



Information Technology Outsourcing Client Case Study



Clinical Desktop Team: Enhancing Clinical Care and User Satisfaction Children's Hospital of Pittsburgh of UPMC Pittsburgh, PA

The inevitable growth of one of the top children's hospitals in the country posed significant IT challenges for Children's Hospital of Pittsburgh (CHP). With a new 1,400,000-square-foot hospital on 10 acres scheduled to open in 2009, and in anticipation of full implementation of EMRs, Phoenix Health Systems assembled a Clinical Desktop Team to move the organization confidently into the future.

The Challenge

With more than 3,500 personal desktops, 250 laptops, 180 mobile carts in use throughout the organization and 600 printers – along with an assortment of major clinical systems to support - CHP's Help Desk/Desktop Team members were increasingly overwhelmed.

From August 2005 to March 2006, 6,000 calls on average were answered each month. The average work order turnaround time was 96 hours, and the average amount of time to answer Help Desk calls was more than two minutes. Clinicians were frustrated, and shared these issues and concerns with IT staff members:

- Wait time in the Help Desk queue hinders clinical productivity.
- Devices are not always in working condition during rounding – there are issues with connectivity, location, power charge, icons and passwords.
- There are not enough devices available on the floors for clinical documentation.
- Caregivers are often unable to allocate time to address problems or call the Help Desk team.

For critical areas, including inpatient units, clinicians requested an IT support response time of less than 10 minutes.

It became clear that the “traditional” Help Desk/Desktop model was not meeting expectations for this user group. Without resolving these issues, the successful

implementation of new IT systems and technology would be in jeopardy.

The Phoenix Solution

A Clinical Desktop Team (CDT) was created in March 2006 to address clinicians' concerns by providing just-in-time support. CDT team members were expected to possess high levels of application and technical knowledge, along with troubleshooting skills. Initially the “team” consisted of one staff member.

A key goal of the CDT was to triage and resolve 85 percent of issues in 10 minutes or less. As a liaison between the Information Services (IS) Department and caregivers, CDT members would serve to encourage a higher level of IT acceptance and build credibility for IT support. Team members would work directly with vendors and other key constituents. The CDT would function independently from the Help Desk/Desktop group, and members were viewed as a vital addition to the nursing clinical team.

The CDT solution featured these process improvements:

- CDT “rounding” was conducted before clinical rounding by physicians.
- Instant IS contact was established through Vocera, a hands-free, wireless voice communications system.
- CDT members were integrated into clinical teams and participated in rounding with clinicians as needed.
- Weekly and monthly meetings were scheduled with key

stakeholders, including researchers, physicians and nurse managers.

Today the CDT has four members that support all inpatient areas and research.

Overall Benefits to Our Client

Creation and implementation of the CDT resulted in these benefits:

- Initial IS contact time was decreased significantly, to less than 10 seconds.
- The number of support calls to the CDT increased (calls not previously placed to the Help Desk)
- CDT teams triaged and resolved 85 percent of issues in 10 minutes or less.
- The team was able to increase caregiver satisfaction by 90 percent within the first six months.

About Children's Hospital of Pittsburgh

Renowned for its outstanding clinical services, research programs and medical education, Children's Hospital of Pittsburgh of UPMC has helped establish the standards of excellence in pediatric care. From Ambulatory Care to Transplantation and Cardiac Care, talented and committed pediatric experts care for infants, children and adolescents who make more than 400,000 visits to Children's and its locations each year.

Children's also has been named consistently to several elite lists of pediatric health care facilities, including ranking seventh among children's hospitals (FY 2005) in funding provided by the National Institutes of Health and one of the top pediatric hospitals in the country by Child magazine and U.S. News & World Report.

- Only accredited Level 1 Pediatric Regional Resource Trauma Center in western Pennsylvania and one of only three in the state
- More than 3,700 physicians on the medical staff
- \$462.5 million in total annual revenue in FY 2006
- More than \$27 million in free care in FY 2006
- 235 staffed beds

For more information, visit www.chp.edu.

"Having the desktop staff become a part of the clinical and research teams has also increased our understanding of how desktops are used by clinicians and researchers. This has helped us observe issues and correct them before they affect the clinicians. The staff's confidence in our support and reliability has greatly increased."

**Jacque Dailey, Chief Information Officer,
Children's Hospital of Pittsburgh of UPMC**

About Phoenix Health Systems

Phoenix Health Systems provides an integrated set of professional, technical and business services that focuses on the business goals of all departments within the healthcare organization. Through strategic consulting, IT outsourcing and revenue cycle management, Phoenix can help any healthcare organization achieve its long-term objectives of administrative cost reduction, increased cash flow, improved patient safety, and regulatory compliance. For additional information, visit www.phoenixhealth.com.

