

EAHM EXECUTIVE EVENT

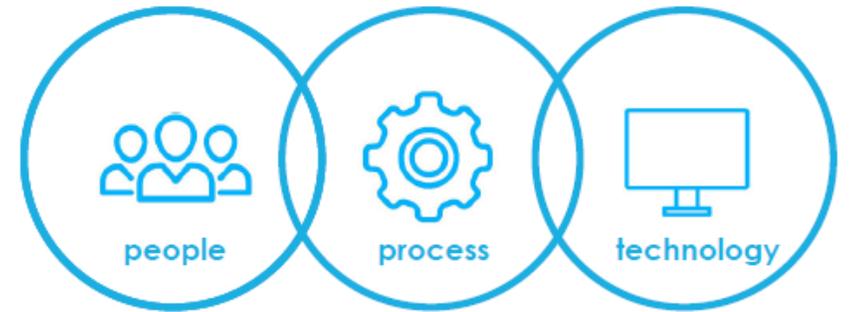
Delivering Transformation through Insight

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INTEGRATED SOLUTIONS



Change Healthcare

Better Healthcare, Improved Lives



Clinical

- Enterprise Medical Imaging Solutions
- Hospital Capacity Management Solutions
- Hospice & Home Care Management Solutions

Consulting

- Value-Based Care Enabled Solutions
- Pharmacy Benefits Services & TAP Solutions
- Healthcare Consulting Services

Risk & Utilisation

- Clinical Decision Support
- Risk Adjustment Analytics Solutions

Network & Analytics

- Healthcare Data & Analytics Solutions

Revenue & Payments

- Revenue Improvement Solutions
- Patient Access & Eligibility Verification Solutions
- Payment Management Solutions

Payment & Network

- Payment Accuracy Solutions
- Provider Contract Optimisation Solutions
- Value-Based Payment Solutions
- Provider Payment Solutions
- Medical Network Solutions
- Dental Network Solutions

Engagement

- Transparency & Provider Search Solutions
- Consumer Payments & Communications Services

Change Healthcare

Imaging, Workflow & Care Solutions

- **#1** Cardiology in UK
- **#2** in Market Share in US
- **3000+** installations of PACS worldwide
- **#1** PACS replacement solution in N. America
- **Large** Diagnostic Imaging Quality Programs

3200 Facilities

UNIQUE
FACILITIES

27.8 Petabytes



70B Images



940M Exams



199M Patients



Change Healthcare

Managing and leveraging data insights



Data is often our greatest under-utilised & untapped resource – why?

- Just as crude oil can not fuel a car, data can not drive action
- Data can be refined and managed effectively at each stage of the information life cycle to fuel insights

How we've supported enterprise health systems

1 CHALLENGES

In a post-EMR era vast amounts of healthcare data is collected*

- Volume
- Velocity
- Variety
- Veracity

2 SOLUTIONS

To be truly insightful data must be:

- Discovered
- Mined
- Refined
- Managed

3 IMPACT

Through improved data utilisation, we help clients:

- Gain better insight into their current state of business
- Drive action for change and performance improvements
- Justify investments and monitor delivery of expected value for ROI

Change Healthcare

Our track record

Driving Clinical, Operational & Financial Value

- Track record of optimising the workflow & operations of enterprise health systems in Western Europe and North America
 - Frost & Sullivan's 2016 company of the year
-

How we've supported enterprise health systems*

1 CHALLENGES

- Incomplete operational picture due to lack of effective reporting
- Poor communication between radiologists & ref. physicians
- Revenue leakage

2 SOLUTIONS

- Defining metrics & consolidating access of key operational data
- Enterprise Business Intelligence
- Achieving the best outcomes at lowest cost, leveraging technology, services, & staffing investments
- Financial reimbursement & revenue cycle integrity

3 IMPACT

- Productivity and effective management reporting
 - Patient volume growth from **44%↑** in MRI and **100%↑** in CT over 3 months
- Identified under-reported activity
 - Recovering revenue values of **\$500k**

*large health systems we have supported with an average of 15+ facilities & 1M+ annual patient volumes

