

# Shared Support Services Southeastern Ontario (3SO)

Delivering Value to Improve Quality Patient Care

**Annual Report  
2018-2019**

*Shared Support Services Southeastern Ontario (3SO) is a not-for-profit, non-share-capital, shared service organization. Our primary mandate is to provide supply chain services to member healthcare organizations. The objectives of 3SO are to improve service levels and maximize supply chain efficiencies, resulting in savings for members that will be reinvested in direct patient care.*

3SO has 6 member hospitals making up 14 sites being serviced:

- Brockville General Hospital (BGH)
- Kingston Health Sciences Center (KHSC)
- Perth and Smiths Falls District Hospital (PSFDH)
- Providence Care (PC)
- Quinte Healthcare Corporation (QHC)
- Lennox and Addington County General Hospital (LACGH)

3SO is governed by an independent Board of Directors, with representation by each members respective CEO and 3 independents.

## **Our Mission**

A provider of shared services for healthcare in Southeastern Ontario.

## **Our Vision**

A valued and strategic health system partner, providing shared support services in Southeastern Ontario.

## **Our Values**

Excellence, Customer Advocacy, Integrity, Collaboration and People.





*Allan Katz  
Board Chair*



*Paul McAuley  
CEO*

It was a year of change at 3SO as our new CEO helped to focus the organization on improving customer service and preparing for a more integrated supply chain future under the direction of a new government. We defined a new customer service model; launched a new improvement program; redefined our leadership structure; strengthened old relationships and made new ones; and continued to deliver excellent supply chain services to our customers. We believe these actions will not only provide improved service to our customers now, but will also create a sound groundwork for whatever the future entails.

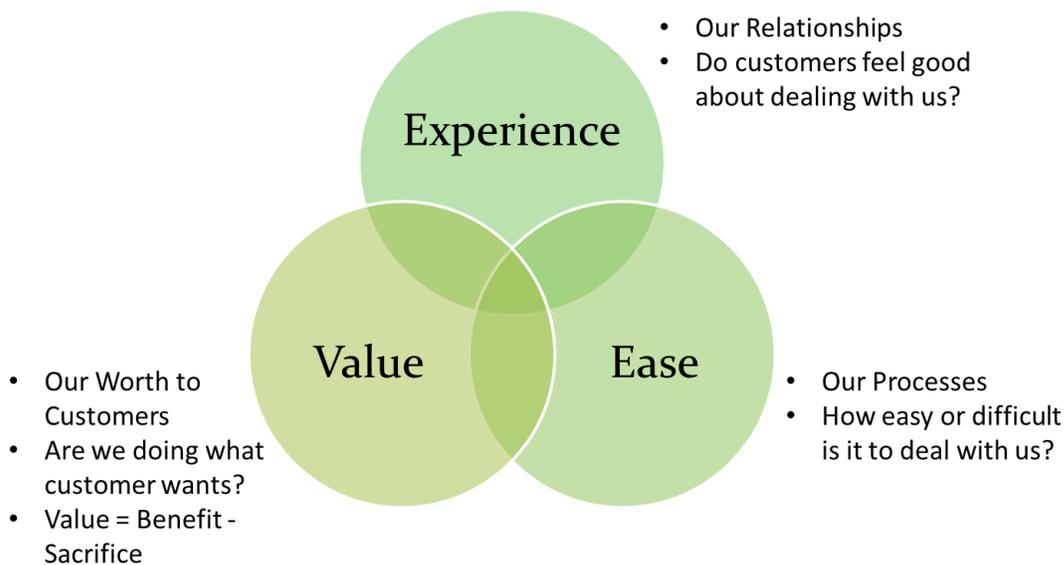
***“The only thing constant in life is change”***

Attributed to Heraclitus, Greek Philosopher

## Customer Relationship

In the fall of 2018, 3SO brought together internal staff, hospital supply chain staff and customers to discuss customer relationships and how 3SO could improve our relationships with customers. We defined three pillars; experience, ease and value, for our Customer Relationship Framework.

## Customer Relationship Framework



## Process Improvement

With the support of improvement resources from QHC, 3SO has adapted a model of improvement based on the Toyota Management System. Using improvement events of either 3 or 5 day lengths, we review a current process, define the process value and purpose (our one-box), identify waste in the process, envision a new process and identify actions that move us towards the vision. To date we have had improvement events on the procurement process for RFPs, the material master creation process and on handling of product disruptions (recalls, backorders and discontinued items). To support ongoing improvement, the data and procurement teams have regular huddles and created improvement boards.

## Relationships – Old and New

This year, 3SO renewed our office space and warehouse contracts for 3 years. This provides both stability as we work through provincial changes and the ability to consider and implement other options should they become available.

This year, the 3SO and Kingston Regional Hospital Laundry (KRHL) Boards signed an Memorandum of Understanding (MOU) to investigate integration. In the new year, with the retirement of the KRHL General Manager, 3SO will take on executive leadership for the laundry. It is expected that over the next 2-3 years other opportunities to share and integrate will be developed.

