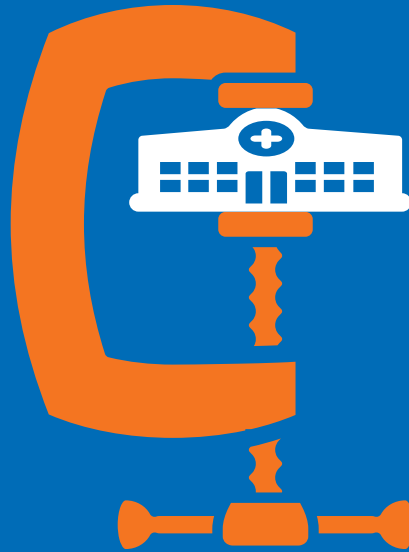




It's not business as usual.
We can help.





Challenging times. New opportunities.

A seismic shift in healthcare

Change is everywhere and its impact is significant. Increasing cost pressures, staff turnover, market consolidation and growing consumerism are requiring dramatic changes to ensure the continued survival of many health systems.

But with every challenge comes opportunity. An opportunity to improve operational and financial performance, without sacrificing the quality of care you deliver. Helping you protect the business health of your hospital so that you can meet the needs of the patients you serve is our goal.

A model for sustainable growth

Clearly, it's not business as usual. That's true for you and for us. In the past, we've focused on helping to increase the reliable uptime performance of advanced medical technologies. We'll continue to provide that support in a cost-efficient manner. But we know that in today's environment, you need more.

You need sustainable improvements in performance that will help you meet your business objectives over the long term. With GE Service, you can expect us to help you build a solid foundation for success in the years to come.



On average, **58%** of assets are idle.¹



An estimated **13 million** surgical cases started late.²



20% to 40% of HAIs are from hospital staff.³

Understanding your challenges

Together, using our hospital operations management approach, we can identify the barriers and the opportunities to greater operational and financial success. From helping to improve bed assignment time in the Emergency Department (ED) to helping reduce hospital-acquired infections (HAIs) to assisting with more efficiently managing assets. We've helped customers save millions in capital avoidance and operating expenses while helping improve staff satisfaction.

Getting down to business

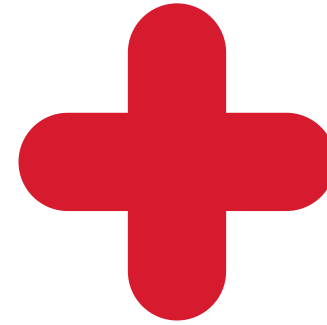
No one likes to think of healthcare as a business, but we all know there's a cost to providing quality care.

GE Healthcare has the insights, experience, data and tools to help you deliver better business performance that benefits your patients, your staff, and your bottom line.

¹ Out of Control, Little-used Clinical Assets Draining Healthcare Budgets Whitepaper 2012.

² GE calculations based on AHA hospital data.

³ Weber, D. J., Rutala, W. A., Miller, M. B., Huslage, K., Sickbert-Bennett, E. (2010). Role of hospital surfaces in the transmission of emerging health care-associated pathogens: norovirus, Clostridium difficile, and Acinetobacter species. Am J Infect Control 38(5 Suppl 1),:S25-33. doi, 10.1016/j.ajic.2010.04.196.



Hospital Operations Management



Financial Outcome Goals



Quality and Safety Outcome Goals



Asset Optimization

Using proprietary software and data analytics, we can help you optimize your maintenance contracts and establish benchmarks for utilization of assets which can help reduce costs and drive productivity.

- Drive savings through maintenance efficiencies
- Eliminate excess inventory
- Increase capital expenditure capacity

- Monitor and track device utilization performance
- Avoid unplanned downtime
- Enhance the cleanliness and distribution of assets



Patient Flow Optimization

We track patient flow from admission to discharge in real time. The ability to capture and analyze this data can help you decrease wait time, reduce costs and improve the quality and safety of care.

