



# HEALTHCARE CASE STUDY

## EXECUTIVE SUMMARY

Cleveland Clinic, a non-profit academic medical center, provides clinical and hospital care and is a leader in research, education and health information. Cleveland Clinic has been named the number two hospital in America and the number one hospital for heartcare by U.S. News & World Report. Cleveland Clinic is a north star in the global healthcare industry. As such, innovation is paramount not only in how care is provided but how care is supported.

Leaders at Cleveland Clinic understood their aging technology infrastructure required an update to align with their future vision of how healthcare will be delivered and administered. As a result, the Global Business Transformation (GBT) Initiative was formed. A key aspect of this operational transformation was the enhancement and transformation of people, process and technology within the global supply chain.

Nitor partnered with Cleveland Clinic, and other providers, to design, deliver, and deploy the GBT framework.

## KEY INITIATIVES INCLUDE

- Implementing a new technology solution which migrates all administrative and process functions to the cloud and includes a full conversion of the legacy data.
- Enabling supply chain technology and processes simplifying and digitizing how goods and services are sourced, managed, procured and purchased.
- Deploying a seamless Go-Live and training program for 56,000 users resulting in minimal end-user conversion challenges and high global adoption rates.
- Onboarding of 28,000 suppliers and migration of 135,000 contracts by completion of the GBT program.
- Enabling standardized processes and technology, globally.



Nitor is an extraordinary partner – they provide us with the flexibility we know is required from a Partner and ultimately with our team, they deliver for Cleveland Clinic.”

*Simrit Sandu, SVP, Supply Chain  
– Cleveland Clinic*

## CHALLENGES

The high-level challenges the team faced when embarking on this project were well defined.

*Balancing the future vision of healthcare (the next 10 years), the reality of healthcare today (short term), and the management of healthcare in the past. For each process designed, there were equal people and technology components. In each conversation, balancing those variables and considering the three scenarios listed above became a rigor and discipline that the project had to take on from a governance perspective.*

To accomplish this, we applied those uses cases (current time, in the next 10 years, and 10 years ago) to each major decision. It became a key to success when all stakeholders became accustomed to evaluating these scenarios.

It often drew spirited debate and as a result set a more specific, long term vision of those requirements needed to achieve the 10-year vision.

*Partner and stakeholder collaboration.* This global program is a massive undertaking. At peak times, there are over 100 consultants from four different firms and representation from six different Cleveland Clinic departments. Many decisions made for one, impact others. The challenge is twofold, how do we find common operating ground with so many different points of view? And how do we discuss and ultimately negotiate, trade-offs that happen as a result? This program tackles these issues head-on with the governance program that focuses on clear communication to all parties for decision making. While formal in nature, it provides the necessary platform(s) for all partners and stakeholders to be aware of challenges and find the time and space to provide answers best suited for Cleveland Clinic.

*Disruption.* The term disruption is used everywhere these days, but perhaps no better definition than this:

- Planned, 3-5 year global technology and process transformation
- New, cloud based ERP
- New, cloud based supporting functions (Procurement, Supply Chain, Finance)
- People removed from their current job responsibilities to focus on this program
- Medical facility acquisitions occurring during the project
- COVID-19

This list could go further and broader. The point simply, unprecedented disruption to the business, to the people, and to the project team. Yet, we continue to succeed even in the midst of the COVID 19 pandemic.

The complex answer is a novel – the simple answer is; all parties, aligned on the mission of making care givers lives' easier. That is what drives this project, even during the most critical phases when the entire project team is working remotely across the globe.

## NITOR'S SERVICES

Nitor is one of many hands leading to the success of GBT. Our contributions include:

- Supply chain, procurement, and AP expertise related to people, process and technology.
- Global systems and process training including strategy, content, and delivery.
- Strategic partner leadership. At the most difficult cross-roads, Nitor takes the lead role in determining viable options, pros, cons, and recommendations on best practice solutions.
- Innovative technology and process solution design. When the cloud software cannot support the business requirements, Nitor comes to the table with actionable solutions.
- Adoption of the technology and process solutions. As with any large program of this size, there are changes and challenges, including timelines, budgets, and resources. That is true with this program and each step of the way Nitor finds new and better solutions to support the global Cleveland Clinic team.

## CONTACT

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