



# High Performing Decision Support

Oregon HFMA

February 21, 2014

EMANUEL Medical Center

GOOD SAMARITAN Medical Center

MERIDIAN PARK Medical Center

MOUNT HOOD Medical Center

SALMON CREEK Medical Center

RANDALL CHILDREN'S HOSPITAL Legacy Emanuel

LEGACY MEDICAL GROUP

LEGACY LABORATORY

LEGACY RESEARCH

LEGACY HOSPICE

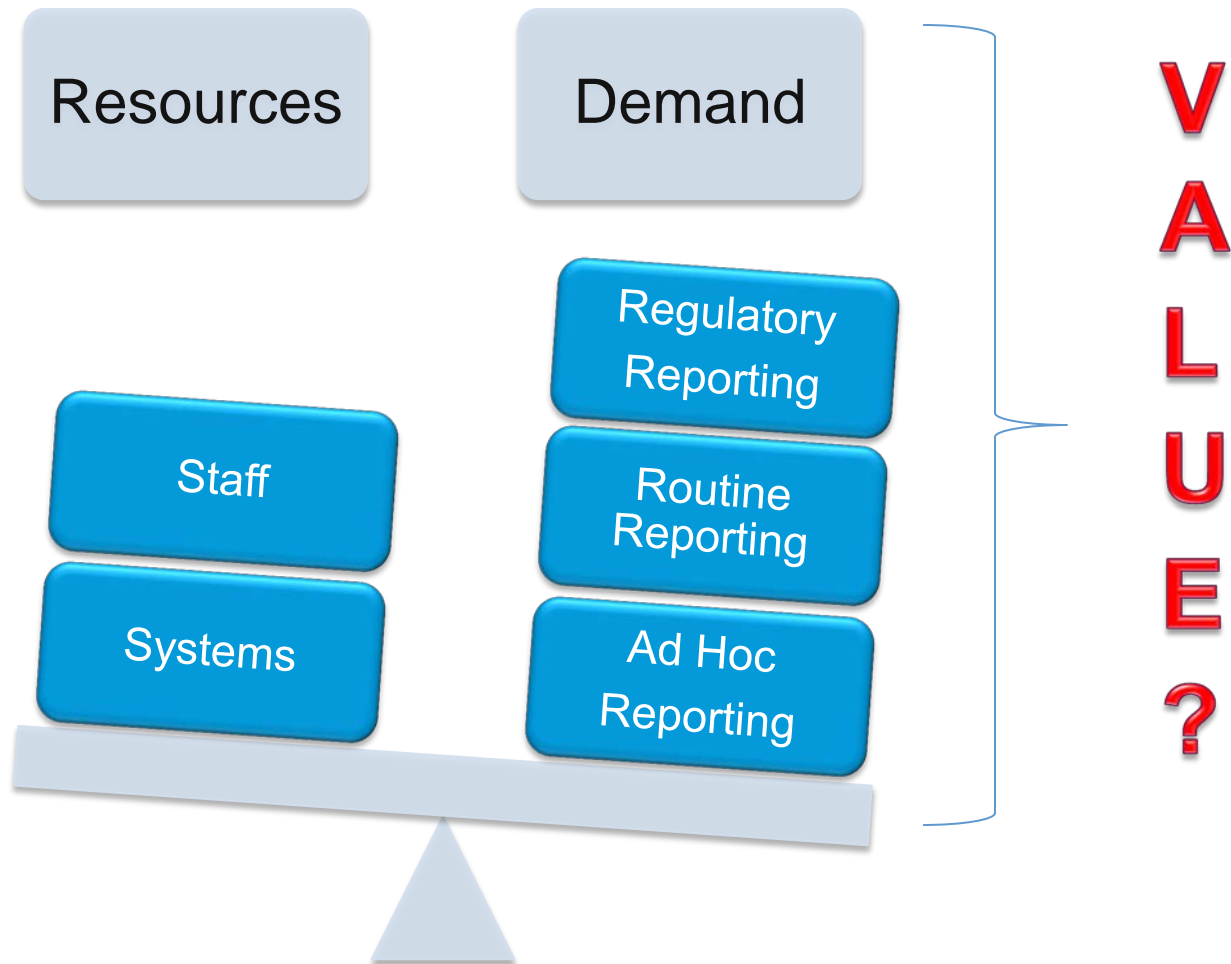
# Objectives

- Understand the changing landscape of decision support
- Take away tools to evaluate your decision support team
- Learn how to assess processes and enhance efficiency
- See how leveraging systems and self-service can build capacity for your team