Change Healthcare

Our tactic

Transformational Outcomes

1. Streamlined image sharing

Enterprise interoperability

2. Improved physician communications

40% TAT improvement

3. Best practices for clinical and operational workflows

Sub-specialities, SLAs, case documentations, & case urgency

4. Enterprise reporting

TAT, productivity, capacity & demand planning

5. Critical information sharing

24/7 command center

6. Governance strategy

Sustained adoption & benefits realisation

CASE STUDY Enterprise Health System



- 15+ locations
- 6,000+ bed capacity
- 50+ satellite clinics
- Different PACS across the organisation
- 1.5M+ studies annually

Change Healthcare

Achieving transformational outcomes

Key Objectives

ENTERPRISE IMAGING TRANSFORMATION

Using insights to drive clinical, operational, & financial improvements across the health enterprise

Insight

- Understanding the current state through discovery & assessments

Integration

- People + Process + Technology + Business Intelligence & Data Analytics

Actionable Intelligence

- Analytics dashboards tailored to support leaders' business decisions
- Align clinical & operational actions with objectives & future planning

Continuous Improvement

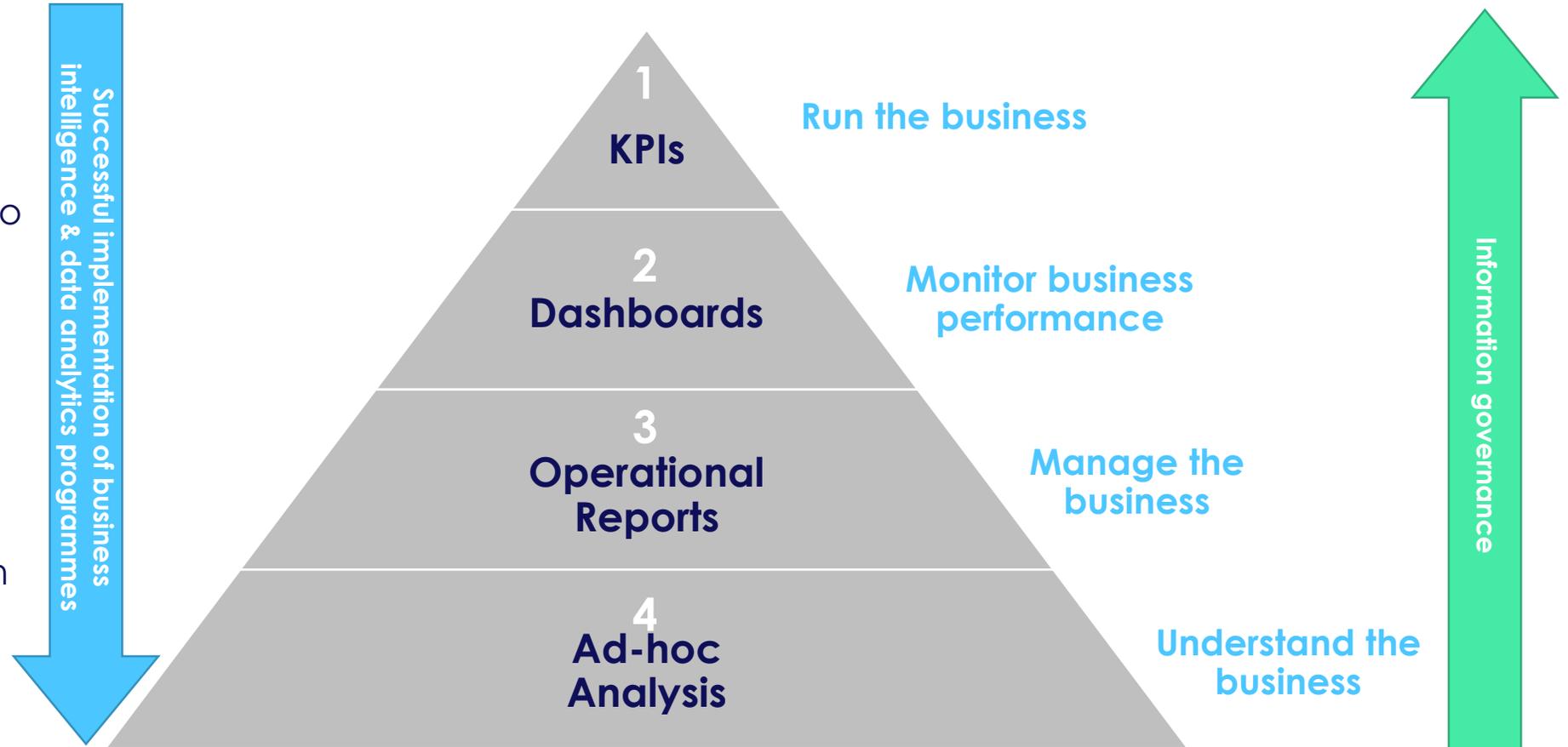
- Governance & change management initiatives to drive sustainable change & full adoption
- Maintaining consistent staffing & service levels at all times



