



CUSTOMER HIGHLIGHTS:

- WAKEMED HEALTH & HOSPITALS
- BAPTIST HEALTH SOUTH FLORIDA
- LEE MEMORIAL HEALTH SYSTEM
- NORTHBAY HEALTHCARE



DATA → INFORMATION → ACTION



AREAS OF EXPERTISE:

- Data Modeling
- Data Integration
- Dashboards / Scorecards
- Analytics
- Enterprise Reporting
- Alert Notifications
- On-Demand BI

WAKEMED HEALTH & HOSPITALS

RALEIGH, NC

WAKEMED TRACKS FINANCIALS CLOSELY USING DASHBOARDS BUILT WITH THE DIVER SOLUTION. EACH DASHBOARD COMPONENT DISPLAYS A PARTICULAR FINANCIAL MEASURE OF INTEREST TO ADMINISTRATORS SUCH AS REVENUE AND MARGIN TRENDS. THE GAUGE SHOWING DAYS CASH ON HAND DRAWS PARTICULAR ATTENTION DUE TO ITS IMPORTANCE AS AN “AT-A-GLANCE” SUMMARY STATISTIC.



SYSTEM BIO: WakeMed, a growing, 870 bed not-for-profit health care system serving the greater Raleigh metropolitan area, prides itself on a number of significant achievements. WakeMed owns North Carolina’s first freestanding Children’s Emergency Department, which serves over 40,000 children annually. Its Heart Center ranks number one in volume among all North Carolina hospitals, and is one of the highest volume heart centers in the country. Several prestigious awards received from the Leapfrog Group and AARP underscore WakeMed’s commitment to patient safety and quality of care.

WHAT’S NEW: WakeMed is experiencing greater writeoffs and budgetary shortfalls during the current economic slowdown and is charting expansion plans despite the uncertainty of pending national healthcare changes. As a proactive organization, WakeMed is confronting these challenges using a number of initiatives:

- Analyzing commonalities in HACs (Hospital Acquired Conditions) to minimize the occurrence of events that trigger nonpayment by Medicare/Medicaid.
- Standardization of the patient identification process to solve coding errors and thus reimbursement issues.
- Using business intelligence to assist in creating a patient-centric enterprise - view all encounters, identifying the true cost of a patient visit, etc.
- Optimization of OR block utilization to prevent under-utilization of surgical suites (thus lost revenue) and identify physician will excessive cancellation rates. This has greatly assisted with quality initiatives.

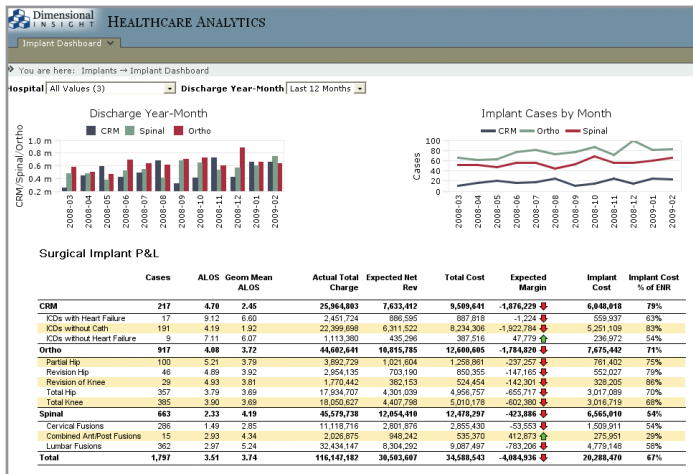
BAPTIST HEALTH SOUTH FLORIDA

MIAMI, FL

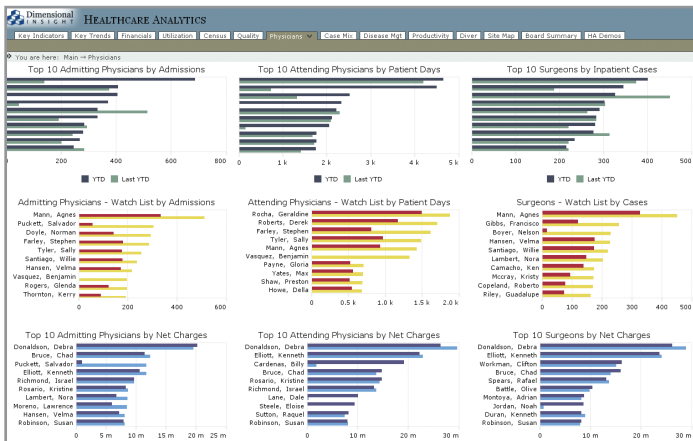
SYSTEM BIO: With fifteen outpatient centers, a new hospital under construction, and over 1,500 beds situated across five hospitals, Baptist Health South Florida (BHSF) is the largest faith-based, not-for-profit health care organization in the Greater Miami area. Baptist Health's reputation for medical excellence and patient satisfaction is underscored by a plethora of prestigious awards received year after year from leading healthcare organizations and industry journals. With total operating revenue of \$1.9B in fiscal 2008, Baptist Health also donated an impressive \$222M in charity care to the communities it serves.