This year also saw us establish stronger relationships with Mohawk Medbuy Corporation (MMC). Hospitals are in the process of signing agreements to join MMC and we expect to strengthen the relationship over the coming years.

## Leadership Structure and Team Building

To help implement our new customer service and improvement structure and build our current and existing relationships, we have restructured the 3SO leadership team to have four directors. The 3SO team is also working to improve relationships with hospital Material Master staff and has launched regular Buyers forums to solicit input and provide improvement direction.

We have also done some internal team building focused around the Five Dysfunctions of a Team!

### Our new Directors



**Jeff Kerr**  
Supply Chain Services  
East



**Ann van Herpt**  
Supply Chain Services  
West



**Julie Stenhouse**  
Process Improvement  
and Business Systems



**Kathie Richer**  
Procurement and  
Innovation

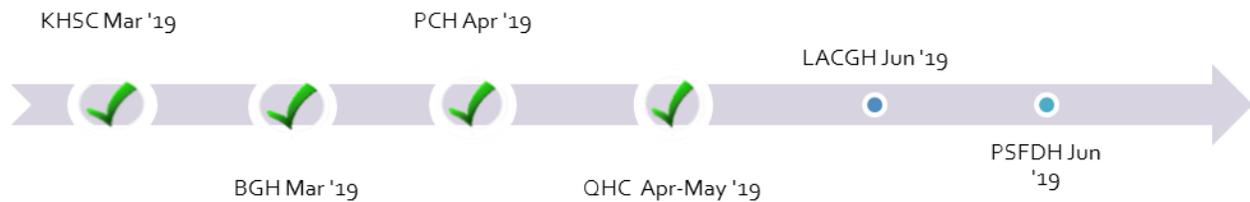
**3SO Electronic Requisitioning project phase 2 Will be completed on time and on budget.**

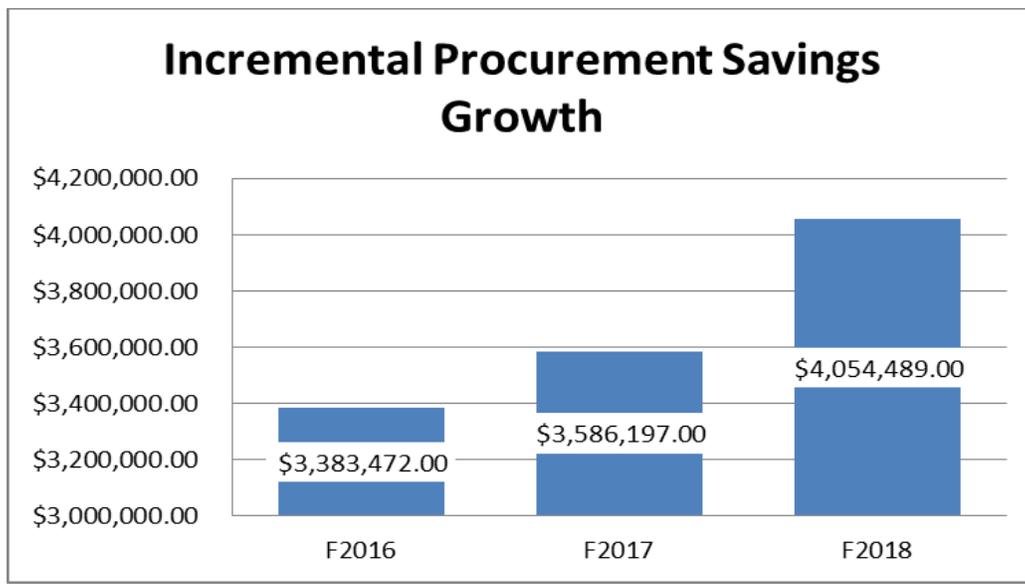
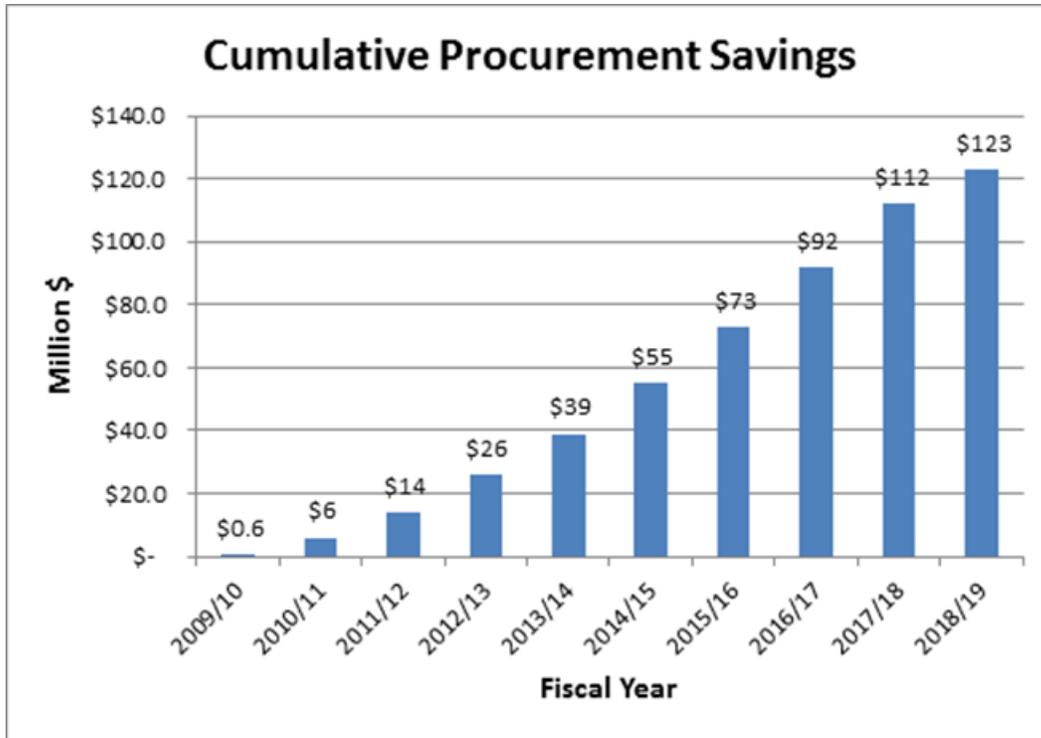


