

Large Toronto hospital chooses Lexmark to consolidate its output equipment, provide ongoing management and maintenance of the fleet of devices, ensures compatibility with specialized software applications, reducing costs considerably and giving employees more time to focus on patient care.

## North York General Hospital cuts TCO 30 percent by outsourcing printer management and maintenance to Lexmark

### The Organization

North York General Hospital is a community teaching hospital that serves approximately 400,000 people of the greater Toronto area, with additional regional programs that reach all of south central Ontario. With nearly 5,000 staff, physicians and volunteers, the hospital had almost 28,000 inpatient cases, over 90,000 visits to their Urgent Care Centre and Charlotte & Lewis Steinberg Emergency Department, 280,000 outpatient visits, and completed more than 31,000 day surgery procedures in fiscal 2008. Revenue in fiscal 2008 was \$313 million CDN.

### The Challenge

A decade ago, many organizations viewed Y2K as a looming disaster. North York General Hospital welcomed it as an opportunity. Instead of hastily recoding dozens of existing applications for year-2000 compatibility, the hospital chose to start fresh, spending nearly two years acquiring, testing and deploying the most advanced software solutions available: Infinium® financial and human resource management and Cerner® Millennium Healthcare Information System.

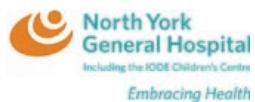
"We had the right software, but what we did not have was an overall printing strategy," said Gerry Dimnik, North York General Hospital's Director of Information Services.

Though the hospital already employed a centralized model that relied on networked, departmental printers and limited personal desktop printers, the units in service were from a variety of manufacturers and had been acquired over several years. This equipment menagerie inflated support costs and required a large inventory of different toner cartridge types. With this aging fleet already due for replacement, North York General Hospital decided to adopt a single-vendor strategy.

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—Gerry Dimnik

Director of Information Services  
North York General Hospital  
Toronto, Ontario  
[www.nygh.on.ca](http://www.nygh.on.ca)



"We wanted a single output vendor from a print, support, and consumables viewpoint," said Dimnik. "Whichever printing platform we chose had to be fully compatible with our applications and hardware, especially the Cerner healthcare information system, which runs on IBM® AIX®, and Infinium which runs on our IBM AS/400® with DB2®." In fact, the hospital considered only products that were certified by Cerner.



The hospital also wanted to begin consolidating single-function printers, copiers and fax machines into integrated multifunction printers (MFPs), and also planned to use network fax capability to interact with the onsite IsoFax® fax server and eliminate dozens of expensive analog phone lines. The final requirement addressed IT operations: ridding itself from day-to-day fleet management, asset tracking and maintenance and simply pay for the number of pages printed. By outsourcing these functions and moving to a "cost per page" pricing model the hospital would lower overall operating costs and free up valuable help desk resources to concentrate on supporting the new software applications.

Based on these requirements, North York General Hospital issued a detailed request for quotation to several vendors. Of the respondents, only Lexmark was able to meet all the requirements for performance, price, long-term reliability, remote diagnostic and onsite support, compatibility, lifetime total cost of ownership, and environmental sustainability.

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#### The Solution

North York General Hospital installed a combination of 250 Lexmark networked laser printers and MFPs. To implement cost-per-page pricing and outsourcing of fleet management, the hospital chose Lexmark's Distributed Fleet Management (DFM) services.

As a first step, Lexmark field engineers inventoried the precise physical location of every unit. With Lexmark's DFM services, Lexmark engineers monitor fleet performance, perform network-based tasks through a dedicated offsite operations center, and provide ongoing assessment services that identify additional opportunities for cost savings and process improvement. Service alerts generated by individual devices are transmitted to these engineers who can perform remote diagnostic procedures and initiate on-site service as necessary.

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During deployment North York General Hospital discovered that the tools provided in the AIX environment for configuring printers were not exactly intuitive or built for efficiency. "Lexmark provided us with a graphical tool that quickly let us define all the printers we needed," said Dimnik. "This graphical tool allowed us to create and save scripts that made the entire process very efficient." Similarly, Lexmark had extensive experience interfacing with several leading fax server products, but not with IsoFax. "We pointed this out to Lexmark and within a short time they had developed an integration module that ran perfectly."

#### The Results

Moving to a cost-per-page model with DFM has paid dividends for North York General Hospital. Total cost of ownership has been reduced by 30 percent. With detailed usage data now available for every device, the hospital now understands how its seven million pages printed annually are distributed across different departments and even down to the individual user. Assets are now easily tracked and devices can be quickly redeployed to match demand with output speed and capacity. Since the implementation, technician time associated with printing in the organization has been reduced by 25 percent.

Many standalone copiers and fax machines have been retired, as have nearly all of the dedicated analog phone lines they required. The previous large toner inventory has been reduced to just three cartridge types. North York General Hospital is even benefiting from a capability that was not part of the original project plan. By using a special cartridge containing MICR (Magnetic Ink Character Recognition) toner, the hospital now prints its check runs from the Infinium accounts payable module on low-cost blank stock.

Dimnik remains impressed with Lexmark, even long after the sale. "Whenever I've called with an issue, whether it's related to maintenance, pricing, or even to learn about upcoming new products, it is addressed and solved," said Dimnik. "We have always found Lexmark to be knowledgeable about our industry and amazingly responsive to our needs no matter how big or small."

At North York General Hospital, its partnership with Lexmark is cutting costs, improving productivity, and allowing additional staff to focus on that mission.