WHAT'S NEW: Escalating orthopedic implant costs, also known as physician preference items, have focused the attention of Baptist Health managers on understanding the root causes driving cost increases and finding ways to reduce those costs. Using The Diver Solution to perform a detailed analysis of costs by implant procedure and the resulting reimbursements, BHSF gained valuable insight into the problem. BHSF has created an action plan to drive implant cost containment measures. Key points include:

- Benchmarking their cost structures against local and regional peers to quantify the magnitude of overpayment.
- Using this data to negotiate implant price reductions with a preferred vendor in exchange for increased volume and contract exclusivity.
- Obtained buy-in from orthopedic physicians to standardize on a single vendor. This delivered the additional benefit of reducing OR setup time and reduced OR staff training time.



▲ **BHSF MONITORS PHYSICIAN PREFERENCE ITEM (PPI) SPEND USING DIVER. CASE COUNTS AND MEAN ALOS ARE DISPLAYED ALONGSIDE FINANCIAL MEASURES TO IDENTIFY PROTRACTED ALOS PROCEDURES THAT ARE RESULTING IN NEGATIVE MARGINS. TIME SERIES OF IMPLANT CASES BY MONTH ARE GRAPHED TO PROVIDE VISUAL DISPLAYS OF CASE LOAD TRENDS.**



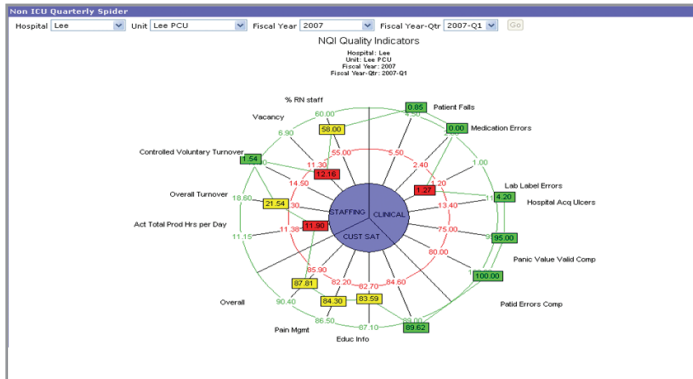
▲ **THE DIVER SOLUTION HELPS BHSF COMPARE PHYSICIAN PERFORMANCE ACROSS A NUMBER OF METRICS, ALL ON A SINGLE SCREEN. DIVER ALLOWS ANALYSTS TO EASILY DEFINE VIRTUALLY ANY PERFORMANCE METRIC AND THEN LINK IT TO AN APPROPRIATE DISPLAY ELEMENT, SUCH AS A CHART, TABLE, GAUGE, OR INDICATOR.**

LEE MEMORIAL HEALTH SYSTEM FORT MYERS, FL

SYSTEM BIO: Lee Memorial Hospital System (LMHS) serves Florida's Lee County, including the Fort Myers/Cape Coral greater metropolitan area. One of Lee County's largest employers, LMHS spans four campuses and is growing rapidly, having recently purchased two additional hospitals from HCA.

WHAT'S NEW: LMHS is facing significant challenges on several fronts - from Medicare reimbursements being cut to acquiring two new hospitals with a vastly different IS infrastructure that requires consolidation. Lee's Senior Leadership Committee has been addressing these challenges through the application of BI technology in several areas:

- Tracking Family Medical Leave to identify commonalities and develop workforce disease management programs as a preventive action.
- Monitoring avoidable payroll and overtime exceptions to streamline productivity initiatives, especially relative to 'traveler' pay.
- Using BI tools to interface with EPIC to automate the billing operations process for Physician Groups to realize cost savings - allowed LMHS to isolate discrepancies between finance and billing and miscoded charges.



SPIDER CHARTS CREATED IN THE DIVER SOLUTION ENABLE LEE MEMORIAL TO ANALYZE SEVERAL NQI QUALITY INDICATORS AND THE VARIOUS RELATIONS BETWEEN THEM IN A SINGLE CHART.

