

## Fairview Health Services Case Study

Self-service access to operational information to support data-driven management decisions



Fairview Health Services operates seven hospitals and over 40 primary and specialty care clinics in Minnesota, including the University of Minnesota Medical Center (UMMC) and University of Minnesota Masonic Children's Hospital (UMMCH). Fairview needed a solution to provide consolidated access to imaging operations data currently stored in disparate systems, to help visualize departmental performance metrics. Since implementing the Practice Management module of the Vitrea® Intelligence solution, Fairview has avoided unnecessary spending, enhanced referring provider outreach program, optimized staffing decisions and formed stronger partnerships with key stakeholders (EDs, referring providers, etc.).

### The Challenge

In their quest to become more data-driven, Fairview's imaging leadership sought a solution that would bring together information previously stored in various systems into a centralized system. This could be accessed directly by users to provide simplified views of sometimes complex operational data.

Prior to implementing Practice Management, Fairview's imaging leaders faced several barriers to accessing actionable information to support their business decisions. Although the reporting module built into their EMR provided some pre-configured strategic reports, the process of getting ad-hoc information to support an immediate decision was long, requiring the submission of service requests to IT and the involvement of specially trained analysts to construct new reports. Often by the time the requested information was provided, the timeframe for making a critical decision had already passed. Compounding the problem, the EMR is not the only source of operations-related information. The RIS (radiology information systems), PACS (picture archiving and communications systems) and imaging modalities themselves also contain valuable data which contribute to the overall picture.

Fairview's vision was to equip their leaders with a self-service imaging management support tool that would offer easy access to information "on the fly," thus supporting both the strategic and tactical decisions required in the course of daily operations.

“Practice Management allows us to be well informed and accurate with big or small decisions, because of its clear and easy access to key data.”

*Dr. Eric Hoggard*  
Radiologist | University of Minnesota Physicians

## The Solution

Fairview worked with Vital to implement Practice Management to empower the imaging leaders with self-service access to data. As part of this implementation, one year's worth of historical data was imported into Practice Management to provide users with immediate insights into performance trends. Fairview's implementation includes four applications: KPI Dashboard, On Demand Reporting, Scanner Utilization and Clinical Report Search.

Using the On Demand Reporting application, Fairview's users can track operational trends such as identifying the top ordering providers by site, as well as how many of each procedure they are ordering. Such insights help the organization guide its referring physician outreach program and market its services to the local physician community. The application also allows easy access to modality productivity numbers, allowing identification of appropriate staffing levels at each location by shift.

The KPI Dashboard application allows Fairview's users to create Key Performance Indicator (KPI) dashboards to monitor key metrics upon the opening of the new outpatient facility. Using this tool, they can identify modality resource usage trends and create a quality dashboard for radiology to present to Fairview Quality, Peer Review and Medical Executive Committees.

With the Scanner Utilization application, Fairview's imaging leaders have a visual tool for tactically managing modality throughput at both the organizational as well as the individual department level; this tool identifies underutilized modality resources.

Research at Fairview's UMMC facility is aided by the Clinical Report Search application, which gives physician researchers the ability to easily aggregate similar cases by searching the report repository using keyword search terms.



## The Success

### Efficiency Gains

Implementation of Practice Management led to immediate efficiency gains by removing barriers to accessing data.

### Cost Control

While planning for the opening of the new Clinics and Surgery Center, Fairview used Practice Management to analyze resource usage trends which supported plans to optimize the use of consolidated modality resources from many specialty clinics. Practice Management supported Fairview's volume and procedure planning and also helped analyze required staffing during the new facility's extended operating hours.

As part of the move, Fairview also created Key Performance Indicator (KPI) tools allowing them to measure and manage the transition, supporting proactive decisions moving forward.

"The other day we avoided a \$50,000 mobile CT contract when a scanner went down and would be out for six weeks. On-the-fly, we were able to look at the volumes and procedure mix being performed on the down scanner and assess that we could leverage availability on in-house equipment to pick up the slack."

*Matt Henry*  
VP System Imaging Services  
Fairview Health Services

## Referral Management

Practice Management is now a key tool for helping Fairview manage exam referrals by guiding provider outreach activities to drive order capture and reduce referral leakage.

"Practice Management lets us search by individual provider, by physician group, by sub-specialty, by modality across our health system. This is something we haven't been able to do in an actionable way before. We can now understand: who's ordering the most MRIs of the head without contrast? Is there a noticeable difference in the number of orders with and without contrast? What about joint injections? Ultrasound? We can go across the board to look at all our referral patterns. We can aggregate by any provider to any referral location, allowing us to identify proactively where volumes might be leaking out. We can initiate a conversation to discover our key next steps in capturing critical referral business and optimizing patient care."

*Matt Henry*  
VP System Imaging Services  
Fairview Health Services

The same data (which detailed types of exam by day, resource, etc.) supported an idea to rearrange schedules and use existing equipment to service patients whenever one of Fairview's CT scanners required an unscheduled repair.

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