# Canon

# Healthcare Print Management

# MANAGED PRINT SERVICES, BEHAVIOR-BASED CHANGE MANAGEMENT SUPPORT

## Spurs Savings, Security, and Operational Transformation

**With dozens of patient care sites,** this large, U.S.-based public healthcare system serves hundreds of thousands of patients annually.

## THE SITUATION:

Prior to working with Canon, this public healthcare system did not have a system-wide management program for its print devices, creating inefficiencies and excess cost. For example:

- With almost 25,000 print devices throughout the system, there was no model standardization for seamless operations and simplified supply ordering.

- The spend for print services was approximately $12 million a year. Approximately 85% of the printer fleet consisted of single-function devices (SFDs), costing an average of five times as much to print compared to multifunction devices (MFDs). Additionally, many of the MFDs were underutilized.

- Roughly 480 million pages were printed annually— that is close to an average of 15 reams of paper used each year by every one of its employees.

- There was approximately one print device utilized for every two end users. Ratios for best-in-class programs are closer to six to ten users per device.

## PROGRAM OBJECTIVES:

- Drive standardization and operational efficiencies across the organization.

- Strategically reduce the number of print devices.

- Redirect printing to MFDs and away from SFDs, while reducing color printing.

- Track, monitor, and manage all print devices and supplies.

- Provide continuous education and support, while encouraging best practices to minimize printing and adopt optimal print habits.

- Increase use of internal print-shop resources rather than rely on more expensive external vendors.

## APPROACH:

This public healthcare system and Canon implemented a single-supplier solution to provide a **comprehensive and innovative enterprise Managed Print Services program (MPS).** This included an **initial fleet replacement** where necessary, **tracking of print volumes** and other metrics across departments and facilities, **deployment of a "print-anywhere" software application**, and **on-site support of roughly 40 staff members**, who were responsible for printer assessments (moves, removals, and adds), toner, driver updates, and break-and-fix issues.

In addition to these critical MPS program components, the healthcare system's leadership knew that to achieve the majority of program goals, end users needed to change their printing, copying, faxing, and scanning work practices. Flawlessly executing a behavior-based and leader-guided change management program would be essential.

By following the various phases of **Canon's "ChangeIt" methodology**, and working closely with leadership, desired changes across the organization have been achieved and sustained with high levels of user satisfaction and minimal resistance.
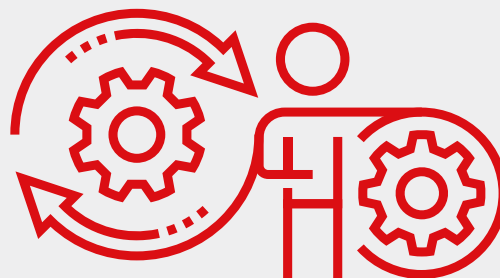
# CANON'S CHANGE MANAGEMENT PHASES

| | CLARIFY*IT* | PLAN*IT* | REALIZE*IT* | SUSTAIN*IT* |
|---|---|---|---|---|
| **Outcome of Phase** | Align and engage stakeholders on vision | Prioritize program goals, design change initiatives, and prepare leaders | Implement change initiatives, remove barriers, and change behavior | Plan improvement initiatives as new behaviors become embedded |
| **Key Deliverables and Activities** | • Worked with corporate-level leadership to agree on overall program goals and obtain leader buy-in.<br><br>• Discovered and analyzed print environment, workflows, and challenges.<br><br>• Identified specific opportunities to achieve program goals, including driving standardization and operational efficiencies across the organization. | • Worked with leadership including CIOs at each hospital to align on specific targeted goals and ensure successful sponsorship of the program.<br><br>• Developed case for change and identified strategies to motivate end users to adopt changes.<br><br>• Designed marketing, training, and communication campaigns to create awareness; integrated with other initiatives (e.g., Electronic Health Records implementation).<br><br>• Prioritized which areas would experience specific changes (e.g., Secure Print) and in what order. | • Worked closely with end users in every department at each facility to ensure minimum or no negative business impact.<br><br>• Used program metrics to assess progress and modified program throughout duration.<br><br>• Communicated and educated users at all levels with training and awareness materials to support end user adoption.<br><br>• Supported leaders as they engaged and motivated employees. | • Ensure ongoing communications effectively engage employees and celebrate successes.<br><br>• Conduct periodic reviews of dashboard and implementation issues; raise and resolve them.<br><br>• Deploy continuous improvement initiatives and address new/updated program elements.<br><br>• Actively capture and evaluate learnings. |

