

## Cape Cod Healthcare



### Picis Intelligent Perioperative Suite Helps Cape Cod Healthcare Increase Patient Throughput, Improve Supply Management, and Raise Patient Satisfaction

Cape Cod Healthcare is the leading provider of healthcare services for residents and visitors of Cape Cod. It has two acute care hospitals: Cape Cod Hospital and Falmouth Hospital. In all, there are more than 450 physicians, 4,500 employees, and 1,100 volunteers. Cape Cod Healthcare is ranked in the top 1% in the nation for surgical care and was named as one of the top 10 health care systems in Thomson Reuters Top 10 Health Systems 2011.

On-time surgery starts up **19%** at Cape Cod Hospital & **15%** at Falmouth Hospital

Saved nearly **\$1.3 million** annually in supply cost reductions

Decreased the number of preference cards by > **900**

Increased supply capture by **75%**

Improved communications, resulting in **90%** fewer phone calls

Improved Press Ganey scores by more than **40 percentile**

## Automation is a Catalyst for Standardization

In 2004, Cape Cod Healthcare's two community hospitals, Cape Cod Hospital and Falmouth Hospital, each had its own distinct perioperative workflows and processes. Both hospitals were using a combination of paper-based systems and different legacy operating room (OR) management systems that were not integrated. Both lacked the advanced functionality needed to meet the ambitious clinical, operational, and financial goals of the organization.

To rectify the situation, Cape Cod Healthcare sought an integrated perioperative management system that would:

- Bring both hospitals onto a single integrated system
- Standardize documentation, reporting, and supply usage across both facilities
- Provide intelligent patient tracking that could streamline patient throughput
- Make the booking and scheduling of cases easier
- Provide better management of supplies, inventories, and charges
- Offer seamless integration with the facilities' health information systems
- Improve family, patient, staff, and physician satisfaction

After a review of available systems, Cape Cod Healthcare selected the Picis® Intelligent Perioperative Suite. "Picis was the only vendor that could deliver on all our objectives and provide the necessary integration with our other hospital information systems," said Robin Grace, RN, Director of Surgical Services

## OR Manager Implemented First

Picis OR Manager was installed in Falmouth Hospital in May 2004 and in Cape Cod Hospital in March 2005. The system automated key operating room applications, including patient scheduling, electronic nursing documentation, preference card and supply chain management, staff credentialing, and integrated billing. The system also provided a flexible platform to help standardize OR operations across facilities, including reporting, documentation and supply management. In addition, OR Manager improved the communication and scheduling of shared resources with other departments.

Picis completed interfaces to the hospitals' Meditech HIS and other specialty systems as part of the original implementation. Cape Cod Healthcare now uses the Siemens Soarian system for clinical and financial management and integrated it with the Picis Intelligent Perioperative Suite.

## Better Preference Card Management

More efficient and accurate preference card management was a priority for Cape Cod Healthcare. Bringing preference cards up-to-date and making them easier to manage and maintain was essential to improving surgeon satisfaction while meeting the organization's supply management goals.

One of the first initiatives undertaken during the implementation of OR Manager was a massive project to update all preference cards at both hospitals. As a result of this effort, Cape Cod Healthcare was able to reduce the number of preference cards by about 900. This contributed to cost savings, but also led to more accurate cards.

Cape Cod Hospital initiated a performance improvement project designed to fine-tune the preference card management process. "We reviewed the top 20 preference cards with each surgeon to get their input," said Kerry Tokla, Senior IS Analyst. "Engaging them is important, and has not only reduced the number of preference cards at Cape Cod Hospital from 3,006 to 2,123, but it also improved surgeon satisfaction."

## Quick Profile

### Cape Cod Healthcare

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#### Institution profile:

Two hospitals comprising a total of 354 beds, 19 OR suites, 7 endoscopy rooms and 4 procedure rooms

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#### Key business/clinical drivers:

Implement an integrated perioperative solution to streamline patient throughput, improve the patient experience and standardize practices across facilities

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#### Picis applications:

Picis OR Manager, SmarTrack®

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#### Interoperability:

Interfaced with:

- Meditech HIS for ADT, billing and materials management (2012)
- Siemens Soarian® (currently)
- Midas quality management system
- Premier safety surveillance system

## Increased Charge Capture and Reduced Supply Costs

Picis OR Manager is utilized to bill and decrement all supplies including implants used on every surgical and endoscopy case. “We knew we weren’t charging for everything we should be charging for,” said Grace. “The system now automatically captures these charges as part of documenting the procedure.”

OR Manager is also providing Cape Cod Healthcare with the tools and retrospective data needed to better manage inventory and reduce costs. “We rely heavily on the cost analysis and preference card related reports produced by OR Manager,” said Tokla. “In support of a major performance improvement project this year, we examined our most expensive cases using Picis cost reports (sorted by facility, service, and surgeon). We focused on orthopedics and neurosurgery initially, and easily identifying areas where we could save.” As a result of this effort, Cape Cod Healthcare realized an annual savings of more than **\$815,000** for Cape Cod Hospital and **\$377,000** for Falmouth Hospital for the current fiscal year.