# Traditional Focus



# Increasing Workload

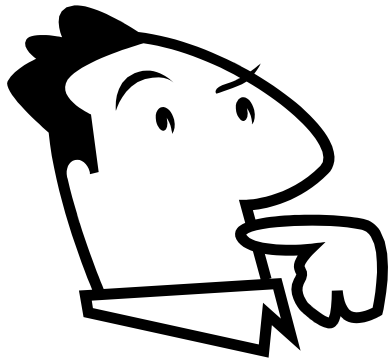


# Where did all these reports come from anyway?

I was wondering if you could tell me...

Would it be possible to see on a regular basis...

It would be interesting if we tracked...

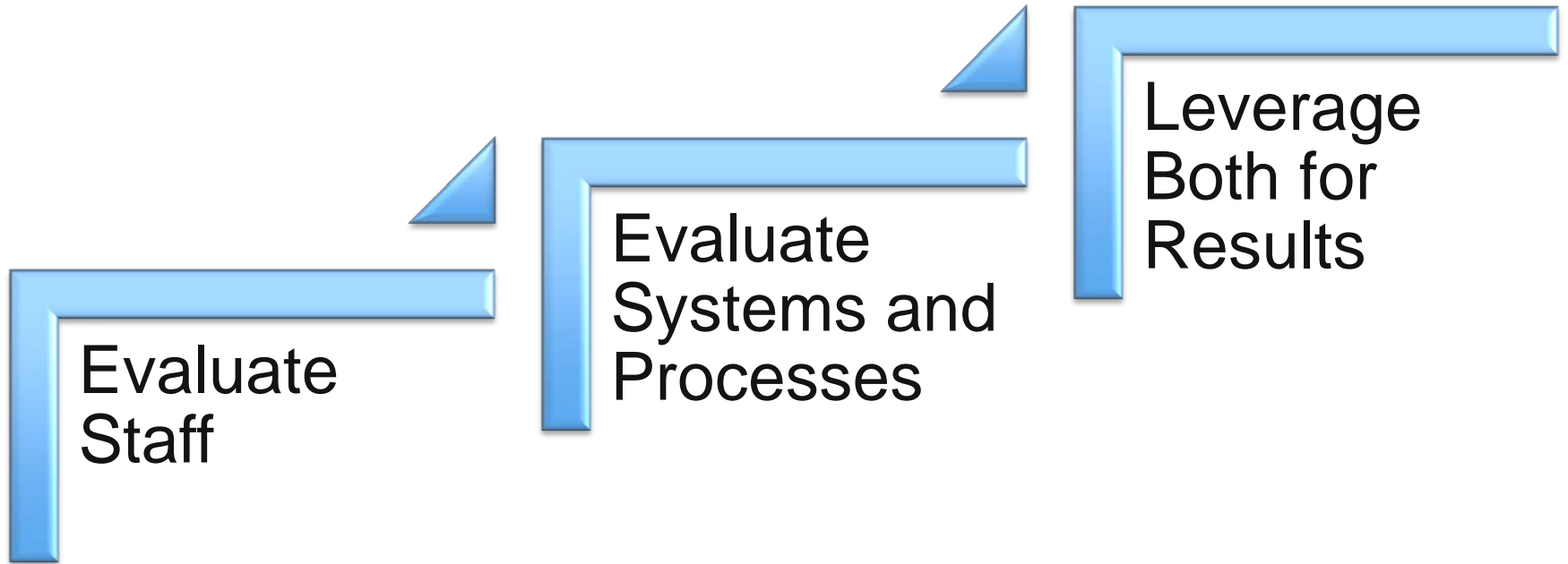


**Curiosity becomes workload!**

## We hold these truths...

- It is important to monitor the performance of our organizations
- Ad hoc requests will come up from time to time
- Data is not information
- Teams need to start shifting focus to “why” things happen and “how” to affect change