- Reduce discharge times and "ED hold" hours
- Repurpose "empty bed" minutes
- Serve higher patient census more effectively

- Identify bottlenecks before they occur or in real time
- Increase capacity in ED, OR, radiology, lab and inpatient units



Workforce Optimization

We can help improve workforce utilization across the continuum of care, which can have an impact on the bottom line. All while improving the quality of care and staff satisfaction.

- Minimize workforce overtime expenditures
- Monitor staff-to-device ratios
- Provide system for acuity-based staffing

- Maximize hand hygiene compliance
- Engage your staff for improved retention and satisfaction



Asset Optimization

Sustainable and scalable improvements in productivity

GE has created an informatics-driven system of metrics that helps improve asset optimization and can reduce operating costs on a recurring basis without sacrificing the quality of care.

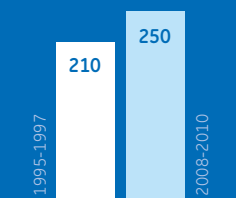
On average, hospitals spend between \$5,000 and \$7,000 per bed annually, in addition to other patient-care costs. For a 200-bed hospital, this is typically an outlay of approximately \$1.4 million per year.⁴ Of course, quality patient care requires equipment that functions to manufacturer's specifications, and maintenance is a necessary cost of doing business. By using key metrics, we can help determine the right mix of in-house and outsourced services that can have an immediate impact on the bottom line.

Proven strategy and results

This strategy identifies costs that are often under the radar—and has been proven to work. According to Oxford Analytica, an independent research and consultancy firm composed of faculty from Oxford University and other major universities and international research institutes, our Asset Optimization program reduced costs through four main channels: operational efficiencies, better use of information for operational and capital decision making, technology, scale and expertise. As a result, hospitals were able to reduce waste and increase productivity. Oxford Analytica concluded that our program “consistently leads to a net reduction in costs with no compromise in quality of outputs.”

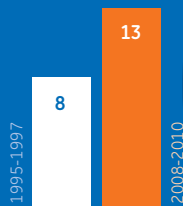
The Asset Optimization Challenge

Service Costs⁵
Service Cost per Device



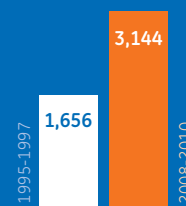
19% INCREASE

Number of Devices⁵
Distribution of Inventory per Bed

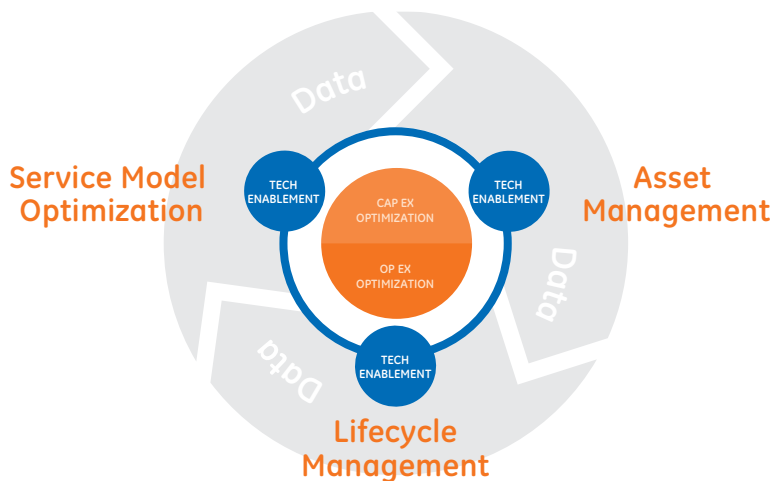


62% INCREASE

Cost per Bed⁵
Distribution of Cost per Bed



90% INCREASE



The framework for Asset Optimization

Service Model Optimization: Peak performance is the cornerstone of better care—providing a model for cost containment and sustainability

Asset Management: Data-driven strategies to help facilitate significant savings with optimal device-to-bed ratios and reduction of idle assets

Lifecycle Management: Collect and track performance data across a spectrum of assets for proactive maintenance and replacement including dose management

⁴ David Lee, Gary McMillen, Tome O'Brien, David Yarbrow, *Mismanaged Assets* (2011 - GE Healthcare White Paper).

