

Springhill Medical Center



Outcomes

- 43% reduction in patients with ventilator-associated pneumonia
- 47% reduction in average patient fall rate
- 70% improvement in pressure ulcer incidence
- 40% decrease in mean ED wait time
- 70% increase in Press Ganey* patient-satisfaction scores

Achieving Measurable Performance Improvements through an Integrated Enterprise

“Our benefits with Eclipsys aren’t just anecdotal. We’ve seen measurable bottom-line performance improvement: Reduced errors, better efficiencies, higher patient satisfaction, faster throughput, fewer duplicate tests.”

Jeff St. Clair
President and Chief Executive Officer

Executive Summary

Challenges

Like many healthcare providers today, Springhill Medical Center operates on a thin margin. Competition for patients and physicians is high while reimbursement is often low. This already challenging situation is becoming more so as the Centers for Medicare & Medicaid Services (CMS) rolls out more core measures, non-reimbursement conditions and pay-for-performance requirements. To survive, Springhill knew that it needed the ability to introduce new protocols and modify clinical practices quickly. But Springhill knew it needed much more when its disconnected, siloed systems went down unexpectedly, creating unpredictable budgeting issues and draining IT resources.

Solutions

Springhill outsourced its IT operations to Eclipsys. Immediately, the outsourcing group stabilized the hospital’s IT system and prevented unplanned downtimes. Springhill now can use IT strategically to address changing regulations and demands for transparency.

To elevate quality and increase efficiency across the organization, Springhill implemented enterprise clinical and revenue cycle solutions from Eclipsys. The ability to share information easily between units and disciplines, coupled with a single, customizable EMR, has enabled Springhill to improve key performance indicators such as satisfaction, patient turnaround times and days in accounts receivable.

Outcomes

Through a combination of outsourcing services and enterprise solutions, Springhill Medical Center has reduced such hospital-acquired conditions as ventilator-associated pneumonia (VAP), patient falls and pressure ulcers, improving quality and reimbursement at the same time. Significant improvements in the emergency department and business office have improved patient satisfaction, billing and charge capture.



Springhill Medical Center, Mobile, AL

About Springhill Medical Center

A comprehensive medical-surgical hospital, Springhill Medical Center offers a complete range of acute and outpatient care to the residents of Mobile and the greater Southwest Alabama region. Springhill Medical Center has established a reputation as a leader in using technology to provide current, easily accessible information to its clinicians so its patients receive consistently high-quality care.

* Press Ganey Associates Inc. performs satisfaction surveys of hospital services. Clients receive quarterly reports of quantitative data that can be compared to state, national and benchmark norms.

Background

Extreme Reimbursement Environment

Located in Mobile, AL, Springhill Medical Center faces extreme reimbursement challenges — challenges worsened by a rapid growth in the number of CMS reimbursement requirements. The low wage index means providers receive only three-quarters of the Medicare reimbursement that other states receive. As a private, solely owned facility, Springhill is ineligible for foundation, government or PAC funding, and must be extremely cautious about its investments and operational efficiency.

Technology Instability

Disconnected IT systems added additional pressure. With a combination of best-of-breed and home-grown systems, the organization found it impossible to anticipate needs, manage upgrades and control its budget. Sharing data between systems required constant maintenance and workarounds. Because the IT team was always putting out fires, the hospital could not use IT as a strategic tool to tackle its other challenges.

Unhappy Patients

As result of its unpredictable, unstable IT systems, Springhill's clinical teams, particularly in the ED, struggled to treat patients within a reasonable timeframe. The hospital's Press Ganey* scores showed satisfaction was in the 17th percentile, with the average time from presentation to discharge at six hours.

Financial Outcomes

By integrating its revenue cycle and clinical solutions, Springhill can better capture and monitor clinical data, which has improved billing and charge capture.

Outsourcing Reduces Downtime, Improves Revenue

Springhill made a strategic decision to outsource all IT operations to Eclipsys. Eliminating unplanned downtime and improving processes helped Springhill decrease accounts receivable 13 percent.

Integrated Clinical and Financial Data

In the business office, Springhill recently went live with Eclipsys revenue cycle solutions and has already reduced accounts receivable days by 10. Now, business office staff can catch errors that would delay reimbursement. "We now have all financial registration data attached to the patient record, which increases our speed and productivity while ensuring data isn't lost," *Beckie Crawford*, vice president of finance, stated. "Overall, we have more control over our revenue cycle."

"Having all patient data integrated with our revenue cycle helps us manage the payment cycle. We are more proactive and can check things such as diagnosis documentation early in the cycle. This really helps us decrease denials and increase billing accuracy."

Beckie Crawford
Vice President of Finance

“Clinicians are communicating more effectively and medication errors have decreased now that our pharmacy is integrated with the rest of the hospital.”

Paul Read, MSN, RN
Chief Nursing Executive

Operational Outcomes

By improving operational efficiencies across the enterprise, Springhill raised satisfaction among its key constituents.

