



University Health System

SAN ANTONIO, TX

Real-time data, easier reporting for improved financial and operational results

University Health System, a nationally recognized teaching hospital and network of outpatient healthcare centers based in San Antonio, has been leveraging the power of EPSi[™] since 2012 to guide its decision-making as UHS' market and the healthcare industry itself rapidly evolve.

Like health providers of all sizes, UHS strives to deliver the best care at the lowest cost — a growing challenge in an industry where federal and state funding is declining and the industry shifts to more at-risk, value-based payment models. Prior to EPSi, UHS often lacked the timely information it needed to support the strategic decisions necessary to delivering on its nearly 100-year-old service mission.

Tracing its origins back to 1917, University Health System is owned by the people of Bexar County. In partnership with UT Medicine San Antonio, the practice plan of The University of Texas Health Science Center, the award-winning UHS is consistently recognized as a leader in advanced treatment options, new technologies, best practices and clinical research.

“EPSi's ability to have our budgeting and cost accounting data on the same platform and then leverage it through the dashboards has been a real game-changer for us.

Joe Fernandez, Executive Director of Financial Decision Support, University Health System

CLIENT PROFILE:

Academic
medical center

A network of **22** health centers and clinics

716 licensed inpatient beds

Level I trauma center for 22-county area

1 million outpatient encounters

61,510 emergencies annually

28,000 inpatient discharges annually

7,000+ employees

800 resident physicians

\$1.5 billion 2016 operating budget



Knowing how your service lines are performing each day is a 'must' to survive these tight economic times in healthcare.

Bill Phillips, *Chief Information Officer, University Health System*

Because it was formed in particular to care for the indigent population of Bexar County and beyond, UHS has a strong commitment to delivering cost-efficient, high-quality care and outcomes to those in need. But William Phillips, long-time senior vice president and chief information officer, admits that's a growing challenge.

"Every C-suite healthcare executive in the country is focused on improving quality, safety and outcomes. Improving the patient experience. Improving efficiency and access to care," Phillips noted. "How do we give better care to our patients and still cut costs? That's getting really difficult."

Growth, change require more robust, single-platform solution

UHS' business decision support needs reached a tipping point in 2012 as the health system's volumes continued to grow and it prepared to open the new 600-bed Sky Tower. "Our patient population and facilities were expanding plus we had some leadership changes, so the demands for real-time data in easy-to-use dashboards had become mission-critical," said UHS Executive Director of Financial Decision Support Jose ("Joe") Fernandez. "Our leadership wanted to see real-time payroll, labor and productivity reporting, among other metrics...and we couldn't easily do that, if at all."

Fernandez said that "EPSi was chosen because it gives us two essential things — the ability to have our separate budgeting and cost accounting data on a single platform, and being able to provide our board, senior leadership and managers an easy way to drill down to exactly what information they needed. And not from the previous month or quarter, but as of yesterday. That was a game changer for us."

Before EPSi, the only way UHS decision-makers could access data was through a time-consuming process that took old data and distributed it through emails and reports that were time-consuming for Fernandez' staff to build. "It was very different than it is today, where basically with our drill-down capability, we can build a report for anything that's charged or coded. Management at all levels can just log on and view a user-friendly dashboard that meets their specific needs. It's made a huge difference in our productivity, and our financial decisions today are much more timely and supportable."

Removing the staffing guesswork

In the case of labor-related decision-making, EPSi removes the challenge of whether or not to add staff when a department submits a request. "Part of our productivity and financial gains aren't just my staff's time savings in creating reports; it's putting utilization productivity reports in front of leadership. It's definitely increased our awareness of how we need to manage



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and track our labor expense, which can represent more than half of the health system’s operating costs,” Fernandez noted. “Today when a department manager says he or she needs more staff, leadership can drill down by department, by employee and workload. It removes the guesswork and makes it a quantifiable investment decision.”

