



PACS – KNOW YOUR MARKET

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**AUSTIN
RADIOLOGICAL
ASSOCIATION**





OUTPATIENT PRACTICE DEMOGRAPHICS

As of this year - ARA in business for 50 years

- **14 Outpatient Facilities**
- **Centralized Scheduling & Image Library**
- **97 ARA Owned Modalities** (CR, Mammography, CT, MR, PET, U.S., Bone Density, Fluoro, Nuc Med, and Myelo's)
- **320 Outpatient Employees**
- **350,000 annual exams**

7 Specialty Owned Scanners

3 Oncology CT's 4 Ortho MR's (# growing monthly)

KNOW YOUR MARKET

KEY INFORMATION YOU NEED TO KNOW

- **Are your referring physicians in a captive or competitive market**
- **Are your competitors still printing/delivering film for R.P.'s**
- **How close are competitors in converting to PACS?** Check on Hospitals as well as Outpatient Competition (mystery shop)
- **Statistics that you need to know:**
 - # Total Physicians that request film
 - # Subtotal - Surgeons film (What primary hospital and how close are they to having PACS in the O.R.'s)
 - # Subtotal - Specialist request film



KNOW YOUR MARKET

KEY INFORMATION YOU NEED TO KNOW

WHAT IS THEIR MOTIVATION IDENTIFY THEIR WHAT'S IN IT FOR ME! (WIFM)

- Primary Care: Quick access to report
- Specialist: ie. Pulmonology & Onc Quick access to prior exams & report
- Surgeons: Quick access when on-call
- Specialty Owned Scanners: Film savings

Don't Forget: *KNOW YOUR MARKET*

Marketing Strategies

- **KEY - GET A SUCCESS BEHIND YOU**
- **Our market's highest WIFM has been Specialty Owned Scanners (Cost savings)**
- **Referring Physician/PACS Liaison acts as consultant** Hand-hold office staff for training and observe physicians workflow during their clinic hours.
- **For Technically Challenged Offices – Transition Method: CD's & Paper** (both can be kept in doctors M.R.)





What We Have Learned?

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What we have Learned

BENEFITS (MANY THAT WERE UNEXPECTED)

1. Increased throughput in MR(2.5min/exam)

Less refilming interruptions & marking of films

2. Improved MRI quality by 30% (12 MRI scanners)

Ability to remotely monitor & improve

3. New growth path for exceptional file room/dark room personnel (Digital Imager)

4. Centralized Refilming Process

Cross trained file room emp. – reduced tech interrupt.



What we have Learned

BENEFITS CONT'D

5. Increased Business

- Growth in MSK MR reads by **37%** (reading for ortho. MR's)

6. Improved turn-around time of reports (STAT's 35%) (Routine's 20%)

7. FTE annual savings over \$ 420,000.00

- Positions; Couriers, Dark Room Tech, Tech Asst, File Room

8. Opportunity To Build Relationships

Referring Physicians with added value and new service



What We Have Learned

PRIMARY CHALLENGE

- PACS systems functionality immature for transition where end-users still have choice film versus digital

CHALLENGE	RECOMMENDATIONS
<ul style="list-style-type: none">• Quality of film image maybe sub-optimal for surgeons (Cutting off part of the spine image)• Non user-friendly printing functionality.	<ul style="list-style-type: none">• Demand Vendor explain printing functionality between modality and their product especially MRI. (Printing MR spines direct)• Require in-depth training



What we have Learned

Management Challenges

- Pre PACS we were Alpha RIS user and as soon as kinks worked out – PACS quickly followed.
- Problem: Managers were not equipped to manage rapid change.
- Managing Rapid Change – *Actions*:
 - ◆ Trainers brought in to teach Mgmt. Courses
 - ◆ Revised employee evaluations (Flexibility)
 - ◆ Required: *Higher Skilled Manager*
 - Hired for best management practices
 - Discontinued requirement that manager had to be technologist



What We Have Learned

Example of Employee Behavioral Change

- **Complaints about delayed reports with handling of outside prior films.**

Staff stopped proactively obtaining outside priors films – waited on Rad request

CHALLENGE

- Increased complaints from physicians – delayed final reports

RECOMMENDATIONS

- Re-education on Importance and Expectations
- Routine Q.A. audits to ensure compliance
- Added Digitizers at all CT/MR locations



Helpful Tools (copies available on ARA web-site)

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HELPFUL TOOLS

- 1. Job Description of Digital Imager
- 2. Technologist to Rad Communication on pt's hx, STAT call etc...
- 3. PACS Downtime Proc



OUTDATED



IMPROVED

Don't Forget: *KNOW YOUR MARKET*

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IN CLOSING



- IDENTIFY W.I.F.M. FOR EACH SPECIALTY
- ENSURE YOUR VENDOR PARTNERS WITH YOU TO HELP MEET THE NEEDS OF YOUR R.P.'S
- ALTHOUGH THERE ARE COST SAVINGS
SUCCESS WILL BE MEASURED ON THE ADDED SERVICES AND RELATIONSHIPS WITH YOUR MEDICAL COMMUNITY

HANDOUTS AVAILABLE

<http://www.ausrad.com/scar>

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