# Step Toward Performance

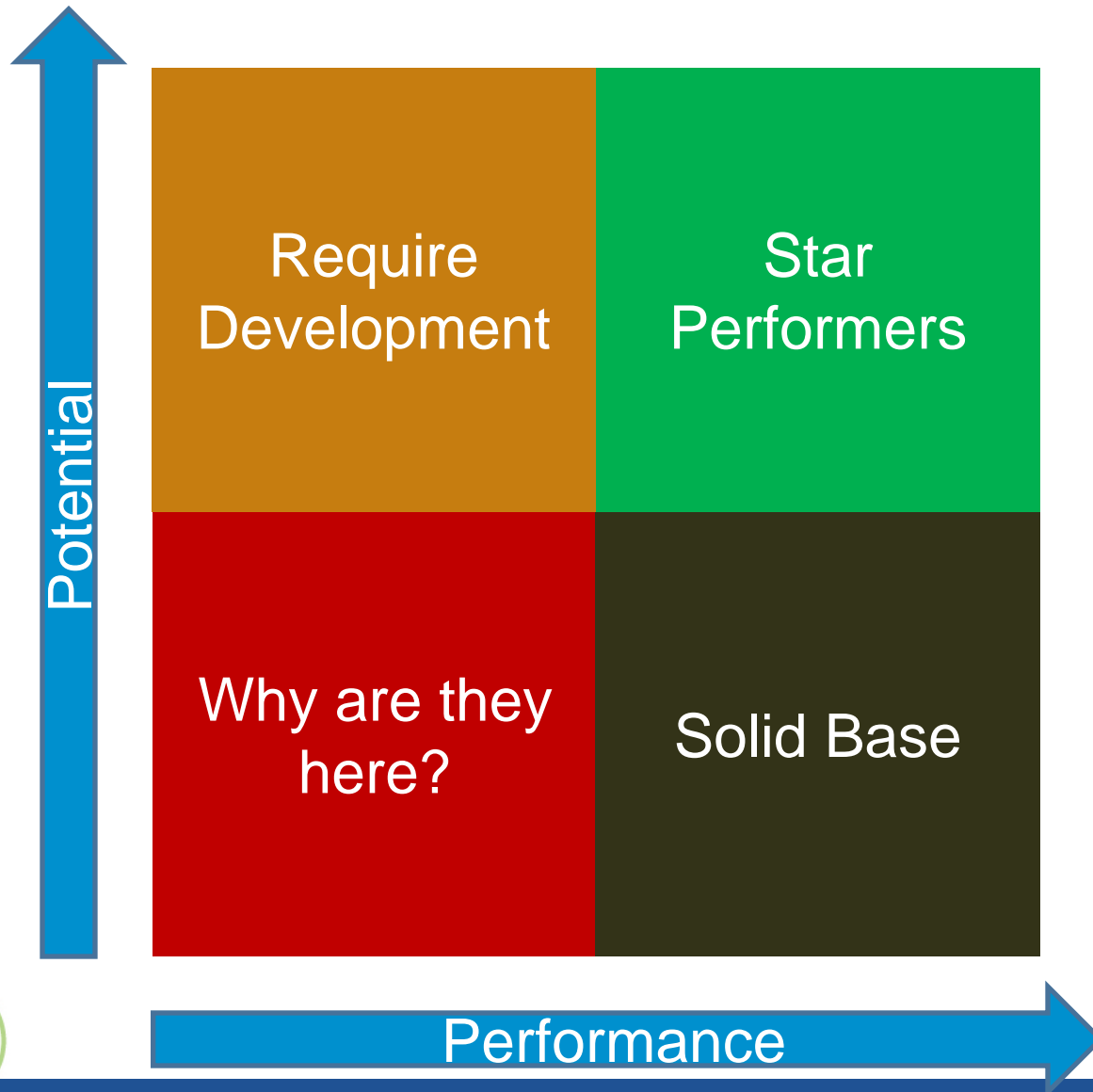


# Changing Paradigm

- Legacy faced a significant reduction in force (RIF) in 2012
- Finance lost 40% of staff over two years due to RIFs
- Workload remained high
- Evaluation of staff and responsibilities became critical
- Could not sustain old and new workload
- Had to take the time to re-prioritize
- Targets: routine reports and systems



# Evaluating Staff



Potential

Require  
Development

Star  
Performers

Why are they  
here?

Solid Base

Performance

# Evaluate Systems and Processes

- What can we stop doing?
- How much redundancy do we have?
- Are we consistent?
- Are we timely?
- Is our information actionable?
- Can we automate?



