas that could be streamlined and set goals to:

- Automate supply chain processes and replace manual, paper-based systems
- Create cost savings through standardization
- Support all 72 locations with a single system and consistent processes
- Improve Accounts Payable processes
- Leverage EDI functionality and support punch-out with vendors
- Scale across a rapidly growing non-acute multi location organization
- Support the mission of delivering high quality care to members

The Solution

Inventory management at One Medical is a two-pronged approach – supply chain is supported by a central team maintaining core systems, processes, and item master, with local team members managing local ordering and restocking. "This takes the administrative burden off of our clinicians by ensuring our clinical teams always have what they need for patient care," said Arthur.

Initially, the Envi system was piloted in a single district in San Francisco, then rolled out across the country. "For consistency and quality, we maintain an item master in Envi used by all locations, containing pre-vetted suppliers and preferred products. We use punch out for one-offs and special circumstances. Patient safety is supported as locations use pre-approved supplies, and we benefit from cost savings using the same vendor partners across the country."

Using Envi

Envi allows the One Medical team to standardize processes and improve compliance. "We know we're as good as the people using the systems, so we train constantly and are vigilant about continuous improvement. We strive to ensure our teams know exactly what to do, why and how to do it, and how their role supports patient care. At the end of the day, our goal is to offer acceptable, affordable care to everyone, and each of our employees helps serve this goal."

Arthur added some advice from her experience with a national roll-out if the Envi solution and new supply chain processes. "Invest early in the quiet background foundation of systems and support, so clinical teams can focus on exceptional patient care. We take administrative work off the clinician's plate by having a local team member in every office fully trained on Envi, to manage inventory and stock the office. With less burden, clinicians focus on engaging, meaningful interactions with patients."

"Ultimately, IOS and the Envi system gives our team peace of mind as we know our locations have what they need, where they need it, when they need it and that we're making the best purchasing decisions possible so that we can deliver on our mission of delivering the highest quality affordable care for all."

– Laura Arthur
National Supply Chain Manager
One Medical

Benefits and Results

The One Medical supply chain team has identified and measured benefits in a number of areas. "We've seen benefits throughout this process, for example, we've reduced the amount of on-hand stock and increased product turnover, helping reduce product expiration rates," said Arthur. "Our offices have seen up to 10% reductions in on-hand supply costs and improved cash on hand through lower inventory. We're streamlining and standardizing the number of products in each office, saving time for our local teams, and using our space better. With the data we now have available, we're making better financial and purchasing decisions. Finally, we're seeing labor

savings throughout and especially in AP, by reducing manual activities."

"We've made significant process improvements," Arthur added. "Envi helps us incorporate more Lean methodologies, for example, we've begun implementing Kanban two bin systems in several areas and plan to roll that out across the country. We've had a lot of success using the Envi AP module and reporting capabilities. The support we've received from the IOS team throughout the entire process has absolutely helped us achieve best practice level processes."

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Summary of Best Practices

- Reporting tools help track process compliance, support physical counting in each location, show purchase history and activity throughout the entire organization
- Improved alignment between supply chain and finance
- Streamlined AP workflows, elimination of burdensome manual, paper-based processes
- Reduction of clinician's time spent on supply management
- Ongoing focus on internal training on both processes and technology
- Continuous improvement helps drive toward quality, standardization, cost effective care
- Scalability throughout organization with standardized new office launch process