

QUEEN OF THE VALLEY MEDICAL CENTER IMPROVES RESOURCE UTILIZATION WITH BUSINESSOBJECTS™-BASED APPLICATIONS FROM PICIS



“Picis applications support our perioperative services, keeping the ORs fully loaded and operations running smoothly.... Extelligence® gives us the intelligence we need to make changes quickly — and those changes affect our bottom line.”

Ralf Jeworowski, RN, director of perioperative services, Queen of the Valley Medical Center



Industry
Healthcare

Business Process
Supply chain, financial, operations, services

Challenge
Reduce costs, enhance efficiencies, improve reporting and analytics, transition to electronic medical record, and ensure quality care.

Why Business Objects?
Picis uses Business Objects business intelligence software as the foundation for its family of high-acuity solutions, meeting Queen of the Valley’s integrated reporting and analysis needs.

Business Objects Products and Services
BusinessObjects™ XI Release 2

BusinessObjects Web Intelligence®

Crystal Reports®

Xcelsius®

Picis Products
Extelligence OR

OR Manager

Picis Perioperative Dashboard

SmarTrack

CHALLENGE

When Queen of the Valley Medical Center (QVMC), Napa, California, decided to optimize its perioperative care services workflow and reporting model, it turned to healthcare solutions provider Picis, a partner of Business Objects, an SAP company. Headquartered in Wakefield, Massachusetts, Picis is a global provider of innovative information solutions that enable rapid and sustained delivery of clinical, financial and operational results in the acute care areas of the hospital. These high-acuity areas include the emergency department, operating and recovery rooms, and intensive care units.

One of 14 acute care hospitals in the St. Joseph Health System, Queen of the Valley is part of an integrated delivery network (IDN) that also includes home health agencies, hospice care, outpatient services, skilled nursing facilities, community clinics, and physician organizations. Like other medical facilities, Queen of the Valley Medical Center faces cost-intensive challenges. For example, perioperative services — which address patient care immediately before, during, and after surgery — demand extensive resources in terms of personnel, supplies, equipment, and facility. With charges running at more than \$200 per minute for room, surgery, and anesthesia, productivity and performance optimization is a huge issue. And with 191 licensed beds, 10 operating rooms (OR), and an annual volume of about 7,200 surgical cases, Queen of the Valley is challenged to make every dollar count.

Queen of the Valley executives, administrators, physicians, nurses, and other staff are responsible for ensuring quality care while minimizing their business costs and meeting regulatory requirements. In addition to maximizing operational efficiencies to ensure optimal workflow, they need efficient reporting processes to analyze resource utilization and purchasing data. To make educated purchasing decisions, for example, executives and administrators require data that can be compared quarter-to-quarter and year-to-year, and they need to evaluate the data behind the numbers — who is using what equipment?; is it used often enough to justify the expense?; are there less expensive alternatives that could suffice?; and so on. Ralf Jeworowski, RN, director of perioperative services at Queen of the Valley Medical Center, found that the organization’s manual reporting practices hindered effective decision-making. “In my role, I am constantly being asked questions by hospital executives and service line managers, such as how can we justify the use of a particular implant, or the amount of time spent on a procedure? There was a lot of running around, looking at charts, talking to doctors, and comparing costs across the board — a lot of time spent collecting data and then trying to verify it. This resulted in a delayed decision-making process.”

As the medical center looked for ways to enhance decision-making, Picis applications turned out to be just what the doctor ordered.

APPROACH

In concert with St. Joseph Health System, Queen of the Valley established an electronic medical record (EMR) initiative, taking it from a paper-intensive environment to a paperless one. Moving from manual tracking and reporting to an EMR format greatly expedites workflow and access to clinical information. Queen of the Valley’s EMR

system improves care quality by providing more timely and accurate information to all clinicians involved in a patient's case. The system uses touch screens, scans, voice recognition, and patient care templates to quickly and accurately transfer clinical information in place of the traditional paper trail.

Through the adoption of Picis' perioperative information system integrated with the IDN's hospital information system, the OR at Queen of the Valley was already far ahead of the game in supporting the hospital's EMR objectives. Built on BusinessObjects™ XI business intelligence (BI) solutions, Picis Extelligence®, part of the CareSuite family of solutions, delivers rich reporting and visualization of key performance indicators (KPIs).

Picis solutions deliver timely, relevant information to internal customers, whose roles range from executives to post-operative care unit (PACU) nurses to the wide range of individuals and departments that are concerned with scheduling, admissions, performance, clinical decisions and patient outcomes. With the transition to the latest version of Picis solutions — Extelligence OR, OR Manager, Picis Perioperative Dashboard, and SmarTrack® — insight to clinical and operational data is greatly accelerated, enabling the medical center to make changes in near real-time — a capability that can have an immediate effect on patient care, resource utilization and cost savings. “Reports that used to take a month of research can now be run in minutes,” Jeworowski says. In addition to a library of about 40 Picis reports, Queen of the Valley personnel can also access a library of 500 operational reports that are generated using Crystal Reports® software from Business Objects.

RESULTS

At Queen of the Valley, Picis perioperative solutions provide staff with crucial insight to clinical data, helping to optimize scheduling, workflow, nursing documentation and supply chain management for the OR. “Picis applications support our perioperative services, keeping the ORs fully loaded and operations running smoothly,” Jeworowski says. “They help to increase efficiencies by enforcing best practices and enabling our medical personnel to focus on patient care.”

Drawing on the library of Picis and Crystal reports, Queen of the Valley's executives and directors pay close attention to KPIs such as block utilization, case costs and volumes, use of resources (including personnel, equipment, and supplies), and capital purchasing decisions, among other details. The most critical reports are block utilization reports, which help directors ensure surgeons are making the most of the OR time allotted. “In just the first month of using Extelligence OR, block utilization went up, Jeworowski says, “We questioned what had changed, but were able to explain that the blocks are being used more efficiently. Extelligence gives us the intelligence we need to make changes quickly – and those changes affect our bottom line.”

With rapid access to clinical and operational data via dashboards and Web-based reports, Picis applications permit a level of analysis that was essentially unreachable before. For example, Queen of the Valley executives can determine the wisdom of purchasing one type of hospital bed versus another, based on multi-dimensional evaluation of cost, demand, effectiveness, and return on investment. **“Extelligence OR lets us see what's going on behind the numbers,” Jeworowski explains. “I can look at the number of implants and assess the return on investment in terms of materials, resources, block utilization, and time. I can see which knee replacement is costing more or which total joint replacement is costing less. I can also identify other factors that can tell us where we are losing time or where we could maximize return.”**

Purchasing decisions are no longer based on speculation. “Extelligence enhances our ability to make educated decisions on whether to approve certain products,” says Jeworowski. “Now we have confidence in the numbers, and we make capital spending decisions based on quantifiable data rather than guesswork.”

About Queen of the Valley Medical Center

Queen of the Valley Medical Center is a 192-bed, acute care facility founded by the Sisters of St. Joseph of Orange. Rated by U.S. News and World Report as one of America's Best Hospitals, the Queen is the largest health care facility and one of the largest employers in Napa County. Services provided include: Regional Heart Center, Regional Orthopedic Center, Cancer Center approved with commendations by the American College of Surgeons, Women's Center, maternity and infant care, inpatient and outpatient minimally invasive surgery, occupational health, full-service emergency department, Wellness Center and Synergy Medical Fitness Center voted "Best Medical Fitness Center, open less than 3 yrs" by the Medical Fitness Association. More information about Queen of the Valley Medical Center can be found at www.thequeen.org

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