# Inventory of Reports

Reports	Description	Frequency	Estimate of time to do report	Data Source	Recipient	Due Date	File Location	Analyst	Regulatory	Routine e.g. EC or SVP	Routine for others
ALOS by Cost Center	Monthly average LOS by major payer group for selected inpatient nursing cost centers	Monthly		ADS	All managers	Upon ADS monthly data is loaded	<a href="Q:\FINSHARE\RptSys\B\randon\Current Reports">Q:\FINSHARE\RptSys\B\randon\Current Reports</a>	Brandon G.			
Available Bed Count	Listing of inpatient available room/beds for mangers approval. Documentation of all changes. Bed count is list on Occupancy Report and is used for various financial reporting and other departments.	yearly and as needed	5 days	Echart/Epic/Managers	on Census and used for various financial reporting	before year end.	<a href="#">documentation in binders and on the Q drive.</a>	JoAnna L.			
Census Graphs	Last 90 days (rolling) census graph by unit with "stop lighting"	Weekly	15 minutes	Daily Census	all	Every Monday	<a href="Q:\FINSHARE\RptSys\C\ENSUS\OCCUPANCY\FY07">Q:\FINSHARE\RptSys\C\ENSUS\OCCUPANCY\FY07</a>	JoAnna L.			
Cost Center Roll up	Cost Center number, name, responsibility level (SVP, VP, Director, manager)	Monthly	3-4 days	Cost center change forms, managers	all	1st week after month end	<a href="Q:\FINSHARE\RptSys\IR\OLLUPFY07">Q:\FINSHARE\RptSys\IR\OLLUPFY07</a>	JoAnna L.			
Monthly Occupancy Summary	Monthly total midnight census counts by hospital by nursing unit	Monthly	10 minutes	Daily Census	all	1st week after month end	<a href="Q:\FINSHARE\RptSys\C\ENSUS\OCCUPANCY\FY07">Q:\FINSHARE\RptSys\C\ENSUS\OCCUPANCY\FY07</a>	JoAnna L.			
Daily Indicators Charts	Surgeries, Discharges, Ed Visits, by Hospital, broken out by peds and adults.	Daily	20 minutes	EPIC/AS400	all	before sending out Census	<a href="#">Portal</a>	JoAnna L./Team			

# Finding Repetition

Type of Information	# of Reports
Total routine reports identified	64
Distinct systems used for reporting	20
Reports containing census data	18
Reports containing discharge data	33
Reports for the use of just one person	28

**Over one FULL FTE just to complete the routine reports!**

# Action Plan

- Stop 24 routine reports immediately (no one noticed)
- Reduce the number of routine reports with repetitive information
- Reduce the number of systems used to increase ability to share workload
- Engage operations in changes
- Develop one key indicator report to capture the majority of routine informational needs



# Key Operating & Financial Indicators

## Volume Indicators:

- Discharges
- Average Daily Census
- Average LOS
- Adjusted Discharges
- Observation Cases
- ED Visits
- Surgical Cases (IP, OP, Total)
- Clinic Visits
- Overall Case Mix Index

## Labor Indicators:

- Paid FTEs
- Paid FTE per AOB
- Total Productive FTEs
- Labor & Benefits as % Net Patient Rev

## Revenue Indicators:

- Charity & Bad Debt % GPR
- Other Adjustments % GPR
- Total Write Offs % GPR
- GPR per Adjusted Discharge
- Total Operating Rev per Adj Discharge
- Days in Patient AR

## Other Financial Indicators:

- Supply Expense as % Net Patient Rev
- Total Operating Exp per Adj Discharge
- Operating Margin %

## Payor Mix

# System Inventory

		# Primary	# Backup
Operating Budget	Avega FM	1	0
Capital Budget	Strata Cap	1	0
Long-Range Plan	Strata Jazz	0	1
Forecasting	Strata Jazz	0	1
Cost Accounting	Avega ADS	1	0
Productivity	Premier	1	0
Management Reporting	Avega, Lawson, Epic Clarity, and many more	1	1

Five FTE, >5 systems, no backups.

