

Jordan Hospital Plymouth, Mass.

- 150-bed, acute care community hospital serving 12 towns
- More than 150 physicians, and more than 30 departments, programs and services

The Situation

- Terrible transcription backlog. Oncology was the worst – they had turnaround time of up to one month.
- CFO indicated that Oncology backlog had to be reduced to a 72-hour turnaround time.
- Old system was aging and had limited port access. MTs had problems getting in.
- Hospitalists began to simply code everything as a STAT, causing more problems.

The Solution

- Conduct due diligence to find a system that could work across the enterprise: MedQuist's DocQment Enterprise Platform with integrated speech recognition.
- One newly hired transcriptionist had used the MedQuist platform previously and loved it.
- Went live in May 2007 with DEP, and August 2007 with ASR.

The Result

- Meeting all required turnaround times, with oldest reports now only three days old.
- All of the MTs are editing.
- Physicians call to give compliments, instead of complaining.
- The change was transparent to the physicians.

The Benefits

- Discontinued three contracted services, eliminated overtime, and put per diems on hold.
- Producing more work in less time.
- Management tools make HIM Director's life easier.
- Oncology report turnaround time is 24 hours.

▶ CASE STUDY: DocQment Enterprise Platform™

Acute Care Community Hospital Trims Turnaround time with ASR

Over the past century, Jordan Hospital in Plymouth, Mass., has grown from a 12-bed rural hospital to a 150-bed, acute care community hospital serving residents from 12 towns in Plymouth and Barnstable counties. The private, not-for-profit hospital has more than 150 physicians on staff, and more than 30 departments, programs and services.

Report Backlog Prompts Calls for Change

The HIM department at Jordan Hospital, led by Director of Health Information Services Amy Bowman, RHIA, was facing what seemed to be insurmountable backlogs in transcription. The in-house staff of approximately 10 medical transcriptionists (MTs) typically had a backlog of 200+ reports, with a turnaround time (TAT) of one month for some. There weren't enough ports for off-premise MTs to access, so calls would drop. At 11 years old, the existing system was past its prime, and when it went down, time was wasted and hours of work could be lost.

Jordan's large and busy Oncology department, where patients often come in weekly, was the most affected. The MTs just couldn't keep up with the volume of reports. Using per diems, local transcription services and overtime was the norm. Additionally, the Jordan physicians, in an effort to speed turnaround of the discharge summaries, started coding everything as a STAT. This only made matters worse. The physicians were unhappy; they constantly called to complain.

Bowman and her transcription staff needed to fix the problem. They wanted to meet all the TAT demands in support of Jordan's hospital service excellence initiative, but the technology system they had did not support their volume or overall efforts. It was time for a change.

Jordan CFO Elliot Schwartz presented Bowman with a challenge. The ultimate goal was to get Oncology reports reduced from a one-month turnaround to 72 hours. That was a daunting task. Bowman was staring at a requested productivity increase of over 1,000 percent. Was this goal even possible to achieve? She knew that her staff was up to the task, so in her mind, the real challenge was to get the right technology to optimize the talent she already had.

Hospital administration was on board with the need to change, but it had to be the right product at the right price. The search was on.

A Ringing Endorsement

Bowman conducted her due diligence and started investigating what she called the "big three" vendors. Members of Jordan's HIM department were interested in finding a system that could work across the enterprise. They found what they were looking for with MedQuist's DocQment Enterprise Platform™ (DEP), a document workflow management system that provides voice capture, workflow management, integrated speech recognition and document routing. Built from the ground up to be a true ASP solution, DEP leverages the Internet to allow maximum management from anywhere at anytime – exactly what Bowman needed to help manage all

We are now producing 13,000 more lines per month, which is equal to 225 reports, without contracted help, overtime or per diem staff.

Amy Bowman, RHIA
Director,
Health Information Services

of her MTs. One of Bowman's newly hired transcriptionists had used the MedQuist platform previously and loved it. "She couldn't say enough good things about it. It was a great endorsement," Bowman notes.

"Exceptional" Implementation Eases Transition to ASR

There was some initial trepidation as DEP went live in May 2007, followed by automated speech recognition (ASR) in August 2007. Many of the Jordan transcriptionists were nervous about learning something as different as ASR. Some were long-time transcriptionists, and the thought of changing how they worked (going from listening and typing to editing and correcting) made them very uncomfortable. However, the learning curve proved to be very short; it only took two days for each MT to be up and running on the system. Today, every one of Bowman's transcriptionists is editing.

"The implementation process was exceptional," notes Bowman. "The MedQuist project manager kept us on track every step of the way with regular conference calls and site visits. She was always available."

Transparent Change, but Very Apparent Benefits

Jordan Hospital found that with DEP, the benefits were immediate! The greatest change was in Oncology. Bowman had been challenged to improve the report turnaround time from one month to 72 hours, but she was excited to report to her CFO that they exceeded that goal. The Oncology reports were ready in 24 hours – a productivity gain of 3,000 percent. Bowman's team was now able to do the same volume of work with less people in less time. Physicians were no longer calling to complain – they were calling to give compliments!

Although they appreciated the change, the physicians could not figure out *how* it had happened. "Why were the MTs able to turn the reports around so quickly? The change was transparent to the doctors. They did not have to change how they worked," says Bowman. "DocQment Enterprise Platform with integrated speech recognition simply made the MTs more productive." Bowman is proud to say that the backlogs have been eliminated and their oldest report is now only three days old.

There were many additional benefits. Bowman was able to discontinue three contracted services, eliminate overtime, and put per diems on hold, for immediate savings.

Supporting Service Excellence

Bowman now likens her team to a well-oiled machine. Before DEP, not having a transcription manager sometimes made her job all-consuming. She could not focus on anything else besides transcription and turnaround time. The ASP format and workflow tools allow her to quickly log into the system and see how everything is going. Work pools are easily routed, which in Bowman's words, "is a beautiful thing." Now the department is producing 13,000 more lines per month – which is equal to 225 more reports – without contracted help, overtime or per diem staff. Bowman now has the freedom to focus on other projects.



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