



Business Transformation and Consulting Programs

Surgery/Perioperative Services and Central Services



Picis provides new and existing customers with clear, measurable results through Business Transformation Services. As organizations invest in new technologies there is also a need to look at the people, process and technology to support its business needs. Picis' professional services directly impact an organization's ability to achieve its goals by working closely with customers' management and user teams to identify key business indicators, seek operational improvements and use Picis solutions as an enabler.

Perioperative Discovery Program

**OR Supply Chain Design
and Implementation**

Executive Scorecard Program

Optimization Program

Perioperative Discovery Program

Discovery is an engagement designed to identify opportunities for improvement within the perioperative/anesthesia/critical care and PACU departments. Picis' Clinical Consultants will look at current workflow, staffing and technology areas to identify areas for improvement. These trained consultants will use best practice tools to compare your facility against organizations that have achieved measurable and demonstrable results. This program is highly recommended for new customers, as well as those that look to continuously improve their use of Picis' applications and who require assistance identifying, measuring and prioritizing the changes needed.

Discovery includes, but is not limited to:

- Scheduling
- Physician access
- Supply chain management
- Preference card management
- Instrument processing and management
- Anesthesia documentation
- Patient flow
- Charge description/capture and reimbursement
- Clinical documentation
- Management reporting

It will also include other information systems not typically associated with an OR project, such as materials management, decision support, etc.

Deliverables

The first deliverable is a blueprint, which identifies the key organizational objectives and goals, cultural readiness for change, areas of risk and a risk management strategy.

Incorporated into this blueprint are the current processes and the best practices and application designs. In addition, the blueprint provides scorecards and performance metrics that are the foundations for measuring baseline, targeted and achieved outcomes.

The second deliverable is a list of opportunities identified for improvement. Picis will assist the customer in prioritizing opportunities, and will work with your staff onsite (for an agreed-upon timeframe) to invoke change and provide hands-on assistance in areas that are agreed upon between the organizations. This is a key component to the Picis engagement. To truly move a customer forward, Picis will assist your organization in making the first changes that directly tie to a business impact and put your organization on a timeline to continue the change after Picis completes the engagement. As with most programs, initiatives or businesses, success is only achieved through effective leadership.

Outcomes

- Clear understanding of strengths and weaknesses in current perioperative processes, staffing and the software solution
- Identification of business opportunities
- Prioritization of the opportunities
 - Where is the low hanging fruit
 - What should be done first, second or last
 - Who needs to be involved and committed
- Clear blueprint for the next 12–to–24 months including budgeting, resources and technology

OR Supply Chain Design and Implementation

Automating the perioperative supply chain process can yield significant benefits, such as reduced supply costs, increased revenue, and re-allocation of non-clinical activity. However, automated documentation of the perioperative supply chain requires more than just developing technical interfaces. While interfaces are important, ultimately the effectiveness of your new supply chain model will be determined by the workflow changes that surround the interfaces.

Picis' experience shows that achievement of the expected operational benefits requires an implementation approach that balances operational change with the implementation of technology. This balanced approach is called the Perioperative Supply Chain Improvement Program. The program includes case cart system management, procedure-driven delivery, contract management, procedure standardization and utilization strategies that drive systems implementation.

Approach

Over the course of one week, Picis will work collaboratively with the organization's perioperative and supply chain leadership. The program begins with a quick current state review that will provide an understanding of:

- Current operational processes for supply chain management and the impact on tangential processes such as charging, and case preparation
- Logistics
- Staff responsibilities
- Current use of Picis' system and materials management system
- Current interfaces and the effectiveness of support for the full capabilities of Picis software and the materials management system (ex. accurate case costing, automated supply requisitioning, etc)
- Integrity of the item master file
- Operational issues and bottlenecks
- Desired outcomes

Using this information, Picis will identify the improvement benefit metrics and opportunities available to your organization. This information will drive interactive discussions on proposed operational models, the impact of the models, and the IT and resource implementation and support requirements for various models. As part of this process, we will model how Picis' software and the materials management system will support the future state model. This dialog will yield an informed decision on the future direction of perioperative supply chain management within the organization.

Deliverables

There are two documents provided following the process: Perioperative Supply Chain Improvement Program opportunities and future-state workflow blueprint: the project workbook.

Blueprint

The blueprint documents the future-state business model and the benefits realized by this model.

