



Project management makes the difference

Smooth installation of Cardiac Image Management System at Lahey Clinic Medical Center

Who/where

Lahey Clinic Medical Center, a two-site facility with campuses in Burlington and Peabody, Massachusetts.

Challenge

To convert a high-volume, high-level echocardiography department at a tertiary care facility from an analog review and reporting system to a digital system that connects to the center's ordering, results and ADT systems, all with minimal disruption of capability and workflow during the installation process.

Solution

Philips Xcelera cardiovascular image management system installed with Philips Project Management *Success!* methodology that spans the system lifecycle from initial definition of strategic objectives through requirements definition, prototyping, installation, implementation, integration, and support.

When Lahey Clinic Medical Center decided to transition from analog echocardiography review and reporting to a digital information management system, they had several requirements. The system needed to capture a monthly average of 1,125 echocardiograms from two vendors' ultrasound systems, and deliver images, measurements and data to equipment in newly remodeled reading rooms as well as to conference rooms, offices, and physician homes.

The hospital had to provide ports at strategic locations on the floors for downloading of data from mobile units. And the image management system had to interface with the center's other IT systems, including a MEDITECH ADT system and a homegrown ordering and results system. The ease with which all this was accomplished is testament to the value of Philips project management.



Ask Ron Riccioli and Jeanne M. Macdonald about the installation of the Philips Xcelera image management system at Lahey Clinic Medical Center, and one word is repeated often: smooth.

"I know from my experience with other applications that sometimes this type of integration can be difficult," says Riccioli, applications architect of Lahey Clinic Medical Center. "But this was very smooth. It was a great experience. Of course, issues always come up, but when they did, the Philips project manager was able to fix them very quickly."

PHILIPS

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Ron Riccioli
Applications Architect
Lahey Clinic Medical Center



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Macdonald, manager of cardiovascular diagnostic services, agrees. “There was a lot of hype that this was a huge undertaking, so I was quite surprised how smoothly it went,” she says.

The installation had the potential to be difficult. Lahey’s transition to digital technology required changing everything from the way physicians reported to the design of the reading rooms.

“The project involved more than just installing an image management system,” Riccioli points out. “The whole layout of the reading rooms had to be changed. They had to be painted to absorb light. We expanded the size of the workstations to accommodate dual screens, and we had to ensure that we had enough jacks in the room to accommodate all the machines. We also had to make sure that the exam rooms had jacks to download studies. In addition, we put five jacks in key areas throughout the hospital so that images from the mobile systems could be conveniently downloaded into the server.”

A Philips project management team supervised the entire process. The Philips Project Management Success! process begins with infrastructure assessment and planning, which results in a detailed customer focused plan to guide implementation. An experienced implementation team installs, configures, and tests the Xcelera software and all hardware components, and a Philips application consultant delivers workflow consulting to maximize operational efficiencies. In addition, an Xcelera training plan ensures that users can operate the system correctly and efficiently.

“The overall experience of working with Philips was great,” Macdonald says. The people Philips sent when we were getting prepared to go live—as well as those who helped us go live and supported us for the first few days—were superb. We had a strong working relationship, and they kept us up-to-date on what was going on.”



“Amazing” interfacing with other IT systems

Macdonald points out that advance planning contributed to the ease of installation and connection. “We put a lot of time into it on our end,” she says. “It was very important to map out a chunk of time during the week to make the switch from analog to digital. One of the things that we had to recognize was that we would have some downtime, so we looked at our outpatient and inpatient schedules and came up with a downtime plan.”

On the day of the installation, interfacing Xcelera with the other IT systems was trouble-free. “We had a couple of Philips personnel on site, engineers who worked with us to configure the system and get it communicating, and they were really knowledgeable. We configured the ports and were able to transmit messages and test them immediately,” Riccioli says. “It was pretty amazing. Typically there is a lot more work

than that to make the systems talk to each other. It never is so smooth that you can just turn on two sides and they communicate. We didn’t even have to review specifications.”



Jeanne M. Macdonald

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Jeanne M. Macdonald
Manager, Cardiovascular Diagnostic Services
Lahey Clinic Medical Center

Training contributes to ease of transition

Lahey staff took advantage of Philips training to minimize any disruption to department efficiency that sometimes accompanies a change in operations. Several technologists were trained off-site before installation. Once the system was installed, a Philips clinical specialist worked with the technologists for three days.

“The learning curve was smaller than I thought, particularly for the physicians,” Macdonald says. “They were very comfortable reporting right away.

“We thought we would be on tape longer and continue using a transcriptionist, but that wasn’t the case. We just switched everything to digital,” adds Macdonald.

“Overall, the implementation exceeded expectations,” Riccioli adds, then returns to the word that he feels most accurately describes the process. “It was just extremely smooth.”

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