⁵ Out of Control, Little-used Clinical Assets Draining Healthcare Budgets, 2012.



Patient Flow Optimization

Greater efficiency at lower cost

Improving patient flow is one of the best means for improving a hospital's operating margin and avoiding the consequences of staff overload. Delay and diversion, on the other hand, are costly at every turn. We've identified two key drivers of patient flow: bed turns and Operating Room (OR) utilization. In the OR, a 10-point improvement in block utilization will typically free up space for 1,000 additional patient procedures. For many hospitals, this can generate an additional \$10 to \$15 million in annual revenues.⁶

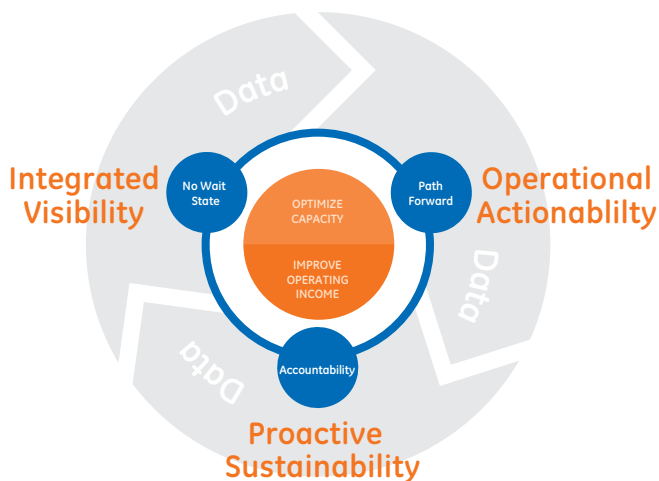
Let us show you what we can do for you

We use a multi-faceted approach to increase capacity and patient flow by updating and streamlining discharge and workflow. We can help improve scheduling of elective procedures to reduce peak demands for beds. We also identify benchmarks to help reduce delay in the ED, OR, radiology, lab and inpatient units. Our advanced tracking system accounts for location and point-of-care for each and every patient, to help you foresee and avoid bottlenecks at least one shift prior to occurrence.

6 out of 10 hospitals operate at or over functional capacity.⁷



In one year, Americans waited **1.1** million more hours in the ED than necessary.⁸



The framework for Patient Flow Optimization

Integrated Visibility: System-wide transparency to help optimize efficiency from patient admission to discharge

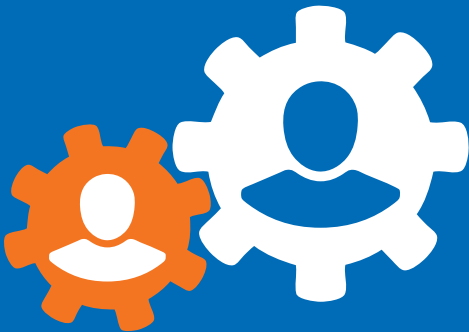
Operational Actionability: Real-time visibility to utilization data creates actionable information to find and correct inefficiencies

Proactive Sustainability: Standardize, streamline and automate processes to support efficiency, growth and continuous improvement

⁶ Jeff Terry, Michael Donoghue, *Patient Flow and Access* (2011 - GE Healthcare White Paper).

⁷ American Hospital Association Emergency Department Overload: A Growing Crisis. Study Conducted by The Lewin Group for AHA. April 2002.

⁸ GE calculations based on AHA hospital data.



