
CASE STUDY

**Speech Understanding to the Rescue:
Riverside Regional Medical Center
Newport News, VA**

M*Modal Fluency for Transcription™



Located in Newport News, Virginia, Riverside Regional Medical Center (RRMC) is a 570-bed facility offering a wide variety of services and technologies, from a Level II Trauma Center to a progressive birthing center. For four years in a row, RRMC has been named to the nation's "Most Wired" list, according to the Most Wired Survey and Benchmarking Study published in *Hospitals & Health Networks* magazine. Hospitals that have achieved this distinction are known to have better outcomes and key quality measures through the use of information technology.

Prior to implementing M*Modal Fluency for Transcription™, Thomas Edwards, RHIA, Riverside's Corporate Hospital Information Management (HIM) director and Privacy Officer, was concerned that the hospital's transcriptionists were not always able to meet their report turnaround time (TAT) goals. To help the staff meet the workload demand, Edwards and several other hospital executives evaluated various transcription solutions, and ultimately selected M*Modal Fluency for Transcription as the first step to gain better control and management of the clinical documentation process. A few months later, the hospital took the next step and began using M*Modal Fluency for Transcription's embedded automated speech recognition (ASR) technology.

According to Edwards, M*Modal Fluency just made sense for RRMC. "We wanted a solution that provided us with management tools that would allow us to easily monitor our entire process and included an integrated speech recognition component," he says. "Additionally, our Transcription Supervisor, Donna Grubbs, and I wanted to bring all our transcription work in-house and move to a pay-by-production compensation system for our medical transcriptionists (MTs)."

It's All in the Plan Execution

Once the decision was made to proceed, the RRMC MTs took to M*Modal Fluency and the new compensation model quickly. After the implementation of Fluency, there was an initial spike in productivity by 30 percent, and this was soon followed with another productivity increase when speech recognition was turned on a few months later. Edwards notes, "Several months after we introduced Fluency and the ASR component, we reviewed the MT compensation and found that our MTs were earning significantly more than they had previously. Additionally, we no longer had to outsource any of our transcription; we were able to handle all work with our existing workforce."

Edwards and Grubbs agree that one of the keys to their success was getting their MTs to "buy into" the new system and to understand how speech recognition works. After the initial adaptation process, when

Riverside Regional Medical Center

The Facility

- 570 Beds
- Level II Trauma Center
- Creates over 10,000 reports/month

The Situation

- Not always able to meet TAT goals
- Believed IT could benefit MTs

The Solution

- M*Modal Fluency for Transcription™
- Automated Speech Recognition (ASR)
- Empower and Incent MTs

“Our partnership with M*Modal has allowed our transcriptionists to almost double the amount of work they can produce. Since 2007, we have decreased our transcription expense by 37 percent and increased the transcription volume by 37.2 percent, with five fewer FTEs.”

Richelle Fleischer, MHP, CPA, Vice President of Revenue Cycle for Riverside Health System.

the software “learns” each speaker’s speech patterns, they were very pleased with the accuracy of the text presented to them and the option to edit reports instead of typing the entire report.

Adaptation requires MT correction of any misrecognized text, so that the software can better understand the speaker each time they use the system. When this is done correctly, the system learns very quickly and the MT compensation increases — a win/win.

Every transcription team member received editing training prior to RRM’s speech recognition go-live date. Grubbs observes, “From the beginning, our game plan was to allow every transcriptionist to either transcribe or edit reports from any of our 20 facilities. Each team member took pride and ownership of the process, and they worked together to rapidly build the best possible physician and speech database for our facilities. By taking the time early on to correct any misrecognized text, each of them reaped the reward with increased productivity that translated into pay increases because of the pay-by-production model we initiated.”

Partnership Produces Results

From past experience, RRM had seen that using the right technology allowed them to meet and exceed their goals, improve their physicians’ productivity and satisfaction, and better support patient care initiatives. Since the medical center partnered with M*Modal, their costs to create and distribute clinical notes and reports have also been significantly reduced.

Richelle Fleischer, MHP, CPA, Vice President of Revenue Cycle for Riverside Health System, is responsible for the efficient operations of the medical center’s entire revenue process, from daily operations to the reimbursement received from third parties. In this role, she regularly captures, analyzes and manages the complex processes and data required to ensure that the medical center appropriately documents, bills and receives payment for the services rendered. According to Fleischer, “Our partnership with M*Modal has allowed our transcriptionists to almost double the amount of work they can produce. Since 2007, we have decreased our transcription expense by 37 percent and increased the transcription volume by 37.2 percent, with five fewer FTEs.”

Results

- ***37% reduction of transcription expense***
- ***37.2% increase in volume with fewer MTs***

Benefits

- ***71% of reports created with ASR***
- ***MT productivity and pay significantly increased***

Today, RRMC averages 10,100 reports each month with their 17 medical transcriptionists/editors for 817 physicians and other caregivers. Since implementing M*Modal Fluency and speech recognition, overall TAT has dropped 89 percent, and over 71 percent of all reports are speech-recognized.

RRMC productivity achievement in one year's time:

ASR Productivity

