



in the number of steps required to produce a document. In addition, the overall document quality increased, errors were reduced and productivity maximized.

Physician Acceptance

SHC has been very happy with the Fusion speech recognition tools that are used to determine if a physician is a good speech recognition candidate. Only a couple of doctors were removed from speech recognition with the assistance of Dolbey's evaluation process. This easy-to-manage evaluation process also enables SHC to appropriately allocate speech licenses. Every dictator is notified before being activated on speech recognition. Other than the initial notification from the system and one or two personal contacts from the Department to discuss specific dictation methods, SHC physicians saw minimal changes required for their individual dictation styles. SHC physician response has been positive, especially regarding turnaround times.

The Future with Fusion

Scottsdale Healthcare has already utilized its first 100 back-end speech recognition licenses and has budgeted for an additional 150 licenses. Implementation of Radiology dictation to back-end speech recognition in FY10 has also been approved. Scottsdale Healthcare will continue to strive for methods to provide better patient care and satisfaction, particularly those that will facilitate accurate and timely documentation in an electronic format. This is one more step toward setting the standards for excellence in personalized healthcare.

In their own words:

- During the first 120 days of back-end speech recognition implementation, productivity increased 30%.
- Transcription Productivity went up 10% simply due to minimal downtime.
- Cross training RAD transcription gave us the equivalent of 3 FTEs.
- Fusion streamlined RAD and productivity jumped 15%.
- Fusion enabled dictation volume to increase 7.7% but turnaround time is still better than with the previous system.
- Some doctors are 98% speech recognized with telephony dictation and across all Med Record work types.



Debbie Glover
IT Project Manager



**For more information or
an on-site demonstration:**
800-878-7828 / www.dolbey.com

©2010, Dolbey Systems, Inc. lit-Scottsdale.2

Fusion Text and Fusion Speech are registered trademarks of Dolbey & Company, Inc. Fusion Voice is a registered trademark of Dolbey Systems, Inc. All other trademarks referenced herein are used under license from their respective owners.

Scottsdale Healthcare

Scottsdale Healthcare is a community-based, not-for-profit healthcare organization that consists of Scottsdale Healthcare Osborn Medical Center, Scottsdale Healthcare Shea Medical Center, Scottsdale Healthcare Thompson Peak Hospital, Virginia G. Piper Cancer Center, Scottsdale Clinical Research Institute, Scottsdale Healthcare Home Health Services and Scottsdale Healthcare Community Health Services. It is credentialed as an academic teaching hospital system by the Association of American Medical Colleges' Council of Teaching Hospitals and was recently awarded a prestigious Systems Magnet Status.



A leader in medical innovation to benefit the community, Scottsdale Healthcare has approximately 6,500 employees and is noted for bringing advanced medical technology to Arizona. In addition to its medical staff of more than 2,500 community physicians and clinicians, SHC has approximately 70 full time or rotating medical residents and 25 fellows who are currently working with Scottsdale Healthcare physicians serving as preceptors in a variety of specialties. Scottsdale Healthcare's own Family Medicine residency program was established in 1974.

Heavy Workflow

On a monthly basis, Scottsdale Healthcare transcribes approximately 63,500 reports, or an annual total of 760,350 reports for the three SHC facilities and ancillary departments. The dictation minute volume for Radiology and Medical Transcription averages approximately 175,150 minutes per month and an annual volume of 2,200,000 minutes per year. There are challenges associated with this amount of work, and the right technology is critical to ensuring that it gets done in the most efficient manner. Scottsdale Healthcare was experiencing excessive down time due to its document management system applications freezing as well as designs that were promised but not delivered. There was a critical need to upgrade the technology. Scottsdale Healthcare has a standard policy to evaluate several vendors when making a decision of this type that effects so many stakeholders. An RFP for voice, text and speech was distributed to four vendors and responses were received from all. All four provided on site demonstrations to the selection committee and addressed specific questions that pertained to Scottsdale Healthcare's current needs and plans for future growth. A selection committee was formed with representation from management, end users, physicians and technical experts from Medical Transcription, Radiology, and Information Services. The decision was based upon the scoring of RFP responses, on site demonstrations, and reference calls. The vendor of choice was agreed upon by all members of the selection committee.

