

AT A GLANCE

■ ORGANIZATION

- St. Vincent's Hospital*
- Birmingham, Ala.*
- 338 beds*

■ SOLUTION SPOTLIGHT

- Pathways Healthcare Scheduling*
- Horizon Surgical Manager*
- Horizon Business Insight*
- Horizon Expert Documentation*

■ CRITICAL ISSUES

- Low patient satisfaction scores*
- A need to ensure patient safety*
- Tight financial margins in surgical services*
- Limited surgical throughput*
- High supply chain costs*

■ RESULTS

- Improved patient satisfaction scores by more than 13 percent*
- Prevented wrong-site surgery incidents*
- Increased annual gross revenues from surgery by 40 percent*
- Improved surgical throughput by 15 percent*
- Eliminated more than \$150,000 in unneeded inventory*

Profile

St. Vincent's Hospital, the oldest hospital in Birmingham, Ala., is a not-for-profit hospital that has been dedicated to the betterment of health in Birmingham for more than a century. As a member of Ascension Health, St. Vincent's is charged with responding to the health system's Call to Action: to improve clinical excellence and safety; create innovative, patient-centered healing environments; and expand access to care for the uninsured and underserved. With cost pressures rising, the hospital also recognized that it had to increase its profit margins to maintain financial stability.

Challenge

St. Vincent's faced several challenges in the surgical services area. First, bottlenecks and delays in surgery inconvenienced patients, leading to lower than acceptable scores on the hospital's Press-Gainey surveys. Second, while St. Vincent's safety record was in the upper percentile, hospital executives recognized the need for a process to ensure that medication and wrong-site surgery errors did not occur. Third, caregivers lacked access to timely, accurate and actionable information, which slowed procedures and had a negative effect on OR throughput and revenue. Finally, the hospital continuously stocked a number of OR inventory items that were underutilized and occupying valuable space.

Answers

St. Vincent's executives turned to information technology for answers. The hospital formed a multidisciplinary team to conduct a thorough selection process that emphasized the need for systems that would quickly and easily integrate with the hospital's clinical data repository, which already contained several years of patient information.

The team selected and implemented McKesson's Pathways Healthcare Scheduling™, Horizon Surgical Manager™, Horizon Expert Documentation™ and Horizon Business Insight™ solutions to form an unbroken continuum of patient care technology that stretched from scheduling to the recovery room. More importantly, the St. Vincent's team found that these solutions easily integrated with other McKesson and non-McKesson products.

"McKesson products help me run my OR like a CEO by allowing me to look at data from all aspects of my business — materials, physicians and patients," says Sherry Wininger, director, Surgery.

For example, information on surgery patients is routed from Pathways Healthcare Scheduling to Horizon Surgical Manager, enabling clinicians to perform real-time perioperative charting at the point of care. Because patient information flows seamlessly into other systems, St. Vincent's personnel can track anesthesiologists' assignments in real time. Product integration with the hospital's existing ADT and point-of-care applications improves surgical workflow by providing a legible, up-to-date and reliable perioperative record. St. Vincent's also has an interface to the surgical information system's new anesthesia documentation application, giving the hospital a complete patient electronic record from scheduling through discharge.

Tim Stettheimer, chief information officer, says the power of integration sets McKesson's solutions apart. "Together, Pathways Healthcare Scheduling and Horizon Business Insight are powerful tools that accelerated our efforts to hit our revenue goals while addressing the challenges we faced in the OR,"

CASE STUDY

ST. VINCENT'S HOSPITAL • SURGICAL SERVICES

"McKesson products help me run my OR like a CEO by allowing me to look at data from all aspects of my business — materials, physicians and patients."

Sherry Winger
Director, Surgery

Stettheimer says. "Pathways Healthcare Scheduling enables much greater efficiencies in scheduling and related processes, which are continually improved through the use of Horizon Business Insight scorecards that identify physicians, staff or procedures most likely to cause schedule delays."

Results

St. Vincent's use of integrated technology solutions helped the hospital turn its challenges into opportunities for success. Gross revenues from surgery rose from \$50.7 million to \$72.5 million in three years — an increase of more than 40 percent. By optimizing scheduling efficiency and OR utilization, St. Vincent's was able to boost its surgical case load from 60 to 80 cases per day without adding capacity. St. Vincent's also increased the total number of annual surgeries from 13,216 to 15,225 in three years — a 15 percent throughput improvement.

Through a Horizon Surgical Manager inventory analysis, St. Vincent's immediately identified \$150,000 of OR inventory that did not need to be continuously stocked.

Although incidents of wrong-site surgery were uncommon before St. Vincent's implemented Horizon Surgical Manager, no such incidents have been reported since the system went live.

Finally, St. Vincent's improved its Press-Gainey average percentile values in ambulatory surgery by eight points — a 13 percent increase.

Stettheimer and Winger credit this success to the performance of a highly trained and well-qualified staff of clinicians who were able to take full advantage of McKesson's integrated technology solutions and support services. ■

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