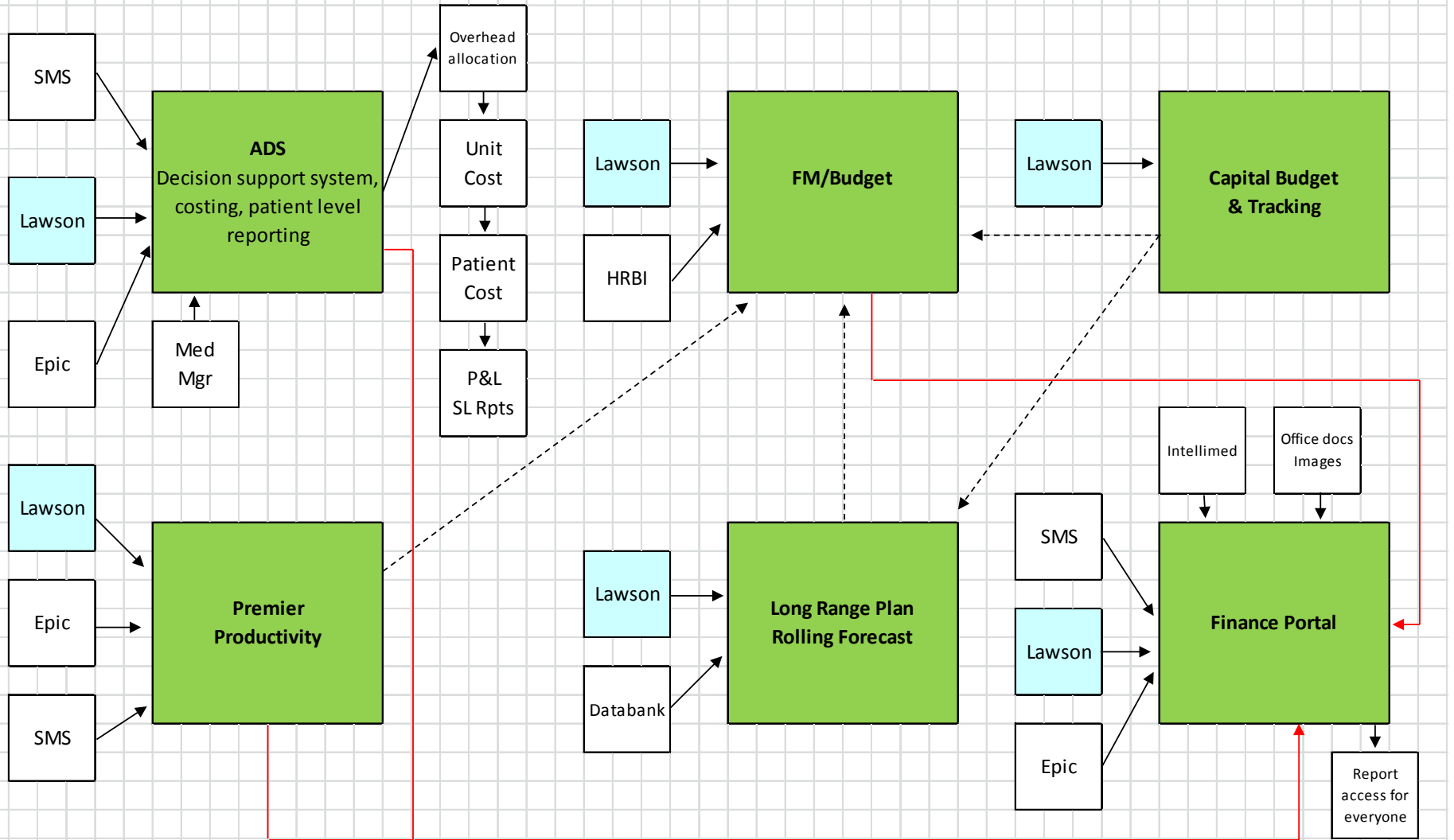
# Attacking Systems

- Developed an RFP to encompass all core financial planning tools onto one platform
- Picked top two vendors and provided a scripted demo to show integration of tools
- Invited key operations management to attend demos and provide feedback
- Ended up with one system





# Former State



Set strategic priorities for the organization. Develop growth assumptions to be used in volume development.

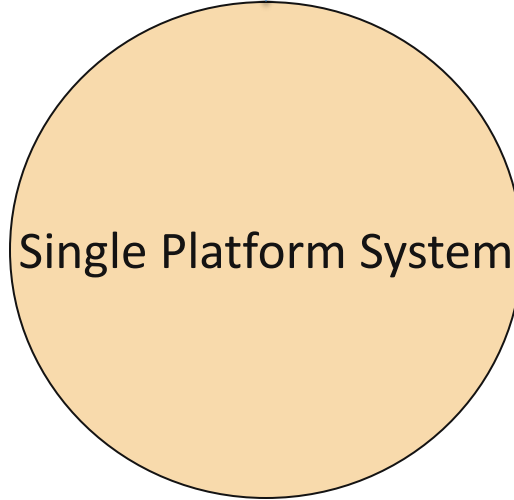
Organization Strategic Plan



5 Year Financial Plan

Develop 5 year financial plan that balances to margin targets.

