



CITRUS MEMORIAL HEALTH SYSTEM

Outsourced Document Imaging Solution from IOD Successfully Tackles Common HIM Problem

Onsite Service Reduces Costs, Increases Record Availability and Improves Turnaround Time

Provider Profile:

- 198-bed acute care hospital
- 11,200 admissions per year
- 38,200 emergency visits per year
- 166,370 outpatients per year

Results:

- 37% reduction in annual costs
- 73% improvement in turnaround time
- Enhanced reporting and accountability
- Faster record retrieval and completion

Background:

Citrus Memorial Health System is a non-profit health network providing acute care inpatient, emergency and home care services to residents of West Central Florida.

Like most provider organizations, Citrus Memorial's health information management (HIM) department is a critical component of the revenue cycle and the central hub of patient information sharing between all hospital departments. HIM also consumes a considerable amount of expensive physical space. The department is first-line defense for patient privacy and a trusted custodian of the legal medical records; whether they are paper, electronic, or a combination of both.

Challenge:

Because HIM is such an important part of revenue cycle, information sharing and patient privacy, the organization engaged Kelly McLendon, RHIA, a well-respected, industry expert to identify areas for quality improvement and provide a non-biased, outside perspective on overall HIM functions. McLendon evaluated all aspects of the HIM department — including its current image capture process for medical record documents within the McKesson® Horizon Patient Folder (HPF) application.

The consultant recommended a second look by IOD, a Wisconsin-based provider of HIM outsourcing solutions, including document imaging technology and services, to solidify findings and conduct a deeper analysis of the image capture process. IOD's analysis revealed several inefficiencies in the process and opportunities for improvement:

- Staffing levels
- Departmental expenses
- Timeliness of chart scanning
- Error correction workflow and processes
- Chart analysis, completion and record retrieval inefficiencies

Solution:

Because many challenges were identified and Citrus Memorial had a shortage of HIM resources to tackle them, the consultant recommended a completely outsourced document imaging solution. The onsite service offering had four major goals:

- Enhance efficiency and accuracy
- Reduce turnaround time (TAT)
- Reduce departmental expenses
- Expand reporting capabilities

“IOD offered very competitive pricing and such a positive, high-quality reputation for document imaging they quickly became the obvious choice for our organization.”

Debra Weller, RHIA, Director,
Health Information Management





Citrus Memorial Health System

Results:

Citrus evaluated several vendors and once again turned to IOD. The company immediately began working with all the involved departments and quickly transitioned Citrus Memorial from in-house document scanning to completely outsourced imaging services. Project teams worked closely together and IOD was in full operation, on-site, within six weeks.

Reduced Costs: Staffing Costs, Capital Expenses and Supplies

Staffing levels were immediately impacted and departmental costs reduced. IOD freed 18 hospital FTE's to perform other HIM functions or be reassigned. The partnership also reduced capital costs as IOD owns and maintains all hardware and scanning equipment. Finally, IOD purchases all operating offices supplies, eliminating another expense burden.

The ultimate results were seen in the overall cost reduction. The institution's annual cost for image capture fell from \$470,000 to \$296,000.

Improved Quality: Fewer Errors, Better Productivity and Dramatically Reduced TAT

Document TAT was reduced from 48 hours to an average of 17 hours for inpatient records and six hours for emergency department charts, easily meeting or exceeding the TAT goals. TAT was further reduced over time and currently averages 13 hours for inpatient charts and three hours for emergency records.

Scanning mistakes decreased with the use of IOD's on-site services and more efficient, accurate imaging procedures have resulted in faster record retrieval times, fewer missing charts and expedited physician record completion within HPF.

Most importantly for Debra Weller, RHIA, Director of HIM, more than eight types of detailed productivity reports were instantly available at any time and from any location — a management must-have that was virtually non-existent prior to implementing IOD.

"We were able to significantly reduce our departmental costs, expedite physician chart completion and decrease turnaround time for document scanning by over 73 percent."

Debra Weller, RHIA, Director,
Health Information Management

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