See the Results >



The Solution

Scottsdale Healthcare chose Dolbey’s Fusion Voice®, Fusion Text® and Fusion Speech® powered by Nuance’s SpeechMagic™. Utilizing scoring tools based upon the RFP responses and demonstrations, Fusion Voice for dictation and Fusion Text for transcription had the highest average score, and also scored the highest in the majority of categories. In addition, Dolbey was the only vendor who could provide both front-end and back-end speech recognition products, as well as traditional dictation and transcription on the same platform. As stated in the RFP, Scottsdale Healthcare’s desire was to select a vendor whose product could be purchased and owned by Scottsdale Healthcare since owning its own system allowed it to keep control of data. This is an important issue due to the new HIPAA and HITECH rules and liability. As a not-for-profit organization, the option of an ASP model was not a good fit for Scottsdale since the cost would continually rise as SHC grew. Dolbey also offers 24/7 maintenance and minimal scheduled downtime. Jackie Heitzman, Manager, Medical Transcription states, “Dolbey’s RFP response stated clearly what we were buying because they offered one platform. Other vendors had multiple platforms which made the RFP confusing and IT support difficult.”

The Goal for Fusion

The goal for replacing the old dictation and transcription system was to increase compliance with SHC defined turnaround times, meeting industry standard productivity measures, and reduce downtime resulting in increased physician and employee satisfaction. To attain these goals, implementation of a reliable dictation and transcription system met the basic required elements (as defined by SHC) and provided both back-end and front-end speech recognition technology which could be used by both Medical and Radiology Transcription and could be fully implemented in a reasonable time period (6-12 months). Jim Cramer, CIO at Scottsdale Healthcare adds, “It was important that we have a reliable platform to facilitate remote transcription and that the system be easy to support.”

Implementation

The implementation plan for Fusion Text and Fusion Voice was aggressive and challenging as it was scheduled to occur over the winter holiday period. Some of the challenges included:

- Staff training during the holiday period while maintaining turnaround times with the old system
- Switching gears to back-end speech recognition with context adaptation and text editor training
- Transitioning from traditional transcription to text editing

Change is always challenging, but the employees of SHC enthusiastically embraced the new system and productivity took only a slight dip the first week. Jackie Heitzman states, “Because of the degree of difficulties and stress from the previous vendor, Dolbey was like a breath of fresh air - and it worked as designed! Text Editing was a little different due to identifying which MTs would truly benefit from the use of text editing. The Department determined very quickly the key to success was a training module for each MT with a one-on-one follow up sessions.”

Despite these challenges Ms. Heitzman adds, “The product met our expectations and the speed of the implementation went faster than anticipated and moved faster into back-end than expected ... 60 days after initial install. The strength of the context, assistance setting up templates and one-on-one training were also key in making the installation go smoothly. We were able to successfully implement back-end speech during the busiest time of the year.”

“Because of the degree of difficulties and stress from the previous vendor, Dolbey was like a breath of fresh air - and it worked as designed!”

Jackie Heitzman
Manager, Medical Transcription



“It was important that we have a reliable platform to facilitate remote transcription and that the system be easy to support.”

Jim Cramer
CIO

powered by
SpeechMagic™

Fusion in Action

Individual MT gains have reflected an increase in productivity. Although the beginning range started on a low scale, the majority switched to the higher rate after a few short weeks. During the first 120 days of back-end speech recognition implementation, productivity increased an average of 30%, which met SHC’s productivity goals. The first ten text editors reflected an immediate increase in total transcribed minutes by 150 minutes, which equated to a reduction of FTEs by 1.5. Also noteworthy, transcription productivity increased 10% simply due to minimal system downtime.

In addition to the benefits of projected reduction in FTEs and the increase in productivity and improved turnaround time, a reduction in overtime hours is also evident. Productivity is measured daily through the Management Reporting tools and the overtime dollars are tracked on the monthly budget. Tracking of both regular transcription and text edited reports allow the MTs and management to view daily output for comparison of the lines per minute for each. Jackie Heitzman states, “We saw savings based on reduced outsourcing and off-set hiring as a result of cross training which accommodated a 7.7% volume growth. Morale was also improved due to keeping all transcriptionist jobs stable. All the departments were productive with work.”

The obvious change to the working conditions of the transcriptionists is they now have a mixture of work to transcribe. Most SHC transcriptionists prefer to have a mix of text editing and traditional transcription in any given shift. The MT’s biggest challenge has been adapting to context learning functionality and transcribing/editing verbatim. Radiology benefited tremendously from the reduction