

Customer Profile

Medical and Practice Management



Citizens Memorial Healthcare Bolivar, Missouri

Vital Statistics

Name:	Citizens Memorial Healthcare
Location:	Bolivar, Missouri
Hospital Size:	76 beds
Practices:	16
Care Region:	9 counties in southwest Missouri
Tax Status:	Not-for-profit
LSS Go-Lives:	Practice Management - June 2003 Electronic Health Record - March 2005

Small Organization, Big Results

Citizens Memorial Healthcare (CMH) is one of the best-known small, rural hospitals in the nation, and a quick look at their recent accolades shows why: In 2005 CMH became the first rural hospital to win the prestigious Davies Award from the Healthcare Information and Management Systems Society (HIMSS) for effective use of information technology; in 2008 they became just the ninth hospital in the nation at the time to achieve Stage 6 on the HIMSS Analytics EMR Adoption Model; and in 2010 they reached the vaunted Stage 7, joining an elite group of “paperless” organizations using electronic health records in advanced ways to improve communications and patient care. Citizens achieved this remarkable success through strong executive leadership, thoughtful planning, sound execution and the hard work of an engaged and dedicated staff. They have also selected, implemented and adopted healthcare information technology from proven industry leaders, including MEDITECH and LSS Data Systems.

Selection Criteria

When Citizens Memorial Healthcare installed Medical and Practice Management from LSS in 2003, they had four distinct goals:

- Better serve their patient population by offering a truly integrated care approach across their diverse enterprise
- Improve clinical efficiency by providing clinicians with access to patient information from anywhere across the continuum
- Increase the efficiency and quality of documentation
- Prevent medical errors with a CPOE system containing clinical decision support

“We chose LSS mainly because of the integration we’d seen in the company’s practice management products,” says Citizens CIO Denni McColm. “At that time, all of the EHR products in the market were very new, but we were confident we’d get the same kind of integration with the clinical application that we saw in the financial ones.”

Executive Summary

Citizens Memorial Healthcare is a fully integrated, nationally recognized healthcare system that proves that smaller, rural organizations can be just as technologically advanced as their larger, urban counterparts. CMH began their MEDITECH implementation in 2001, adding the LSS practice management solution in 2003 and MPM in 2005. Following their aggressive adoption of healthcare IT they’ve been widely recognized as a technology leader, winning the HIMSS Davies award in 2005, achieving Stage 6 and Stage 7 EMR recognition from HIMSS analytics, and appearing in Wired magazine more than a half dozen times,

CMH has grown tremendously in the past two decades — not only physically as a hospital, but also in the number of services offered. Today, the state-of-the-art system employs more than 1,500 individual in nine counties.

Looking back at the decision, McColm says it has paid off.

“Integration has tremendously improved communication at our organization. We have achieved a system whereby a patient can enter anywhere into the continuum of care and have a personal identity that is maintained across the continuum, and providers have access to easy-to-use, timely, accurate, and complete information from any location.”

This vision of a fully integrated record across inpatient, outpatient, emergency department and clinic settings is what led Citizens to select MEDITECH for their HCIS and LSS’s MPM for their physician practices. But even with a clear vision and executive support, Project Infocare (their name for their move toward fully electronic patient records) was implemented remarkably quickly and effectively.

Recalling their implementation, LSS Client Services Director Jay Dering observes that CMH staff demonstrated a rare level of leadership, organization and execution.

“From the top down, it was clear that this is an organization that was committed, engaged and motivated,” says Dering. “They were always thinking a few steps ahead.”

Financial Benefits

In the period surrounding their implementation, Citizens carefully monitored data related to revenue, income and expenses for the period 12 months before and 12 months after go live. The results were impressive: A significant and measurable increase in revenue and net income per visit, along with a decrease in expense per visit.

“The increase in revenue per visit and decrease in expense per visit directly correlates with work output,” says McColm. “Our physicians were happy to see positive results in productivity within the first 12 months after go live.”

McColm reports that her organization experienced a rise in new patient revenue of 23%. Part of this impressive increase she attributes to improved documentation, which has enabled more accurate (and typically higher) code levels while facilitating a high level of patient care. Another factor has been a streamlined billing and collections process that has improved the organization’s receivables.

“MPM has had a substantial impact on AR days for Citizens, which have dropped from the upper 80s to less than 50 days since its installation,” says McColm.

More accurate coding plus timelier collections produced a positive and rapid return on investment.

Note: For specific data please request the CMH ROI study.

Clinical Benefits

Beyond the financial and administrative efficiencies they’ve experienced, MPM’s tight integration with their MEDITECH HCIS has also yielded clinical benefits for CMH.

“Our clinicians believe the integration has increased efficiency by providing more services to our patients,” says McColm. “For instance, a patient schedules an appointment for an MRI at the hospital. Days later, the MRI is performed at the hospital and the data automatically flows to the physician’s list, who can view the report and look at the image.”

Moreover, says McColm, access to the right information at the right time leads to higher quality decisions and outcomes, one of the organization’s prime objectives.

The Future

What impresses so many about Citizens approach to the use of healthcare IT is the ability of this small, rural organization to continuously launch innovative new projects and initiatives. Building off of their success rolling out the LSS Patient Portal in 2009 and 2010, CMH has been expanding patient access to their health information by securely connecting their EHR to Google Health. Patients can now access personal health information through the LSS Patient Portal, as well as sign up to send data to Google Health,

including medications, labs, procedures, allergies and conditions.

Now McColm and her staff have their mark set on Meaningful Use. She expects CMH physicians to be among the first to demonstrate Meaningful Use of their certified EHR products and capitalize on reimbursement incentives. McColm has set an aggressive goal of May 31 for MU certification on the acute care side, and will target their practices shortly after, including rural health clinics. She wants all qualified physicians certified by the end of 2011.

As if this weren’t enough, McColm says CMH has an ambitious list of new projects in the works, including extending their telemedicine solution to connect their rural health system EKGs to their PACs system, and a home sleep program that will enable patients to perform initial screenings at home and upload data via the Internet into their sleep study system.

Once again, McColm and her colleagues have proven that technological sophistication is not solely the province of large urban health systems.

LSS is proud to be a technology partner to Citizens Memorial Healthcare.

“It’s the ease of the system implementation, increased standardization, more fluid work processes, and overall integration which really keep us motivated and looking forward to the future.”

Denni McColm
Chief Information Officer
Citizens Memorial Healthcare