

At a Glance

Organization

Covenant Health
Knoxville, Tenn.

- Five acute-care hospitals
 - Methodist Medical Center of Oak Ridge
 - Fort Sanders Regional Medical Center
 - Parkwest Medical Center
 - Fort Loudoun Medical Center
 - Fort Sanders Sevier Medical Center

Solution Spotlight

- Horizon Surgical Manager
- STAR Patient Accounting

Critical Issues

- Productivity hindered by lack of standardization
- Lack of integration between surgery and other departments
- Inefficient scheduling processes
- Large variances between actual and scheduled case time
- High room turnover rate

Results

- Standardized OR information system and processes
- Increased OR volume, adding \$1.5 million in annual revenue
- Accommodated more surgeons without adding staff
- Boosted staff productivity
- Improved resource utilization

Covenant Health

Improves OR Productivity and Profitability with Horizon Surgical Manager

Covenant Health, a comprehensive health system with five acute-care hospitals in eastern Tennessee, wanted to ensure its caregivers worked in unison. With disparate processes impeding operational improvements, Covenant Health implemented an integrated surgery solution from McKesson. The decision not only improved communication but also increased revenue and improved OR (operating room) capacity and throughput.

Challenges

Striving to consolidate processes, Covenant standardized master files but found its facilities still operated independently. Covenant needed consistency in its surgery suites, its most profitable department. Variances in OR turnover rates, scheduling accuracy and staff cost per case affected Covenant's productivity and revenue potential. Additionally, different OR information systems existed across the enterprise. Covenant needed a solution that would streamline processes and optimize productivity.

Answers

To improve data integration, Covenant Health upgraded all facilities to the Horizon Surgical Manager™ system. All of Covenant's acute-care facilities now work cohesively.

Horizon Surgical Manager integrates with Covenant's registration, patient accounting, clinical nursing documentation and materials management systems, sharing data longitudinally across the continuum of care. "The patient doesn't have to repeatedly answer the same questions," explains Rhonda Crabtree, Covenant's Information Technology Business Consultant.

"Before the patient finishes interop, the preoperative record is available for viewing. Clinicians in post-op, PACU and on the floor can access the OR record via Horizon Clinicals® and the Horizon^{W/P} Physician Portal."

Crabtree notes that the integration of Horizon Surgical Manager with McKesson's STAR Patient Accounting system allows the billing process to begin immediately. "Physician offices can go online, view the record and begin billing on the day of surgery, instead of waiting three days for paperwork."

Results

Covenant quickly realized improvements across the enterprise, most notably at Methodist Medical Center. Previously an efficient ORSOS One-Call™ customer, Methodist tightly scheduled cases, overbooking by 10 minutes per case on average. With Horizon Surgical Manager, that variance is less than one minute.

Case Study

“Horizon Surgical Manager is better than anything we could have imagined. . . . Now we can accommodate more physicians without having to add staff.”

Rhonda Crabtree
*Information Technology
Business Consultant
Covenant Health*

“Horizon Surgical Manager is better than anything we could have imagined,” relays Crabtree. “We can block time more accurately and drive our productivity up. Now we can accommodate more physicians without having to add staff.”

She adds, “Methodist can potentially schedule several additional surgical cases per day, which contributes to a \$1.5 million increase in annual revenue.”

Covenant soon began to analyze average staff cost per case at each facility, tracking significant variances. “We use this data to ensure the proper skill mix is available while bringing more predictability to the cost and profitability of each case,” Crabtree explains.

Using Horizon Surgical Manager, Covenant measures the average time a patient spends in each phase of care. “We can tell if patients are spending too much time in the post anesthesia care unit (PACU), which can produce a bottleneck that ripples throughout the surgical suite,” reports Crabtree. “We can anticipate and correct problems.”

With Horizon Surgical Manager, Covenant analyzes turnover time by quarter, month, room or doctor, as well as by case type or procedure. “A high turnover time for open-heart cases makes sense, but some

offset times needed adjustment to improve efficiency,” she says.

Covenant is particularly pleased with the system’s preference card management tool, which automatically recommends items to be added or removed based on actual usage.

“I’ve never seen a system with an out-of-the-box tool that’s this robust as far as making predictive changes,” says Crabtree. “The accuracy is really pretty amazing.” Covenant uses Horizon Surgical Manager to track inventory, record supply use and forecast future needs.

The Patient Tracking module of Horizon Surgical Manager communicates case, patient and room status, as well as staff roles and locations. “Clinicians can see if the next patient is in holding yet,” reports Crabtree. “If a patient hasn’t shown up at the hospital, they can quickly reorder cases. It’s especially effective for add-on patients because it shows when lab work is complete.”

Patient Tracking also eases waiting room anxiety by displaying the patient’s progress on large-scale monitors for the family to follow.

“Now everyone is truly working together,” she says. “And we’ve only scratched the surface of what Horizon Surgical Manager will do. It’s an extremely powerful system.”

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