Case Study:

MOUNT SINAI HEALTH SYSTEM

Providing Better Patient Care
and a Healthier Bottom Line
using Diver Platform

Quick Facts:

Organization: Mount Sinai Health System

Industry: Healthcare

Location: New York City

Hospital Locations: 5

Customer since: 2008

Employees: >15,000

Certified beds: >2,100

Solution: Diver Platform

Website: mountsinaihealth.org

With five hospital locations, more than 15,000 employees, and over 2,100 certified beds, Mount Sinai Health System is one of the largest hospital systems in New York City. The entire organization has a common objective: to be ranked among the nation's top 10% in health care quality and patient safety.

CHALLENGE

Delivering the key metrics that hundreds of managers need to drive improvements in healthcare quality and profitability was a time-intensive, error-prone process, complicated by the spread of data across multiple clinical, financial, and administrative systems. Data from reporting, billing, and medical record systems was extracted and loaded into flat files, manipulated into reports, then distributed by email. More time was spent gathering data than analyzing it. Mount Sinai Health System needed an easy, flexible way to integrate large volumes of data from disparate systems into a single dashboard, reporting, and analytics framework that could present data in real time, through any browser—so managers could review trends, spot anomalies, "drill down" to the details, and course correct.

SELECTION PROCESS

Mount Sinai Health System was very impressed with Dimensional Insight from the first meeting. "Their deep expertise in healthcare, and their commitment to helping their customers succeed, was apparent from the first discussion," said Jill Embler, Vice President of Financial Planning at Mount Sinai Health System. "In hindsight, I'm not surprised that Diver was ranked Best in KLAS—the highest customer satisfaction rating by hospitals of business intelligence/reporting vendors."

After further evaluation, Mount Sinai Health System selected Diver based on:

❒ Dimensional Insight's extensive experience with hospitals—especially:

1. The types of reports they need

2. The challenges they face integrating and accessing data from diverse systems and formats

❒ How easily Diver enables users to create and distribute reports

❒ How easily and flexibly Diver enables managers to "dive" below the summary data into the underlying detail

IMPLEMENTATION

Within a few months of selecting Dimensional Insight, Mount Sinai Health System was able to roll out its first business intelligence applications—including a wide variety of reports for a large and diverse set of users—based on Diver. "Dimensional Insight had a well-defined process, and they were extremely attentive to our needs," notes Embler.

NEW CAPABILITIES

Mount Sinai Health System now provides hundreds of its executives and managers with daily, monthly, and annual reports providing vital information on metrics like:

❒ Financial performance—Annual P&L reports per hospital—by patient type (inpatient/outpatient), by payer, and by physician.

> "Diver provides us the timely information we need to continually improve the quality and reduce the cost of our patients' care,"
>
> *Jill Embler, Vice President of Financial Planning Mount Sinai Health System*