Another performance improvement effort that proved very successful was the implementation of custom procedure packs at both hospitals. “When you are removing or consolidating supplies, you have to make sure you have the data to back up the decisions, especially when it comes to surgeons’ preference cards,” said Tokla. “The Picis system gave us the data to do that.”

The custom procedure pack project, which features preassembled procedure trays, has saved Cape Cod Healthcare nearly **\$1.3 million per year**, down from an annual expenditure of \$2.3 million. As part of the project, a report is automatically run after the next-day surgery schedule is finalized – listing the packs that are needed for the following day’s procedures. The report is then faxed to the OR supply vendor and procedure packs are delivered by 8 p.m. for all of the following day’s cases. This has substantially reduced the amount of inventory that both hospitals have to keep on hand.

## Improving the Patient Experience

The combination of OR Manager and SmarTrack has dramatically improved the patient experience at both Cape Cod Hospital and Falmouth Hospital. This is especially evident in three key areas:

- **Patient scheduling and improved OR utilization.** Remote online booking at the surgeon’s office makes scheduling more efficient for both the patient and the staff at the surgeon’s office. In addition, better OR utilization has improved efficiency.
- **SmarTrack display board.** Cape Cod Healthcare uses HIPAA-compliant display boards in the family waiting rooms of both hospitals. These institution-configured displays keep families up to date as patients progress through the surgical process. Since its implementation, the improved communications have increased patient, family and staff satisfaction while decreasing patient-tracking phone calls by 90%.
- **Increased personal attention.** As part of a process improvement initiative, a nurse or other staff member personally reaches out to the patient’s family every 90 minutes.

“We have absolutely improved our patient experience, at both hospitals,” said Tokla. “From the time a patient is registered, or added as an inpatient, SmarTrack communicates, to the staff, where the patients are, when they are coming to the OR and where they’ve gone after leaving the OR.” This greater patient satisfaction is reflected in Cape Cod Healthcare’s Press Ganey scores, which has improved from the 20th percentile since the Picis implementation.

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“We accomplished everything we set out to accomplish with the system,” said Kerry Tokla, Senior IS Analyst. “We are now seeing opportunities to use the system in other areas to facilitate additional change and improvements in those departments.”

## Information that Drives Better Decisions

Picis perioperative applications collect volumes of rich data as a by-product of day-to-day operations. Cape Cod Healthcare is constantly mining data from Picis to drive process improvements. According to Tokla, "Picis is the core system that provides near real-time data to help clinicians make informed decisions. Our ability to report on aspects of the perioperative process and to make informed decisions and changes based on this data has changed dramatically over the past several years. We are constantly involved in performance improvement initiatives."

One area where Cape Cod Healthcare is using system data to drive better performance is maximizing operating room utilization. "All our decisions on utilization for physicians are driven by data from the system," said Grace. "There is good near-real-time data. We send a monthly letter to each physician with utilization results so they can better understand their block utilization."

According to Grace, block utilization is a huge surgeon satisfier. It is important for the surgeon community to understand what they can do to improve their current utilization rather than apply for more block time. "We have very strong surgeon leadership when it comes to blocks," she added. "Not only is the data used to help educate our surgeons, but also gives surgeons the transparency to figure out how they can improve their own utilization."

## Looking to the Future

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Plans are under way to continue to expand the use of the Picis system and its capabilities. SmarTrack will extend to new ambulatory procedure rooms and the catheterization lab. As Cape Cod Healthcare moves toward an institution-wide electronic medical record there are plans to add the Picis Preop Manager, Anesthesia Manager, and PACU Manager to help meet ARRA meaningful use criteria.

In addition, ideas presented by other Picis users at the annual Picis Customer Conference have triggered some ideas for using the Web to add new system capabilities. "It's a connected world and we need to look for new ways to get information where it's needed, when it's needed," said Tokla. "We are investigating using tablet devices and smart phones to deliver data to physicians and other clinicians. We also have many retired people in the community with family living all over the country and the world. Using SmarTrack data we could potentially use the Internet or smart phones to keep family members informed as the surgical case progresses. Our goal is to keep looking for creative ways to use the system to help improve performance satisfaction and patient care."



### About Picis Clinical Solutions

Picis Clinical Solutions (Picis) is a global provider of clinical information solutions that automate the entire perioperative experience with one continuous patient record, from preop to anesthesia through PACU. Picis continues to focus and specialize the integrated suite of solutions in life-critical areas of the hospital where the patients are the most vulnerable, the care process is the most complex, and an increasing majority of hospital costs and potential revenue are concentrated. The software enables rapid, sustained delivery of clinical documentation, and financial and operational results. From department performance to patient case costing, hospitals benefit from the ability to interact with the data needed to help clinicians improve patient care, engagement and hospital revenue goals. Picis Clinical Solutions, a wholly owned subsidiary of N. Harris Computer Corporation, is headquartered in Wakefield, Massachusetts with licensed systems for use at more than 400 hospitals worldwide.

For more information about Picis Clinical Solutions, visit [picis.com](http://picis.com)

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