Achieving Business Outcomes

Requires a tailored approach

- Tailored analytics
- Supporting business decisions that leaders need to make in order to align their actions with broader strategic objectives of the organisation
- Supporting future planning and prediction

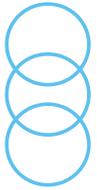


Achieving Business Outcomes

Transform data into meaningful information

...and use your Imaging data as a strategic **ASSET**

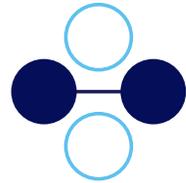
ALIGN



1

Align data strategy to the desired outcomes. Advisory services will guide you throughout the process.

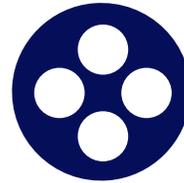
SELECT



2

Select and acquire the necessary data to achieve your goals.

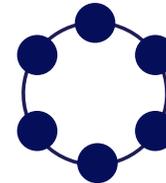
STORE



3

Store data for readily available use. How is it best to structure the data model.

ENRICH



4

Enrich the analysis of data by transforming it into actionable information.

TELL



5

Tell your story by providing access to appropriate applications and visualisation tools.



Change Adoption

70% of change initiatives fail

- Willingness of staff to embrace new practices
- Seamless integrations with existing multi-vendor imaging systems
- Minimising disruptions to daily operations

Vendor Agnostic Change Adoption Support

- Monitoring & driving continuous improvement through advanced analytics capabilities
- Change Management tools to increase staff adoption/morale, & the experience of patients & physicians alike
- Alleviate staffing gaps by providing additional operational support such as Project Managers, Imaging Informatics Administrators, Specialised EHR Consultants, etc.



Achieving Business Outcomes

Driving clinical, operational, and financial transformation across the enterprise

**Long patient
wait times**

mitigating patient
leakage

**Increasing
services
demand**

disproportionate
resource
investments

**Financial
impact of care
outcomes vs.
relative cost**

change from
profit to cost center

**Optimising
scheduling**

gaining demand &
case mix insights

**Maximising ROI*
on device
modalities**

returns from significant
investments

**Lacking
standardised
reporting structures**

streamlining multi-site
workflows & standards

**Manual
preparation of
mgmt. reporting**

time consuming
process

**Optimising
radiologist
efficiency**

accuracy of referring
physicians' orders

* Return on Investment (ROI)



Example - Imaging Analytics

Generating returns & achieving business outcomes

Outpatient Capacity

100%

more CT studies per facility annually, with the same staff headcount.

44%

more MRI studies per facility annually, with the same staff headcount.

With outpatient volumes growing daily, Radiology Directors are able to make real time decisions through analytics dashboards.

Efficiency & Productivity

48 days

annual savings in management reporting time for productivity KPIs per facility.

"Using the tools from Advanced Analytics, I was able to confirm hours and hours' worth of data warehouse analysis in a rather short time.

Thank you, thank you, & thank you!"

(Imaging Director)

Patient Wait Times

85%

reduction in outpatient wait times.

Imaging Directors can make operational decisions based on real-time data to decrease appointment wait times.

The availability for the next appointment went from an average of 42 to 6 days.

Revenue Reporting

\$490,000

potential lost revenue identified.*

A facility discovered approximately 270 procedures were underclaimed monthly.

Critical issues in revenue reporting can be mitigated by granting stakeholder access to essential data (e.g. Finance Director).