Business Vision

- Documented best practice, best use of software future workflow model specifically for your organization
- Balanced scorecards of performance improvement metrics. The indicators will cross supply chain management, financial management, human capital management, resource utilization, revenue maximization, and patient safety and experience. We will use a portfolio of indicators that balance operational efficiency and effectiveness, patient experience, clinician and physician satisfaction and financial improvement

Business and IT Requirements

- Change requirements to migrate from the current to the future-state. The requirements will include a combination of process and operational change, organizational change, data definition, interface and reporting requirements and systems set up
- Data model and integration requirements to enable item master and usage purchasing interfaces and supporting business processes
- Defined use of Picis' and materials management systems in the new model

Project Workbook

The project workbook defines the implementation approach and resources required to close the gap between the current and future state. The project workbook includes:

Governance Model

- Project structure including the executive sponsor, executive steering committee, project team and performance improvement teams including membership and responsibilities
- Phased implementation approach
 - Sequence of implementation activities that balances benefits realization with the efficient use of resources and the migration from current systems and processes
- Implementation resource requirements

Executive Scorecard Program

These resources and services are designed specifically to assist the customer deliver tangible business results as part of a surgery/perioperative solution deployment. The services outlined here will engage clinical experts who are solely focused on supporting and driving the

use of advanced functionality and best practices, which will ultimately accelerate customer's return on investment.

Picis will conduct and deliver the Executive Scorecard Management Program as part of the surgery/perioperative solution implementation.

The role and responsibilities include (but are not limited to) the following:

- Work directly with Senior Leadership and Surgery Department Leadership at customer site to determine business metrics to be measured upfront, during the implementation as well as post implementation
- Assist with identifying, combining and prioritizing customer's surgery/perioperative business scorecard indicators (ROI Business Case). This will establish the benchmark criteria to measure success
- Focused and responsible for communicating, supporting and incorporating the benchmark criteria into the implementation project plan with the support and leadership from customer
- Facilitate and manage appropriate decision making specific to the implementation and adoption of the benchmark criteria
- Provide regular updates and open communication, in conjunction with the Project Managers and Steering Committee on progress of the scorecard project as part of project management reporting
- Assist in deriving key business metrics from people, process and Picis solution for management
- Post-live benchmark validation: 90 days post live, provide a report to customer key stakeholders outlining the projects realized benefits and anticipated ongoing benefits, based on the agreed upon benchmark criteria

Optimization Program

Picis understands that customers purchase solutions with stated goals and objectives to meet business needs. Over time, organizations need to refocus their investments in technology to fully reach the potential automated solutions have to offer today. **The average customer over time will only utilize 35–40% of the solution's functionality.** Picis supports customers' need for additional optimization services with programs designed for organizations that seek to understand:

- How effectively is the organization using Picis' functionality
- Has the organization implemented "Best Practice, Best Use of Picis" workflow
- What functionality is available with Picis solutions that the organization is not using and what benefits that could be derived from implementing this functionality
- Where do issues impede the success of the solution to meet real business goals

Over the course of the engagement, Picis will work with responsible staff to transfer knowledge and make recommendations relative to: the Picis application; staffing recommendations; education needs; and potential process-related issues that will drive an action plan. An assessment of the use of Picis and its alignment with current business processes will be performed. **This assessment is crucial** to understanding whether the healthcare organization's improvement opportunities have not been realized due to the utilization

and capabilities of Picis software or the alignment of workflow related to the capabilities of the system.

A utilization assessment of Picis and documented issues, improvement opportunities, and system acceptance recommendations will also be made. Each finding and recommendation will be categorized by its root cause. These will include functional deficiency, functionality not implemented, system set up, data integrity, user education or workflow change. Picis will also recommend ways of resolving issues and improving the workflow and user acceptance. Wherever possible, the issues will be resolved immediately.

Deliverables

- A multi-day working session onsite with senior leadership, surgery director, system administrator and staff
- Expert advice on changes to be made in people, process and technology to improve overall utilization of the Picis solution
- Picis' best practice checklist and recommendations — usage of new upgrade/enhancements made to the product and customer usage of the functionality
- Picis will implement agreed-upon changes with the customer as part of the deliverable. Picis is committed to not just providing recommendations but actually making the change happen, allowing organizations to achieve their business goals.