



## Case Study

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# WORKING OUT OF OFFICE OVER HALF THE TIME: INJURY CARE RESEARCH

After implementing CRIO's eSource and CTMS systems, Injury Care Research became a truly remote work-enabled site, where coordinators and investigators can be maximally productive without always being in the office. A time study revealed that 60% of total employee time is spent outside the core facility.

## Remote work-enabled site

Injury Care Research is a site in Boise, ID that does pain and family medicine research. Owned and operated by Jill Heinz and Dr. Richard Radnovich, the site draws on Dr. Radnovich's patient population at his affiliated private practice.

For years, Jill has dreamed of a technology solution that would enable true site-wide remote collaboration. She used Dropbox for common site workflows, and implemented a CTMS and eREG solution, but could not find a satisfactory eSource solution – until she came across Clinical Research IO.

"I really liked the system. It was built exactly the way I would have built it," said Jill. After she moved forward with the system, Injury Care became a fully remote work-enabled site.

Recently, Jill and her staff did a time analysis and determined that only 39% of the work is now being done in the core office – which would not be possible without the technology backbone she has in place.

## Off-site procedures

Injury Care frequently does studies that require sending patients to another facility for specialized procedures, where data would need to be collected contemporaneously. Historically, the site's coordinators would visit the facility with paper templates in hand.

"We had to print out source binders and bring them with us in cars," said Bridget, one of the coordinators. This was extremely inefficient and a bit frightening since the source binders could get lost. "One time I forgot to bring the right template, so at the site I had to call up the template on my laptop. But there was no printer access, so I literally had to record the data on sticky notes while reading from a laptop."

With CRIO, staff can visit without printing or carrying paper templates. “Now, I can just bring a tablet over and call up the procedure,” said Bridget.

Better yet, the CRIO system could enable the facility’s local technicians to complete source using CRIO. “With CRIO, I can entrust the on-site staff to do source since it makes it super easy to complete. If there’s a problem or a question, I could look up the source from home and know what’s going on,” said Jill. She is in process of implementing this new workflow model at one of her upcoming studies.

### **% of Time Spent in Different Locations**

	Hrs/Wk	Core	Satellite	Travel	Home
<i>Principal Investigator</i>	15	50%	25%	10%	15%
<i>Manager</i>	50	30%	20%	20%	30%
<i>Coordinator 1</i>	30	30%	20%	0%	50%
<i>Coordinator 2</i>	40	60%	20%	0%	20%
<i>Billing</i>	10	10%	0%	0%	90%
<i>Weighted Average</i>		<b>39%</b>	19%	8%	34%

### **Work from travel/home**

As the Owner and Director of her site, Jill spends a considerable amount of her time doing business development and community affairs. Dr. Radnovich also has other commitments, including a clinical instruction position at a university and an advisory role at another medical company. Both travel for investigator meetings and conferences.

It isn’t just the firm’s principals that need remote access; it’s the entire staff.

Injury Care Research has a flex model where employees have discretion to set their own schedules. The clinic’s official hours are 9 to 5, and as long as those hours are maintained, and employees coordinate their time off in

advance, employees may craft unique schedules, including work from home. Every 2 weeks, staff submits their timesheets, describing their work hours and what they did.

“A lot of sites would not want to do this,” said Jill, “but here’s the thing: I know if an employee’s output matches their input. What I want to do is hire people with a high degree of initiative, who can operate independently. This gives them flexibility they wouldn’t have at other companies and really helps with employee satisfaction and low turnover.”

All three of the site’s coordinators take advantage of the flex policy. Two are parents or caretakers of young children, and one is a Millennial pursuing school part-time. Several other staff members are part-time contractors, some of whom work almost entirely off-site – for example, the invoicing person and the accountant.

## Why remote access is more productive

Remote access gives Injury Care much greater flexibility to respond rapidly to tasks and inquiries. “In research, a lot of things pop up, and some of them can be urgent,” said Jill. For instance, a patient may call after-hours to report an AE; a sponsor may want an urgent review of a document; or a deadline for invoice submission may be approaching.

With remote technology, employees can complete tasks in the moment, rather than batching them for completion the next time they’re in the office.

Jill gives a perfect example. “The other day our accountant had a question for me about a procedure for an invoice we needed to send out. Without CRIO, I would have had to make a note of the question, then resolve it the next time I was in the office. But as soon as I walk in, I get bombarded with requests and may not get to it. One day could become one week, and one week two weeks, and it doesn’t get done. With CRIO, we logged in together and figured out what we needed to do. She got the invoice out right then and there.”

## Site expansion

Recently, the site decided to do research at a new location that would allow them to tap into a different patient population. Now, coordinators won’t have to carry binders back and forth, or work on only one site’s studies at a time. In the first few years of the site, this flexibility will be especially important, since it will take time for the revenue to scale to the point where it supports dedicated on-site staff.

“With CRIO, we literally can do research anywhere in the Boise market,” said Jill. The technology opens up many new opportunities that she is just now starting to explore.

## Conclusion

“The backbone of a good research operation is its team,” said Jill. “Employees are becoming more tech savvy and desiring of flexible work arrangements, and CRIO’s technology allows me to build and retain the strongest performers. By enabling remote work, it lays the foundation for long-term growth.”

## ABOUT THE PROFILE



*Jill has worked in the research industry for over 17 years and has been involved with numerous clinical research studies, ranging from those funded by the National Cancer Institute, to Investigator Initiated, to Private Industry. She is a Certified Clinical Research Coordinator and Certified Research Contracts Professional. She has a bachelor's degree in Biology and Chemistry and obtained her Master of Health Science from Boise State University. Her favorite task is still meeting with research subjects and overseeing the coordination of clinical trials.*