

# Case Study



## At a Glance

### Organization

- Centra  
Lynchburg, Va.
- Three hospitals (two at time of conversion)
  - Three nursing homes
  - Home health and hospice
  - 24 remote facilities
  - 350,000 inpatient visits
  - 75,000 ED visits

### Solution Spotlight

- AcuDose-Rx®
- EC2000™
- Horizon Admin-Rx™
- Horizon Business Insight™
- Horizon Expert Documentation™
- Horizon Meds Manager™
- Horizon Patient Folder™
- Horizon<sup>WP</sup> Physician Portal
- Horizon Radiology Manager™
- Pathways Contract Management™
- STAR 2000™

### Critical Issues

- Sunset of existing financial and clinical mainframe
- Clinical quality and patient safety
- Financial performance
- Operational efficiency

### Results

- Implemented 24 integrated clinical and financial systems
- Improved medication documentation speed by 78%
- Accelerated ED X-ray turnaround times by 75%
- Reduced net A/R days by 28.5 days, or 35.3%
- Reduced denials by more than \$2 million and increased revenue by \$55.1 million
- Improved physician completion of chart deficiencies by 39%



## Centra

### Transforms Clinical, Financial and Operational Performance in a Flash

Centra was at a crossroads. Faced with the sunset of its core mainframe, the healthcare system needed an information technology transformation to continue its mission of “Excellent Care... Every Time.” Centra partnered with McKesson to design, build, test and implement 24 new applications to integrate financial and clinical processes. The rapid transformation was completed in a “flash”— on time and under budget. The result was improved patient safety and operational efficiency — and more than a \$55 million improvement in gross revenue.

### Challenge

Located in Lynchburg, Va., Centra had 20 different vendors providing applications at its hospitals, creating inefficiencies, unnecessary overhead and less than optimal financial performance. When the Centra executives learned of the impending sunset of its core financial and clinical mainframe, they sought a trusted partner.

“We were committed to finding a partner that would share our vision for technology, rather than niche or best-of-breed vendors focused only on departmental processes and functions,” explains Peggy Pollard, director, Clinical Informatics, Centra. “If you truly want best practice, reduced length of stay and improved patient outcomes, you must have an integrated solution across the continuum.”

### Answers

Centra formed a dedicated clinical and financial informatics team comprised of its “best and brightest.” After a two-year search, the team selected McKesson as its IT partner because of the depth and breadth of its products and the integration between financial and clinical applications.

The group established a Program Management Office to oversee and manage departmental operations and program implementation. Weekly meetings kept the projects on track and reduced risk, while also outlining clearly defined escalation processes.

Centra and McKesson also tackled significant process redesign — from charge capture, radiology workflow, registration and medical record procedures to a complete pharmacy and medication administration redesign. All processes and system enhancements were reviewed from an organizational vs. departmental perspective. The data was compiled prior to finalizing system design, allowing Centra to deploy the systems based on improved processes and best practices.

“Our goal was to leverage the best of all applications by designing, building and testing all the clinical and business processes together,” explains Ben Clark, chief information officer.

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**“By migrating our system to a largely digital approach, patient information is more readily available to the care team, the care process is accelerated, and we’ve created a safer environment.”**

**George Dawson**

*Chief Executive Officer*

*Centra*

To ensure a successful go-live, Centra contracted with McKesson for nearly all end-user training. Ten training rooms were filled for 10 weeks to train 4,500 users. This arrangement allowed internal project resources to stay focused on integrated testing.

## Results

One single day and at one moment in time, Centra executed a “flash conversion” that brought 24 McKesson applications live simultaneously in two hospitals and at 24 remote sites. The applications supported 4,500 users and had interfaces to 30 downstream systems. Notably, the conversion was completed on time and under budget.

Patient safety has improved through the use of bar-code scanning technology by 1,100 nurses. Centra has also seen a 78% improvement in medication documentation and pharmacy workflow. ED X-ray turnaround times improved by 75% and saved the organization more than \$116,000 annually.

“Nurses and other caregivers have come to understand the power of what technology can bring to the practice,” says Pollard.

Financially, the enhanced functionality brought by STAR 2000™, the hospital information

system from McKesson, improved processes within patient accounting. Net A/R days decreased by 28.5 days, or 35.3%, and denials decreased by more than \$2 million, or 51.6%. And by embedding ancillary charge capture into the clinical workflow, Centra increased gross revenue by \$55.1 million, a 9.5% increase over the year prior to go-live.

Operationally, the document imaging solution enabled electronic signature and remote chart completion, improving physician chart deficiencies by 39% within three months of implementation. And McKesson’s analytics tool provides managers with easy online access to charge reports, data and scorecards to better manage departmental and organizational performance.

“Our journey has not just been about automating processes as they previously existed, but also improving them and using that data to analyze and improve how we give care,” says George Dawson, Centra’s chief executive officer. “By migrating our system to a largely digital approach, patient information is more readily available to the care team, the care process is accelerated, and we’ve created a safer environment.”

**McKesson Provider Technologies**

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