# A PARTNER YOU CAN COUNT ON:
# BENEFITS OF THIS STRATEGIC COLLABORATION

Above and beyond successfully managing the MPS Program, Canon has supported the organization during unexpected times. For example, Canon has contributed to the enterprise's top accomplishments by providing print-related support during their Electronic Healthcare Record (EHR) implementation, as well as during their COVID-19 testing program.

**Approximately 7,000 printers are now EHR-enabled across the network**, and, through the highly effective MPS process and redistribution of printers from other locations, **the enterprise has saved an additional $7.38 million over 7 years**.

During the COVID-19 pandemic, Canon resources promptly pivoted to support the organization's COVID-19 initiatives such as helping set up printers in more than 29 testing and tracing sites and emergency treatment space, while also accommodating the movement of patients and printers in the hospitals.

## Future Opportunity

Potential additional savings of $1.1 million annually can be achieved by transitioning:

- **An additional 50% of the color volume printed to black-and-white.** Color output comprises 12% of the total volume produced, but accounts for 40% of the impression costs. Color printing is roughly seven times the cost versus black-and-white.

- **An additional 50% of the volume produced on SFDs to MFDs.**

- **In-house print shop usage has increased 154% over 7 years,** reducing spending on external production print vendors.



## JOIN US

To learn more about how Canon 's Managed Services can help your organization, contact us at **1-800-788-5795.**

> "It was a challenge to get staff to change comfort levels and behavior, but once people understood the benefits of the process designed by Managed Print Services, they embraced it. The response at our facility has been positive. I believe that's largely because the implementation team took the time to educate and prepare our staff, not just on what changes to expect, but why it's so important."
>
> *- Site Director of a Premier Trauma Center*

# RESULTS OF THE FIRST SEVEN YEARS OF PARTNERSHIP:

Tools are now available to make data-driven decisions: **One of the largest municipal healthcare systems in the U.S. can proactively evaluate the impact of decisions on costs, sustainability, and process efficiency.** Canon has also helped the organization simplify the secure printing process with Print Anywhere/Badge Printing capabilities.

These features have helped bolster the organization's HIPAA compliance initiatives to safeguard personally identifiable information (PII) shared across networks.

Additionally, results across program goals have exceeded expectations:

**16% guaranteed cost savings over seven years**—
$13.3 million saved by implementing the single-supplier MPS program with Canon.

**11% additional cost savings in the first seven years**—
The organization has come under budget all three years and spent $4.5 million less than guaranteed.

**Annual cost savings of $4.09 million.**

**59% overall volume reduction** (from 480 million down to 196 million pages).

**51% reduction in color volume** (from 48 million down to 23.5 million pages).

**40% reduction of print devices** (from 24,790 down to 14,768 devices).

**46% fewer models to manage** (from 392 down to 213 models).

**40% more users per device**

**99.5% overall fleet uptime**

**Network-connected devices are trending up** (from 35% to 91% with a target of 95%).

> "I can't tell you how many times I've printed a document, realized I needed to make a small change to it, and then requested another print out. Prior to Secure Print, all those documents would be sitting on the printer. Now, I can go to any Secure Print-enabled device, scan my ID card, look at the print queue, and only print the documents I need. It's pretty amazing."
>
> *- Assistant Director, Data & Analytics*

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**1-844-50-CANON**

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