

Case Study: Jameson Health System

New Castle, Pennsylvania



“We see 3M’s document management solution as our legal record. It’s our first step towards a true EMR, and we plan to use it as the central point for interfacing additional software and systems when the time is right.”

—Jamie McDonough, HIM director, Jameson Health System

The 3M advantage

- \$684,000 in savings
- Increased physician satisfaction
- Improved compliance
- Reduced record deficiencies
- And more ... see details inside

3M products used by Jameson Health System

- **3M™ ChartScan™ Software**
- **3M™ ChartView™ Software**
- **3M™ Patient Financial Services (PFS) Document Management Software**
- **3M™ ChartQ™ Software**
- **3M™ RAAS DL™**
- **3M™ ChartScript™ Software**
- **3M™ ClinTrac™ product suite**
- **3M™ ChartFact™/ChartLocator™ Software**

Snapshot: Jameson Health System

Services: Jameson Health System serves New Castle and surrounding Lawrence County, Pa., from the North and South campuses of Jameson Memorial Hospital. Additional satellite facilities include a personal care facility, traditional nursing home, a physical rehabilitation center, three community health centers, a cancer center, and a cardiac care center. With more than 250 beds, Jameson Memorial Hospital is a full-service acute care facility offering a full continuum of health and human services. The organization employs approximately 1,400 full- and part-time employees and is the largest employer in Lawrence County.

Challenge: Jameson Health System is transitioning to an electronic medical record to improve access to patient information for care providers, improve compliance with HIPAA regulations and legal record requirements, and replace inefficient and costly paper-based processes.

3M solution: 3M ChartScan for electronic document imaging and online forms management with its patented scanning and quality control process; 3M PFS Document Management for patient accounting document capture; and 3M ChartView for facility-wide access to patient records, transcribed reports, scanned images and imported data/documents.



Proven results

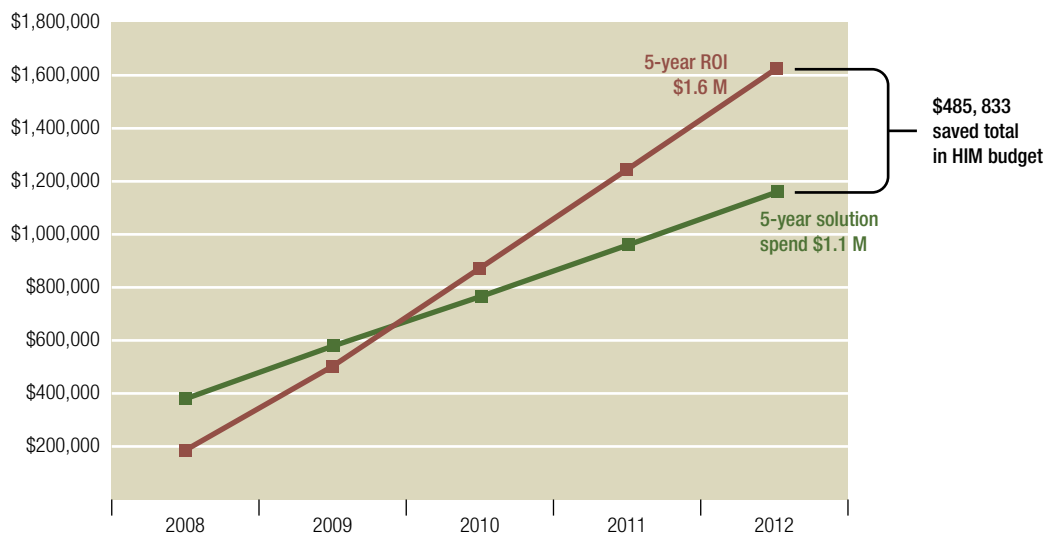
- Projected savings of \$684,000 over the next five years for paper-related expenses
- Increased physician satisfaction and responsiveness with immediate, simultaneous access to records both onsite and offsite
- Eliminated a medical records night shift, an on-call shift, and reassigned staff; annual FTE savings across the entire organization totaled \$43,000, with an additional \$581,000 projected over the next four years
- Lowered record deficiency rate to one percent
- Electronic record has enabled improved compliance with HIPAA regulations and legal record requirements
- Reduced release of information turnaround time from 44 days to six days, resulting in improved patient satisfaction and a projected revenue increase of \$88,000 over the next four years

The challenge

Two years ago, Jameson Health System was struggling to manage massive amounts of paper. Nurses had to reserve an hour each day just to assemble and label charts for newly admitted patients. Hundreds of forms existed throughout the hospital, printed at great expense, but frequently out of date or missing. With only one official paper chart for each patient, staff had to transport records all over the institution, making the whereabouts of the chart a constant question. Physicians were growing more frustrated as time-consuming and inefficient paper-based processes were distracting from primary patient care duties.