Staff Satisfaction

Anyone in healthcare will tell you that an HIT system is only as good as the people who use it. With Eclipsys solutions, Springhill has raised staff satisfaction 124 percent while changing processes both within and across key departments.

Patient Satisfaction

In the ED, time from presentation to discharge is under three hours — less than half the national average. Even during the 2008 flu season, when Springhill treated 30 more patients per day than normal, the ED managed to keep its average wait time at 2.9 hours. Overall throughput has increased 25 percent, which enables faster patient treatment, increased efficiency and better resource utilization.

“Due to our increased efficiency in the ED and our ability to provide more seamless care, our Press Ganey satisfaction scores increased from 17% to 90% after just three months.”

Jeff St. Clair
President and Chief Executive Officer

Clinical Outcomes

The Springhill team leverages Eclipsys enterprise clinical solutions to improve quality, safety and performance on core measures by preventing such conditions as falls, ventilator-associated pneumonia and pressure ulcers.

Critical care

- 43% reduction in patients with ventilator-associated pneumonia
- 53% reduction in ventilator re-intubations
- Reduced patient ventilator days in intensive care unit from seven days to 6.5 days

Acute care

- 47% reduction in average patient fall rate
- 70% improvement in pressure ulcer incidence
- 82% decrease in catheter-acquired urinary tract infections

Emergency care

- 40% decrease in mean ED wait time
- 15% increase in the number of patients seen per day by physicians
- 70% increase in Press Ganey patient satisfaction scores

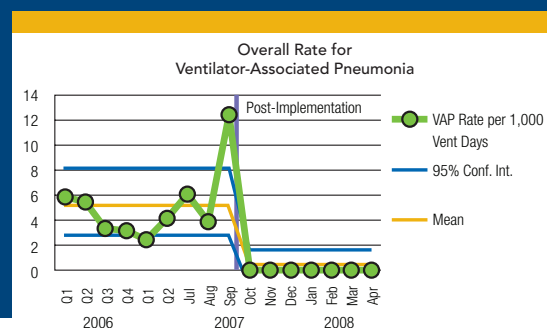
Reduced medication errors

Within months of integrating pharmacy with its enterprise clinical systems, Springhill improved its

medication outcomes. “We’ve reduced errors and increased compliance with several Joint Commission core measures,” Read stated. These core-measure improvements include verification of ED medications, turnaround times and antibiotics orders.

Long-term process improvements

“Eclipsys helped us expose weaknesses in our processes and then find opportunities for far-reaching improvements,” Read noted. For instance, the organization customized its Eclipsys clinical solution to monitor and treat patients on ventilators more effectively. Using order sets and flowsheet assessments, Springhill incorporated proven best practices into its clinical workflows. Since then, the rate of ventilator-associated pneumonia dropped to zero and stayed there for several consecutive months. “Eclipsys doesn’t just apply technology to our processes, it helps us make changes for the better.”



Springhill Medical Center built a “ventilator bundle” into its Eclipsys clinical system and maintained zero cases of VAP for seven consecutive months. ($p < .001$)

Why Eclipsys?

Strategic Approach

With Eclipsys, Springhill can use IT strategically to tackle healthcare challenges such as evolving core measures and non-reimbursed hospital-acquired conditions. "With Eclipsys, my biggest headache became the feather in my cap," *Jeff St. Clair*, president and chief executive officer, said. "I'm excited about what we can do with IT rather than dreading hearing about another IT problem. The same people who used to spend their days building work-arounds are now solving real healthcare problems."

Agility in a Changing World

As Springhill evolves and identifies more areas for improvement, Eclipsys will help the organization facilitate strategic changes. "We are a for-profit hospital, so we don't take capital expenses lightly. We need to make wise decisions. Eclipsys was a great choice because the solutions change with us. As we add new service lines and grow and change processes, this system responds. It won't become a dinosaur," noted *Paul Read*, chief nursing executive.

*"Eclipsys doesn't just apply technology to our processes,
it helps us make changes for the better."*

Paul Read
Chief Nursing Executive

**Real Challenges. Real Solutions.
Real Outcomes.**

About Eclipsys

Eclipsys is a leading provider of advanced integrated clinical, revenue cycle, and performance management software, clinical content and professional services that help healthcare organizations improve clinical, financial, operational and client satisfaction outcomes.

Improved Outcomes

Eclipsys delivers more than just software. We work closely with our clients to incorporate a **speed to value approach** that has been refined through hundreds of successful implementations. From process reengineering to reliable technology infrastructures, our services help solve organizational and business challenges so providers can focus on healthcare. Through a combination of Eclipsys software, services and proven outcomes methodology, Eclipsys clients consistently achieve measurably superior outcomes.

For More Information

To learn more about Eclipsys, and our solutions, contact your Eclipsys representative, email us at info@eclipsys.com or visit our web site at www.eclipsys.com.