Imaging Analytics

KPI examples

Study volumes

- Studies ordered
- Studies completed
- Studies completed but not reported
- No shows
- Cancellations
- Reported
- Repeat patients

Turnaround Time

- Ordered to Scheduled TAT
- Ordered to Arrived TAT
- Ordered to Completed TAT
- Complete to Reported TAT
- Scan TAT
- Overall TAT
- Waiting time

Quality

- Peer reviews
- Assigned peer reviews
- Prospective peer reviews
- Assigned peer reviews to be completed
- Critical reports

Staff productivity

- Individual productivity
- Worked hours per exam

Throughput

- Device utilisation

Demand

- Referrals vs availability

Governance Framework

Performance Metrics

Determining which KPIs to measure against

Reporting

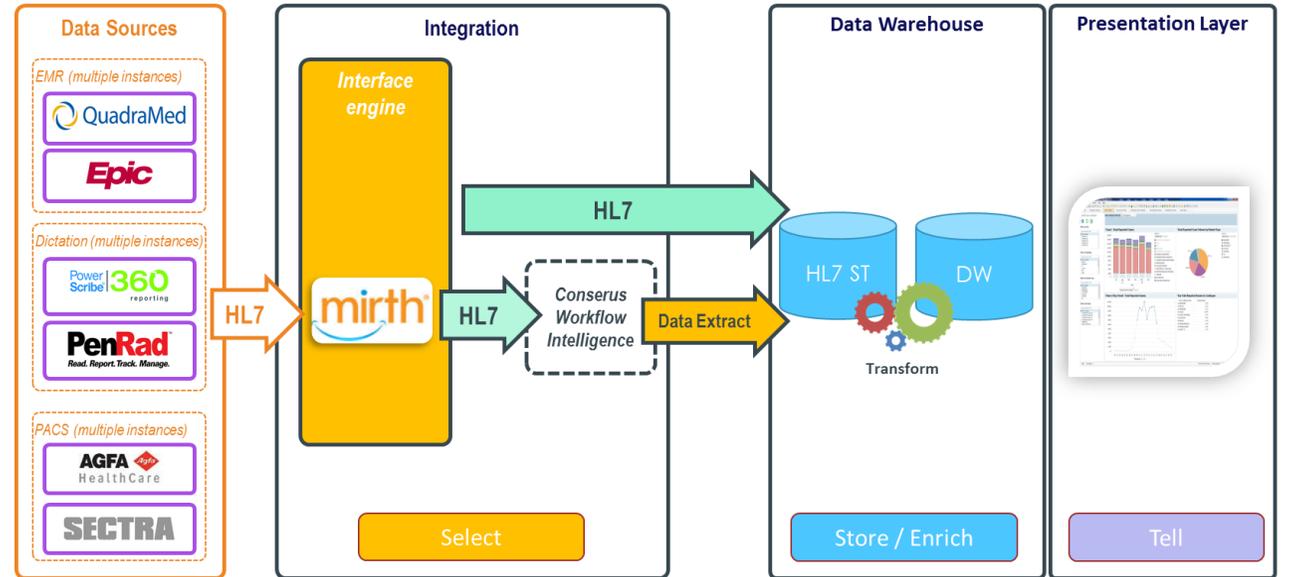
Customising dashboards to what matters most



Imaging Analytics

Deployment example

Site	PACS	Dictation		EMR
Site 1	SECTRA			QuadraMed
Site 2				QuadraMed
Site 3				QuadraMed
Site 4				QuadraMed
Site 5				QuadraMed
Site 6	AGFA HealthCare	PowerScribe 360 reporting	PenRad <i>Read. Report. Track. Manage.</i>	QuadraMed
Site 7				QuadraMed
Site 8	AGFA HealthCare			Epic
Site 9	AGFA HealthCare			
Site 10	AGFA HealthCare			



Advanced Analytics for Enterprise Imaging creates a true enterprise view by acquiring data from multiple sources of truth using a vendor agnostic approach. No Change Healthcare / McKesson upstream systems required.

Medical Imaging Consulting

Our Approach

Vendor Agnostic

We are a division of Change Healthcare. We collaborate with health organisations to achieve sustained operational & clinical efficiencies.

Local & Global Imaging Expertise

We have the largest share of imaging specialists in the world, acclaimed in the delivery of patient-centered services. Our team provides leadership insight in modernising health IT systems.

Continuous Improvement Model

Driven by business analytics, & our team of industry experts including physicians, nurses, & technologists, we collaborate with health organisations to set up the framework to provide continuous high-quality care.

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Thank you



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