In the health information management (HIM) department, process backlogs were frequent since work often had to be set aside in order to help medical staff locate charts or to answer record requests from other departments. But perhaps most disconcerting to HIM director Jamie McDonough was the low morale of her staff, summed up by one employee who confessed that she “dreaded coming to work.”

One of the biggest challenges for Jameson Health System was that process change and technology updates were long overdue. “As an organization, we kept trying to make the paper-based system work,” says McDonough, who was hired to help bring about much-needed change. “No wonder there was frustration. It had reached a point where a complete overhaul was required.”



In addition to cost savings, Jameson is projecting an \$88,000 increase in revenue over the next four years as a result of reducing in-house release of information turnaround time.

The solution

With a mission to improve physician access to patient data and streamline workflow across the entire organization, the hospital took the better part of a year to research both the issues and potential solutions. “We knew best practices, but we needed to see what was going to work for Jameson,” says McDonough.

Ultimately, the organization chose 3M™ ChartScan™ Software and 3M™ ChartView™ Software, among other 3M document management and dictation and transcription applications, because they offered real-time access to patient records, online forms management, and seamless integration with other 3M software and third-party systems. “3M really understands the HIM environment and their software had features that many HIS system vendors didn’t offer,” McDonough notes.

“Some of our physicians and nurses didn’t have a lot of computer experience.

The 3M software was by far the easiest to navigate.

Its usability actually helped staff learn more quickly.”

—Maria Bocian, project manager, Jameson Health System

During the selection process, one of the things project manager Maria Bocian liked best was the software’s ease of use. “Some of our physicians and nurses didn’t have a lot of computer experience,” says Bocian. “The 3M software was by far the easiest to navigate. Its usability actually helped the staff learn more quickly.”

Another factor that drove decision-making was 3M’s integrated forms management and barcoding solution with automatic indexing that identifies the patient, visit and document type, page number and orientation. Forms are now printed as needed on all patient care floors, saving time for nurses and making forms redesign and updating a simple process.

Physicians were among the key user groups McDonough had to think about. “We were having a lot of problems with our deficiency rate,” she recalls, “and we also knew that our physicians were time-challenged, and that made them resistant to learning a new process. But once they saw the system and how much time it saved, they were very receptive.”

With immediate online access to patient records from anywhere on the Jameson campus or from a remote location, physicians can now view patient records and sign off on documents as soon as they are transcribed or scanned. As a result, record deficiency rates have fallen from 18 percent to one percent in a matter of months.

Online access to patient information has also improved billing and collection processes. The patient financial services team no longer depends on the HIM department to track down information contained in the paper chart. Instead, staff members access the electronic chart, making it possible to respond to payer requests immediately for a positive impact on Jameson’s revenue cycle. The turnaround time for release of information has also improved, from a high of 44 days down to an average of six days.

Tracking records electronically has enabled better compliance with HIPAA regulations and legal record requirements. “We see 3M’s document management solution as our legal record,” says McDonough. “It’s our first step towards a true EMR, and we plan to use it as the central point for interfacing additional software and systems when the time is right.”

The results

Both McDonough and Bocian agree that the return on investment has been substantial, with the hospital saving \$72,000 on forms and paper-based supplies in the first year. In addition, Jameson Hospital has been able to reduce staff by two FTEs, eliminating the need for an inpatient coder and allowing a release-of-information clerk to take on other duties.

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Jameson Health System

A part-time position in patient financial services has also been eliminated and registration clerical hours have been reduced. Online access to records has made it possible for the HIM department to discontinue a medical records night shift and an on-call shift, and has led the organization to begin planning for implementation of remote coding to achieve additional time and cost savings.

Other departments have also realized significant gains, including pharmacy, where the use of barcoded forms has replaced manual entry of patient account numbers on prescriptions, a time savings estimated at \$36,000 a year. In all, the hospital predicts total savings of more than \$1.6 million within five years.

While the implementation of the 3M documentation management solution has had a quantifiable impact on Jameson Health System, there's a qualitative impact too. "The success of this project is the satisfaction of our end-users," reports McDonough. "Some of our physicians and nurses were hesitant at first, but now they want to use the system to its full capability. They are very proactive in letting us know what information they want to access online."

And HIM department morale? "Sometimes the most important results are the things that can't be seen on a spreadsheet," says McDonough. "Our staff is more productive, and we spend less time resolving issues due to departmental backlogs. It also means we have more time to focus on accuracy, quality and efficiency within our HIM department. In fact, our staff retention is the highest it has ever been."

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