

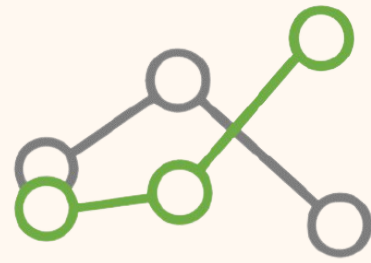


THE COCKPIT, AN ESSENTIAL TOOL FOR OPTIMISING ORGANISATIONS

With its 19 billion euros, the Segur Health will not be enough. Professionals agree that the crisis in hospitals is profound and that an overhaul is necessary. While the question of budgets is central, tools are also being developed to help find ways to improve organisations.

BUSINESS INTELLIGENCE AT THE HEART OF THE DEBATE

Ensuring the quality of care while controlling costs will undoubtedly be one of the ways out of the crisis. In a constrained context where there are few budgetary extensions, the management of health care institutions is a necessary relay. This cockpit is carried out at three levels. Firstly, it allows the use of equipment to be monitored. Rooms, tools, medical devices, etc. This aspect aims to optimise infrastructures. The second point not to be neglected is the human aspect. With a reduced number of staff, it is important to identify who prescribes, who intervenes, and at what time, in order to rethink the flow of services. Finally, financial management defines the costs, gains and profitability and enables situations to be simulated in the event of future developments or changes. At the GHT Centre-Manche, with 2,300 employees, 1,250 beds and a budget of 180 million euros, we don't say otherwise: BI (Business intelligence) is a central axis. The St-Lô support establishment is a relative precursor in this area, with "a management team who grasped very



INTUITUS

Healthcare cockpit



quickly that the information system was an important lever for modernisation", according to the CIO, Francis Breuille. "The hospitals of St-Lô, Coutances and Carentan are highly computerised, with more than 200 applications, generating very heterogeneous databases generating very heterogeneous databases. Even if interoperability allows the circulation of data within applications, it does not meet the challenges of BI. In this flow of information, it's not easy to set up management tools. "DPI, GAM (Patient Administrative Management), GEF (Economic and Financial Management), human resources, each tool produces its own database and we had no other option than produce dashboards by application."

This is why, in 2020, the company Telemis came to Saint-Lô to do a Proof Of Concept. "In three days, thanks to the Intuitus solution, they were able to query several heterogeneous databases to produce the first relevant and expected transversal indicators." Very quickly, the financial department and management control saw the possibility of going further in the management process.

"We act as a decision-making aid", explains Bruno Piscaglia, co-founder and CTO of Telemis. "Our aim is to cross-reference three or even four databases and provide in-depth knowledge of situations." Gwenaëlle Lehoussel, a health executive in the operating theatre, agrees: "Thanks to the dashboards produced, I can evaluate the occupancy time per room, the duration of shifts per surgeon, or even quantify the delays in operations. This allows me to objectify everything that I can observe in a more informal way." With this data, it is then possible to optimise costs, distribute staff better and resolve conflicts. "This is the end of top-down management", says Bruno Piscaglia.

A REVERSE ENGINEERING APPROACH

The tool is deployed in three phases. Firstly, data cleansing. Intuitus connects to the databases and extracts the data. An algorithm analyses the data to produce structuring diagrams. "In Saint-Lô, which uses the Orbis DPI, we produce tables with no less than 67,000 columns," points out the co-founder of Telemis. "Our teams take over from artificial intelligence to identify the large masses and be able to guide ourselves in the databases. We are autonomous because we manage to do this without needing a partnership with the publishers. In this 'reverse engineering' approach," emphasises Hilaire Vellayen, Deputy CIO and project manager, "the idea is to understand how our databases work so that we can control them and make them coherent and usable." Then we have to validate the data with users, both at the macroscopic and microscopic levels. A whole series of tests are carried out to determine whether the information recovered is reliable. "For example, when we check that an intervention is an emergency, we have to make sure that we have the right number of procedures and the right information for each procedure."

And finally, we can move on to the iteration phase. "It never stops. Clients regularly need new indicators, depending on changes in regulations, investments to be made or for new projects." In this phase in particular, collaboration is essential. "Each time we have a new need," reminds Gwenaëlle Lehoussel, "we co-construct the dashboards with Telemis according to our expectations. Each time we have a new need, we co-construct the dashboards with Telemis according to our expectations per site or per department." The challenge here is to simplify the information to make it understandable to everyone. "The figures from Telemis are then used at all levels," explains Francis Breuille. "The surgeon determines how best to use his time slots in the operating room, the head of department has a vision of the activity of his teams, the head of the division can find guidelines for all surgeries combined and the chairman of the CME will thus have a transverse vision."



Bruno Piscaglia
Co-founder and CTO
of Telemis



Francis Breuille
CIO of the GHT Centre
Manche



Hilaire Vellayen
CIO Deputy and Project
Manager



Gwenaëlle Lehoussel
Health executive

AN "À LA CARTE" SERVICE

In Saint-Lô, satisfaction is required. "Especially as the economic model of this tool is adapted to our financial capacities," explains Francis Breuille. To benefit from Intuitus's dashboards, the establishment pays a fixed price for each module chosen. "Then, it's an 'open-bar' formula", according to the CIO. It is then possible to obtain all the dashboards required, depending on the needs. At present, the tool is deployed on two particular modules, namely the block and consultations.



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