Lawson, HRBI, Epic



Capital & Operating Targets

Use 5 year plan to set capital and operating budget targets.



Capital Budget

Using the targets and strategic plan, prioritize capital needs.



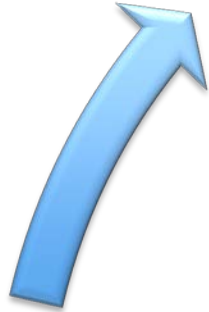
Operating Budget

Develop operating budget based upon targets, strategic plan, and capital projects with operating impacts.



Monitor Results

Align reporting to monitor financial performance for strategies, capital ROI, and operating budget.



# Benefits of Work Re-design

- Able to cut the hours needed for routine reporting
- Fewer data feeds and reconciliations
- Built cross training by using one core system
- Reduce the number of hours spent processing systems
- Increase ability to focus on analytics
- Get rid of the DRIP (data rich, information poor)



# Follow the Leader?



# Getting Buy-In

- Have staff participate in the process
- Ask them what they like/don't like in their work
- If the proof is in the pudding, get them some pudding
- Be transparent about the vision
- Show them what's in it for them
- Show them the Emerald City!



# Take Action

- Solicit organizational support for data and decision transformation
  - > Temporary moratorium on non-emergent data
  - > Temporary suspension of most routine reports
- Take inventory
  - > Do you have the right people in the right jobs?
  - > Identify all routine reports
  - > Look for duplicate data
  - > Define what is required by the organization



# Take Action...

- Take time to set standard definitions
  - > What counts as a discharge?
  - > How do you calculate length of stay?
  - > Single source of truth
  - > Standardization = ability to automate
- Go after duplicative routine data first
  - > One comprehensive data source
  - > Real time/dashboards/delivery methods
  - > Put it in the hands of the customer



# Dashboard for Everyone

frameworks    navigate    setup    system    help
LH Financial Statements    Capital Budgeting    Operating Budgeting    DSS Dashboard    Ben's Awesome Dashboard    Productivity Reporting    Monthly Reporting    Rolling F

### Announcement

The information contained in this page is confidential to Legacy Health Leadership, and others with access to this page. It is not to be disseminated, shared or forwarded.

### Legacy Health Monthly Financial Statements

Legacy Health Monthly Financial Statements. Includes LH consolidation, entity FS and Key Indicator pages

- [April 2013 Financials.pdf](#)
- [May 2013 Financial Statements .pdf](#)
- [June 2013 Financial Statements.pdf](#)
- [July 2013 Financials.pdf](#)

### Legacy Health Discharges - FY14

Legacy Health Total Discharges - to drill to site detail click on a data point

Fiscal Month	Actual	Budgeted
April	~100	~100
May	~100	~110
June	~90	~100
July	~100	~100
August	-	~100
September	-	~90
October	-	~110
November	-	~100
December	-	~110
January	-	~115
February	-	~100
March	-	~115

### Consolidated Financial Reports and Presentations

Monthly Presentations in pdf form

- [Financial Report July 2013.pdf](#)
- [Financial Presentation July 2013.pptx](#)

### Legacy Health Year End Financial Statements

Legacy Health Year End Financial Statements. Includes LH cons

- [March\\_2010 Financials.pdf](#)
- [March\\_2011 Financials.pdf](#)
- [March\\_2012 Financials.pdf](#)
- [March 2013 Financials.pdf](#)

### Legacy Health Monthly Financial Statements-Prior Year

Legacy Health Monthly Financial Statements. Includes LH cons

- [April\\_2012 Financials.pdf](#)
- [May\\_2012 Financials.pdf](#)
- [June\\_2012 Financials.pdf](#)
- [July\\_2012\\_Financials.pdf](#)
- [August\\_2012\\_Financials.pdf](#)
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- [January 2013 Financials.pdf](#)
- [February 2013 Financials.pdf](#)