Workforce Optimization

Proven strategies that can work for you

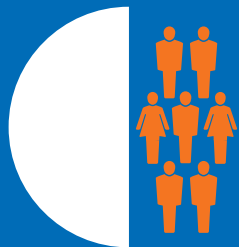
Labor is the largest operating expense for healthcare organizations.⁹ It is also your greatest resource. We developed a comprehensive strategy for optimizing your workforce and helping to provide opportunities for significant cost benefits. Our tools help leverage your investment as you grow, including:

- Data-driven tools that help reduce inefficiency and maintain optimal staff-to-device ratios
- Data that showcases real-time accounting of hours worked versus hours scheduled to reduce overtime
- Hand-hygiene compliance program to help reduce the spread of HAIs

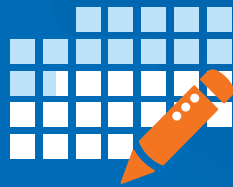
Staffing: one size doesn't fit all

The tendency to reduce staff without real-time, data-driven modeling and analysis can have serious consequences. A recent study in *Health Affairs* showed that an investment in greater nursing staff can reduce the odds of financial penalties due to readmissions by as much as 25 percent, compared to similar hospitals with lower nursing staff levels. Many evidence-based interventions that decrease readmissions are shortchanged when staffing levels are inadequate.¹⁰

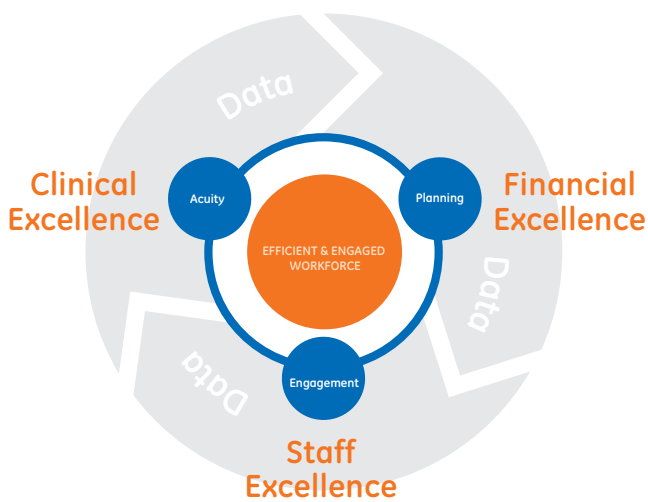
We have a proven track record of addressing the challenges of a pay-for-performance delivery model. We provide the transparency you need by effectively linking metrics for staffing and best practices for patient outcomes. This provides a foundation for staffing levels that help maximize assets and staff resources at all times.



54.2% of hospital operating costs are labor.¹¹



45% of hospitals are still creating employee schedules manually.¹²



The framework for Workforce Optimization

Clinical Excellence: The real-time data your clinicians need to make the right decisions at the right time, helping to optimize outcomes—reducing avoidable readmissions

Financial Excellence: The analytics needed to help reduce costs associated with operations, technology, scale and expertise

Staff Excellence: Strategies to address diversion and help improve staff satisfaction while maintaining right-sized deployment

⁹ Jeff Terry, Michael Donoghue, *Patient Flow and Access* (2011 - GE Healthcare White Paper).

¹⁰ <http://content.healthaffairs.org/content/32/10/1740.abstract>.

¹¹ <http://www.beckershospitalreview.com/racs/-/icd-9/-/icd-10/10-statistics-on-hospital-labor-costs-as-a-percentage-of-operating-revenue.html>.

¹² HIMSS Analytics Staff Scheduling Market Opportunity Report, Created January 7, 2014.

About GE Healthcare

GE Healthcare provides transformational medical technologies and services that are shaping a new age of patient care. Our broad expertise in medical imaging and information technologies, medical diagnostics, patient monitoring systems, drug discovery, biopharmaceutical manufacturing technologies, performance improvement and performance solutions services help our customers to deliver better care to more people around the world at a lower cost. In addition, we partner with healthcare leaders, striving to leverage the global policy change necessary to implement a successful shift to sustainable healthcare systems.

Our “healthymagination” vision for the future invites the world to join us on our journey as we continuously develop innovations focused on reducing costs, increasing access and improving quality and efficiency around the world.

**It's not business as usual.
Find out how GE Healthcare Services can help.**

www.gehealthcare.com

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