Service-line reporting critical to smart investments

With UHS’ growing service lines and locations, “EPSi really illustrates which services are growing, which are profitable or not in each location, and which ones where the payer mix may or may not be what we want,” Fernandez noted. “It enables leadership to decide what services they want to continue to grow and invest in. Those are the critical decisions that EPSi reports help our leadership make.”

Preparing for value-based programs and increased risk

That data becomes increasing critical as UHS and other providers enter the world of value-based payment. Fernandez said that there hasn’t been a heavy demand for reporting that will help determine which value-based programs to launch or become affiliated with, but he sees it coming. And quickly.

“We’re actively collecting and are able to report on that kind of data today,” he stated. “The flexibility of the EPSi tool will definitely allow us to generate the reports that will answer those kinds of questions.”

CIO: An extremely powerful tool for survival

Fernandez appreciates the flexibility of the reporting formats available in EPSi, such as the daily profit and loss reports that enable users to sort information by diagnosis code, payer, specialty, or a variety of other fields.

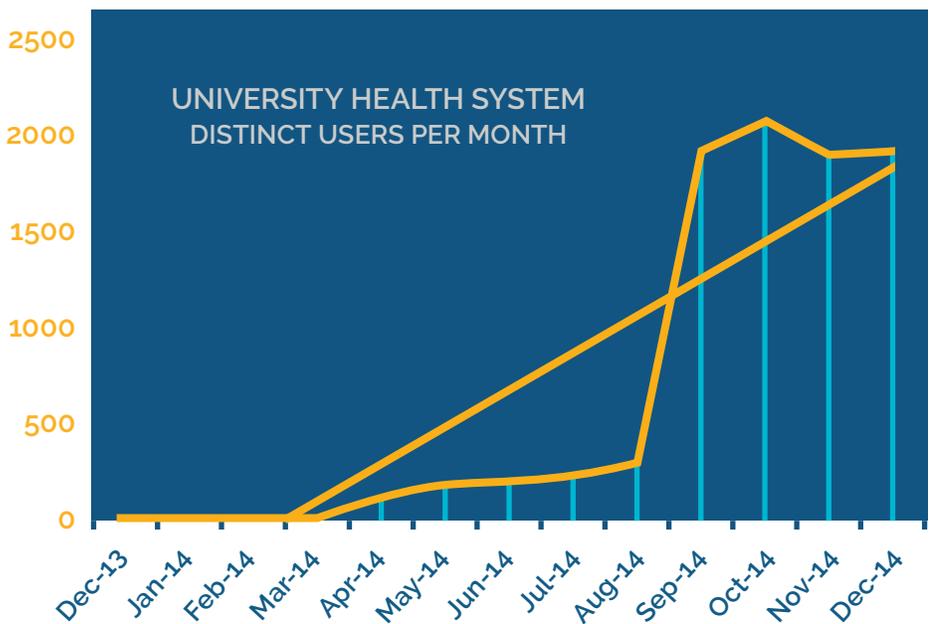
“Whatever you want to look at, it’s there at our fingertips,” Fernandez said. “We’ve designed our dashboards so people can see exactly what they need to see, in no more than three clicks. And we can build and customize the

dashboards in-house versus other solutions where the vendor must be paid to do so. It's more cost-effective, and we can be more agile in meeting the organization's needs."

CIO Phillips agreed with the power and value of EPSi. "Knowing what your service lines are doing, how they're performing each day, is a 'must' to survive these tight economic times in healthcare. EPSi is an extremely powerful tool for our financial picture."

Results: EPSi supports smart growth, quality and awards

- Improved reporting for service-line and labor decisions across multi-site, expanding enterprise
- Real-time data and customizable dashboards improved management strategic decision-making
- Supported reporting to earn millions in federal meaningful use funding
- Already prepared to evaluate and participate in emerging at-risk, value-based payment models
- Nationally ranked a top 50 best hospital for kidney disease and gynecology
- First and only South Texas hospital to achieve Magnet nursing status



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