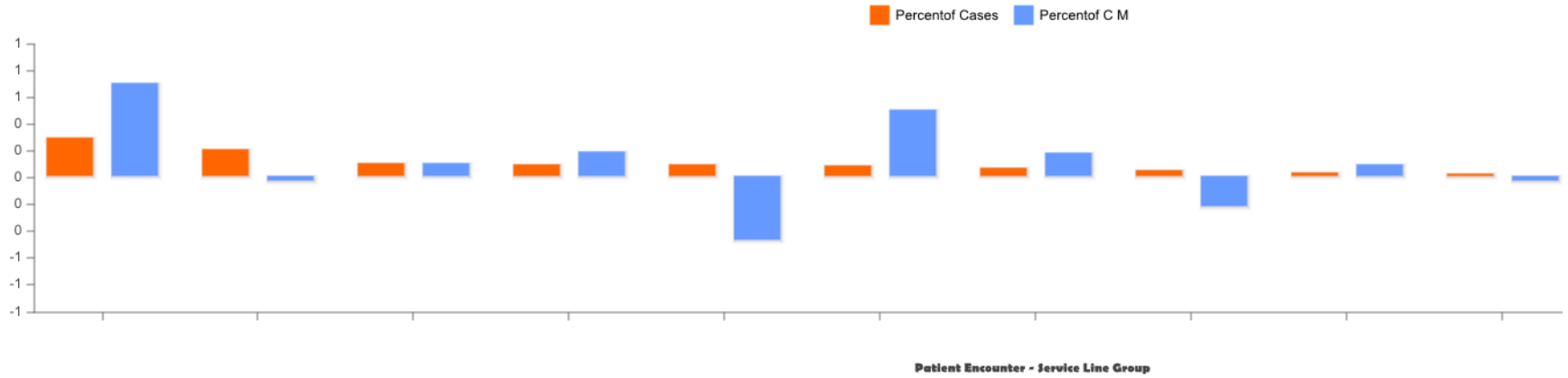
# Dashboard for Users

Available Content

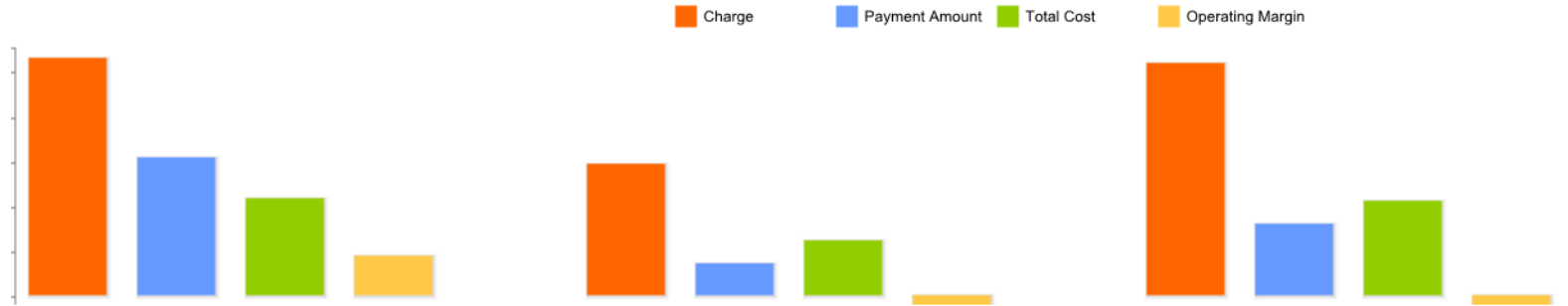
LH Financial Statements | Capital Budgeting | Operating Budgeting | DSS Dashboard | **Ben's Awesome Dashboard** | Productivity Reporting | Monthly Reporting | Rolling Forecasting

- Monthly Income Statement - Desktop
- PI Summary Report - Total Paid

## Cases and CM by SL



## Financials by Payor



Done

# Putting it Together

Position	% Routine Before	% Routine After	Value Add FTE
Cost Accountant	100%	50%	0.5
Productivity	100%	50%	0.5
Reporting	75%	25%	0.5
			1.5

That's 1.5 FTE that can be re-deployed on **value** added analysis!