	MTD					YTD				
	Current	Budget	Variance to Budget	Prior	Variance to Prior	Current	Budget	Variance to Budget	Prior	Variance to Prior
Acute Discharges	133	122	11 ↑	117	16 ↑	33,518	34,098	(580) ↓	33,030	488 ↑
ALOS	4.81	4.27	0.54 ↑	3.46	1.35 ↑	4.77	4.27	0.50 ↑	4.45	0.32 ↑
ADC	471.00					476.70				
Psychiatry	5	5	0 ↓	8	(3) ↓	1,591	1,533	58 ↑	1,528	63 ↑
ALOS	21.60	20.17	1.43 ↑	29.75	(8.15) ↓	19.14	20.17	(1.03) ↓	20.05	(0.91) ↓
ADC	96.00					93.10				
Detox	6	7	(1) ↓	3	3 ↑	2,313	2,709	(396) ↓	2,336	(23) ↓
ALOS	3.33	4.29	(0.96) ↓	4.33	(1.00) ↓	4.56	4.29	0.27 ↑	4.12	0.44 ↑
ADC	29.00					31.60				
Rehab	9	5	4 ↑	8	1 ↑	1,894	1,433	87 ↑	1,582	(62) ↓
ALOS	15.67	15.27	0.40 ↑	15.75	(0.08) ↓	14.78	15.27	(0.49) ↓	14.40	0.39 ↑
ADC	64.00					67.40				
AIDS	4	7	(3) ↓	9	(5) ↓	1,518	1,830	(312) ↓	1,528	(10) ↓
ALOS	4.25	5.03	(0.78) ↓	13.00	(8.75) ↓	6.71	5.03	1.68 ↑	5.26	1.45 ↑
ADC	31.00					30.70				
Nursery	19	20	-1 ↓	14	5 ↑	5,707	5,378	328 ↑	5,636	71 ↑
ALOS	2.26	2.20	0.06 ↑	1.93	0.33 ↑	2.27	2.20	0.07 ↑	2.39	(0.11) ↓
ADC	37.00					37.20				
Total	176	167	9 ↑	159	17 ↑	46,167	46,982	(815) ↓	45,640	527 ↑
Total ALOS	5.51	4.92	0.59 ↑	5.82	(0.32) ↓	5.34	4.92	0.42 ↑	5.07	0.27 ↑
ADC	728.00					737.20				
New Initiatives	4			2	2 ↑	1,191			1,080	111 ↑
ALOS	5.50			1.00	4.50 ↑	4.12			3.71	0.41 ↑
Ambulatory Surgery	97	96	1 ↑	83	14 ↑	22,560	22,579	(19) ↓	22,441	119 ↑

SLR Combined ER	Current			Prior	Variance to Prior	Current			Prior	Variance to Prior
Admits	48			41	7 ↑	14,608			14,584	24 ↑
Treated and Released	238			289	(51) ↓	91,637			90,772	865 ↑
Total ER	286			330	(44) ↓	106,245			105,356	889 ↑

*All statistics are through yesterday, except ER which has a two day lag.

- ❑ Case mix, payor mix, and average length of stay—Compares monthly actual versus budget; last year versus this year.
- ❑ In-house patients—Current versus average length of stay, by admit services and admit nursing station.
- ❑ Resource utilization—Daily, month-to-date, and year- to-date snapshot, per episode of care (displayed on a dashboard).
- ❑ Discharge rates—Daily reports comparing actual to budget by service and hospital site, on a month-to-date and year-to-date basis.
- ❑ Number of visits—For inpatient, ambulatory surgery, and emergency room.

"Diver helps us to spot troubling numbers, then immediately 'dive' into the details —regardless of where the data is stored," says Embler. "It's very powerful, yet very flexible and easy to use. In fact, many managers in our system are using the product to customize reports on their own."
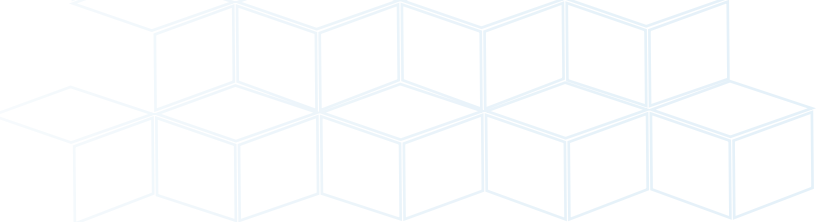
BENEFITS

For the Financial Planning team and its internal "customers", Diver is a huge time saver. "We used to get swamped with ad hoc requests for custom reports," notes Embler. "Now, managers can directly access the information they need, when they need it, in the format they desire."

Ultimately, Diver helps Mount Sinai Health System to report on crucial information more efficiently, giving service line managers the ability to take action sooner. "Diver provides us the timely information we need to continually improve the quality and reduce the cost of our patients' care," says Embler. "And that's what we're all about."

ABOUT MOUNT SINAI HEALTH SYSTEMS

Mount Sinai Health System, Inc. was formed in 1997 as a partnership of three venerable institutions—Beth Israel Medical Center, St. Luke's Hospital, and Roosevelt Hospital. It subsequently expanded with the addition of The New York Eye & Ear Infirmary. Mount Sinai Health System offers a broad-based fully integrated health services network throughout the New York City metropolitan region.

Dimensional INSIGHT

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