Monthly Trend Report

Hospital: Lee Unit: Lee PCU

Lee Memorial Health
NQI Monthly Trend (Last 24 Months)

| Indicator | 2005-Oct | 2005-Nov | 2005-Dec | 2006-Jan | 2006-Feb | 2006-Mar | 2006-Apr | 2006-May | 2006-Jun | 2006-Jul | 2006-Aug | 2006-Sep |
|-------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| CLINICAL | | | | | | | | | | | | |
| Hospital Acq Ulcers | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Lab Label Errors | 0.00 | 0.00 | 0.00 | 1.17 | 3.59 | 0.00 | 0.00 | 1.29 | 0.00 | 1.72 | 3.22 | 0.00 |
| Medication Errors | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Panic Value Valid Comp | | | | 100.00 | 95.00 | 100.00 | 94.00 | 100.00 | | 93.00 | 100.00 | 100.00 |
| Patient Errors Comp | | | | 100.00 | 100.00 | 100.00 | 100.00 | 95.00 | | 100.00 | 100.00 | 100.00 |
| Patient Falls | 7.87 | 2.42 | 3.83 | 0.00 | 4.78 | 1.04 | 0.00 | 3.88 | 2.95 | 1.72 | 11.25 | 4.34 |
| CUST SAT | | | | | | | | | | | | |
| Educ Info | 76.78 | 81.80 | 70.38 | 89.50 | 86.70 | 90.00 | 75.00 | 88.90 | 87.50 | 85.70 | 75.00 | 76.90 |
| Nursing Service | 88.80 | 81.80 | 80.50 | 92.00 | 97.10 | 90.70 | 85.70 | 89.50 | 87.50 | 91.40 | 88.90 | 89.20 |
| Overall | 87.50 | 85.70 | 81.38 | 88.80 | 98.60 | 88.20 | 88.50 | 94.40 | 85.00 | 93.80 | 85.00 | 88.50 |
| Pain Mgmt | 84.19 | 8.00 | 83.00 | 84.70 | 86.70 | 89.30 | 77.80 | 91.70 | 87.50 | 98.60 | 8.00 | 84.40 |
| STAFFING | | | | | | | | | | | | |
| % RN staff | 58.77 | 61.90 | 61.42 | 60.70 | 59.55 | 58.17 | 60.15 | 56.35 | 52.59 | 57.94 | 57.59 | 58.91 |
| Act Total Prod Hrs per Day | 0.00 | 0.00 | 1.45 | 0.00 | 0.00 | 1.45 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Controlled Voluntary Turnover | 23.80 | 23.53 | 23.19 | 24.64 | 25.35 | 24.64 | 25.37 | 25.00 | 25.37 | 28.16 | 28.13 | 28.98 |
| Overall Turnover | 9.00 | 23.81 | 23.81 | 17.46 | 20.00 | 26.76 | 1.97 | 25.58 | 24.71 | 25.00 | 23.81 | 24.25 |
| Vacancy | 14.93 | 14.71 | 14.49 | 14.40 | 16.00 | 15.94 | 16.42 | 3.53 | 2.88 | 3.17 | 3.53 | 3.53 |

THE DIVER SOLUTION PROVIDES A BROAD SELECTION OF TABULAR DISPLAYS. THIS TABLE ILLUSTRATES NATIONAL QUALITY INDICATOR MONTHLY TRENDS AND IDENTIFIES PROBLEMATIC STATISTICS USING COLOR CODED CELLS.

NORTHBAY HEALTHCARE

FAIRFIELD, CA

► NORTHBAY HAS CONSOLIDATED THEIR OPERATIONAL KPI'S USING THE DIVER SOLUTION DASHBOARDS. DIVER'S POWERFUL DATA INTEGRATION CAPABILITIES ALLOWS UTILIZATION, FINANCIAL AND CLINICAL DATA TO BE COMBINED ON A SINGLE DASHBOARD.



SYSTEM BIO: NorthBay Healthcare is a non-profit, community provider organization serving the residents of Solano County, California. It has a 50-year tradition of providing hospital and community services that are offered by no other health care provider in the region. From emergency care to surgery and specialty services, thousands of people in Solano County, California rely on NorthBay Healthcare for advanced and compassionate medical care.

WHAT'S NEW: Over the past several years NorthBay's focus was to implement and deploy some of the leading best-of-breed players in the HIS space (Cerner, Keane, Midas+, Lawson, etc.) to support the day-to-day information needs of the organization. The organization has recently moved to its next phase - rolling out a BI application to support executive decision-making at a strategic level.

- Using BI to develop executive dashboards for 15 management personnel.
- Establishing a set of operational KPIs that the organization would use to assess performance.
- Integrating clinical, financial, administration and operational data sets to gain a real-time view of performance for executive personnel.

CONTACT INFORMATION

www.dimins.com

DI Headquarters
60 Mall Road
Suite 210
Burlington, Massachusetts
01803

TEL: 781-229-9111

FAX: 781-229-9113

EMAIL: info@dimins.com

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