# New Focus

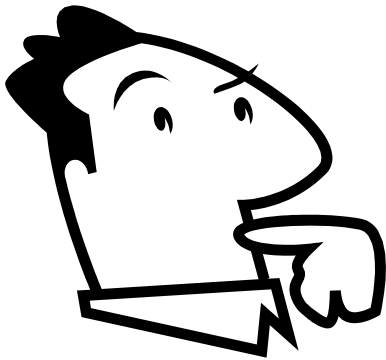


# New Questions We Can Answer

**How** can we structure an agreement...

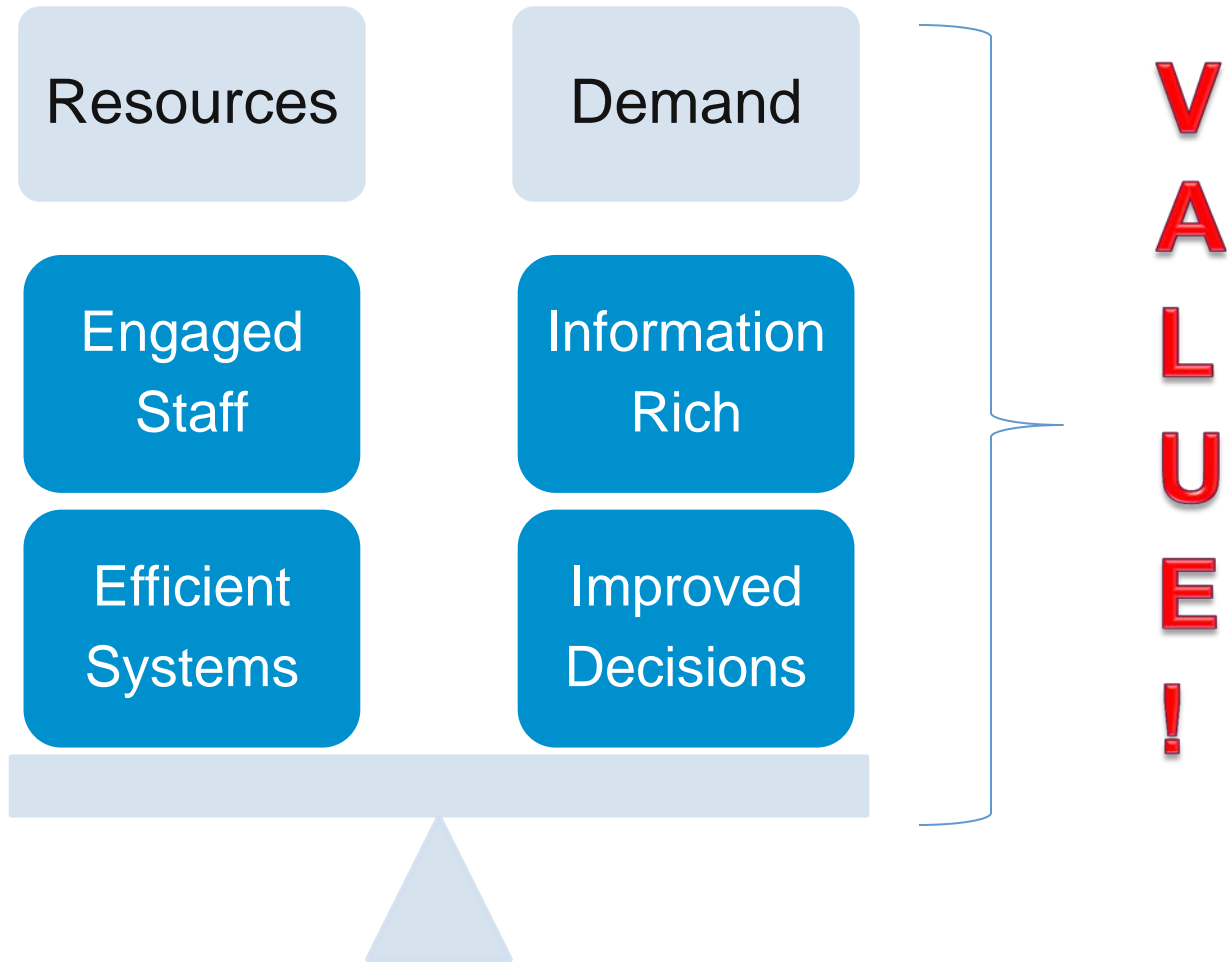
**Why** is our margin...

**How** can we impact...



**Finance starts contributing ROI!**

# Outcomes



# Wisdom

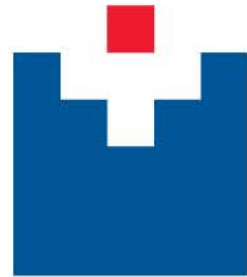


- Make the commitment
- Get organizational support
- Do the research
- Start making little changes
- Don't panic
- Remember, change is hard!

# Questions?

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503-415-5538





**LEGACY**  
HEALTH

Thank you!

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RANDALL CHILDREN'S HOSPITAL Legacy Emanuel

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