

## Michigan Visiting Nurses Eliminates Documentation and Financial Bottlenecks

### At a Glance

#### Organization

Michigan Visiting Nurses,  
Ann Arbor, Mich.

- 80,000 annual visits
- Six offices serving 13 counties

#### Solution Spotlight

- Horizon Homecare Advanced Clinicals
- Horizon Homecare Agency Management System

#### Critical Issues

- Improve physician order signature turnaround time
- Achieve document submission timeliness
- Reduce accounts receivable

#### Results

- Average order turnaround decreased from 14.8 to 6.7 days
- Point-of-care clinicians completed documentation in 25% less time
- Average time to complete documentation for RAP submission dropped 22%
- Days to submit a final claim to Medicare decreased from 82 to 30
- Cash on hand increased over \$1 million
- A/R decreased \$887,000
- A/R days outstanding decreased from 92 to 56.2
- Number of days revenue is in accounts receivable dropped from 84.3 to 48.5

#### Profile

Michigan Visiting Nurses (MVN) is the state's largest, independent nonprofit home health care and hospice agency. With six offices serving 13 counties, the agency annually logs 80,000 visits, plus Private Duty and Wellness services. Driven by its mission to provide the highest quality in-home healthcare, MVN launched a five-year project to implement a fully electronic medical record (EMR). The project's first phase called for improving efficiency — from patient care and outcomes to financial processes.

#### Challenges

Kathleen Gold, president of MVN, says the organization's document turnaround time was its primary business issue. Orders were not in the record within the agency's designated time frame. It continually missed the lock-date time frame mandated by the Centers for Medicare and Medicaid Services for OASIS documentation, and outstanding accounts receivable averaged more than 95 days. "It was really impacting our cash flow and documentation regulatory compliance," explains Gold.

#### Answers

To Gold and staff, the first step toward a completely automated EMR was to streamline documentation and eliminate financial

bottlenecks. MVN already had a strong partner in McKesson, which provides the Horizon Homecare™ Agency Management System, an integrated, single database application for office and clinical, personnel scheduling, point of care, revenue cycle management, operational analysis and supply management.

"McKesson and the Horizon Homecare Agency Management system played a key role in meeting our objectives," says Kim Jacobson, director of Information Systems. She cites the system's flexibility as a key factor in the organization's decision to even consider such an innovative improvement. "The system's use of standards such as Microsoft® servers and Microsoft SQL, combined with a well-documented database design, made it easy to retrieve and import data from external systems."

Due to this success, MVN chose Horizon Homecare Advanced Clinicals point-of-care (POC) functionality, which allowed documentation to quickly flow from the field to the office with improved accuracy. "The point-of-care system validated clinical items when the clinician entered them," says Jacobson. This helped the organization eliminate the inevitable follow-up to make corrections and potentially increase OASIS lock-date errors. "Interim orders," Jacobson adds, "flew through the system

# Case Study

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**Kathleen Gold**  
*President, MVN*

when created initially in the Horizon Homecare Advanced Clinicals system because they did not require additional entry of a short but difficult to read document."

Once the clinician completed and signed an order with Horizon Homecare's electronic verification of authorship, the order went immediately into a queue for electronic transmission to the hospital. The result: most orders were signed, returned and added to the paper record within 2.5 days.

The flexibility of the Horizon Homecare Advanced Clinicals system allows MVN to create customized assessments to collect additional information the agency requires. The system's Clinical Explorer functionality provides a framework to review clinical documents before the physician receives them. "The system gave us a more prospective review of the medical record at specified time points, rather than waiting until the record was audited or discharged," says Gold. This greatly improved the accuracy of documentation and reduced financial bottlenecks due to rejected forms.

The Horizon Homecare system's customization tools, like Clinical Forms Editor, enabled MVN to create agency-specific forms to be transmitted to the Care Web™, its sister-hospital's electronic

patient record system, for physician signature.

MVN now uses custom reports that allow the organization to mine data from the Horizon Homecare database. Monthly clinical "report cards" give the clinicians a score based on the documents processed within the OASIS-mandated lock time frame, as well as a case weight average with a comparison to the Fazzi benchmarks. A trended report of timeliness by care team and clinician gives the clinical management team valuable information to monitor progress toward the agency's goals. Order tracking and timeliness reports replace the old paper tickler file.

## Results

MVN fully automated the entire physician order process — electronic transmission from the point of care to the physician signature and back again. Orders and discharge summaries available online in the hospital's EMR, as well as to point-of-care clinicians and office staff, improved efficiency.

"This solution was a winner for all departments involved — from simplifying our existing process to increasing physician satisfaction and signature turnaround time," says Gold. "Horizon Homecare Advanced Clinicals also reduced the physician order department's labor expense and increased cash flow."

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PRT246-08/06

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