Phase 2 of the E-Requisitioning Project is scheduled for close out Q2.

#### Accomplishments

- ✓ Released a number of system enhancements to all existing users
- ✓ Added new functionality, enabling the requisitioning of consignment materials in region's ORs
- ✓ Provided access to all the remaining cost centres at 4 of the regions hospitals. In the month of June, the project will be onboarding remaining cost centres at LACGH and PSFDH





**Retirements**

Mike Quinn Contract Procurement Specialist retired after 8 and half years with 3SO. Mike has been a big part of 3SO. His knowledge and years of experience helped bring 3SO to where it is today. We thank him for his hard work and dedication.

**Celebrating Service Awards**

Our employees drive the success of our organization. As our corporate value statement indicates, 3SO continues to strive to ensure our organization is recognized by our employees and future employees as a great place to work. One of our employee recognition programs is length of employee service awards. Recipients for our five-year service recognition during the fiscal year are:

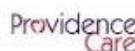
Ben McIlquham and Tammy Prinzen

**Another Repeat Year for the United Way Prestigious Platinum Award**



For the eighth consecutive year, 3SO received the Kingston, Frontenac, Lennox and Addington United Way highest corporate award – The Platinum Award presented for exemplary contributions during the annual campaign. This is the highest award possible for community achievement from the United Way and is measured by having at least 80% of your staff making donations of a minimum of \$100 each. **We topped the minimum requirement once again by having 100% of our staff pledging donations of a minimum of \$100 each.** We could not achieve this community award without the commitment of our 3SO staff who led corporate events to raise money for the United Way year after year.

Most of all we could not achieve this award without the tireless efforts of Samantha Laurin who for the sixth year in a row acted as Campaign Chair. Her leadership and dedication to ensuring 3SO is visible in the community with our participation in the United Way is commendable.



## Board of Directors

## Leadership Team

<p><b>Allan Katz ( Chair)</b> Independent</p> <p><b>Mary Clare Egberts</b> Quinte Health Care</p> <p><b>Dr. David Pichora</b> Kingston Health Sciences Centre</p> <p><b>Cathy Szabo</b> Providence Care</p> <p><b>Wayne Coveyduck</b> Lennox and Addington County General Hospital</p> <p><b>Brian Allen</b> Perth and Smiths Falls District Hospital</p> <p><b>Nick Vlacholia</b> Brockville General Hospital</p> <p><b>Earl Hough</b> Independent</p> <p><b>Greg Finlayson</b> Independent</p>	<p><b>Paul McAuley</b> Chief Executive Officer</p> <p><b>John Alton</b> Director, Financial Services</p> <p><b>Jeff Kerr</b> Director Supply Chain Services, QHC, L&amp;A and PC</p> <p><b>Kathie Richer</b> Director, Procurement and Innovation</p> <p><b>Julie Stenhouse</b> Director, Process Improvement and Business Systems</p> <p><b>Ann van Herpt</b> Director Supply Chain Services BGH, KHSC and HDH</p> <p><b>Contact Information</b></p> <p>Shared Support Services Southeastern Ontario 1471 John Counter Blvd., Suite 402 Kingston, ON K7M 8S8</p> <p>613-650-2906 <a href="http://www.3so.ca">www.3so.ca</a></p>
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