



\$1m
Savings in records management costs
over five years

On a Mission

Healthcare Provider Streamlines Records Management Processes to Support its Mission



One of the nation's most highly rated health systems is focused on serving the needs of individuals and communities. Its holistic approach to healthcare focuses on efficiently managing each patient's data, delivering quality service and treating patients with respect and dignity. The healthcare provider supports its mission via 200 sites and several hospitals that offer inpatient and outpatient services. The organization continually searches for ways to further its goals by improving technology, particularly regarding medical records management. For the latter, the health system teamed with Canon Business Process Services to meet two significant challenges: implement best practices for retaining information, and launch a new system for digitizing and storing records.

THE CHALLENGE

The healthcare provider's initial need was to remedy costly and inefficient records management practices. Hospitals within the provider's network had disparate recordkeeping practices lacking uniform, enterprise-wide policies and procedures to guide employees on how medical records should be monitored, distributed, retained, stored and disposed. This situation resulted in inconsistent retention schedules and information being kept beyond legal requirements, raising storage costs. The ineffective practices involved not only medical records but also operational and administrative documents spanning materials management, billing, payroll, accounts payable and accounts receivable.

The disadvantages of the current system became obvious when the supply management department called attention to the extremely high rates the organization was paying in off-site storage costs for over 250,000 cartons containing documents. More importantly, however, was how to ensure that each patient's information was accessible, enabling medical staff to provide accurate, efficient care.

The provider selected Canon Business Process Services to help it create and implement a two-phase plan. This nomination

was based on Canon's ability to provide consulting and assessment capabilities as well as implementation services—including a highly-skilled records management expert located on-site—all within one managed services contract. In phase one, Canon would oversee the disposal of eligible off-site patient records and help finalize a system-wide records retention plan. Phase two would consist of leveraging Canon's document imaging expertise to launch a centralized records management environment, the heart of which would be a digital imaging center where documents are scanned, indexed and stored in an electronic content management system. The goal of the new digitized workflow and processes is to help the healthcare provider virtually eliminate physical storage except for records that are required to be maintained in hardcopy format.

THE SOLUTION

Canon faced an immediate challenge in meeting the healthcare provider's off-site records disposal needs. The provider had prepaid the off-site storage company for the destruction of 60,000 cartons of records by year end. The problem: six months had elapsed and only 15,000 cartons had been destroyed. The healthcare provider was in jeopardy of losing a signifi-

ificant value of its prepayment. Canon absorbed management of the program and instituted plans and processes for getting the job done quickly and proficiently. As a result, the balance of 45,000 cartons was destroyed by the end of the year, meeting the healthcare network's expectations and yielding an estimated savings of \$158,000 annually.

To help offset the cost of the document disposal program, Canon guided the implementation and management of a project focused on reclaiming the silver in numerous X-ray images that had accumulated over many years. The cash value of the reclaimed silver is expected to total over \$2.1 million.

Simultaneously, while managing the off-site records disposal and silver reclamation initiatives, Canon and its client finalized the strategy for stage two, which comprises three key initiatives. First, Canon will relocate the remaining cartons of documents from the off-site vendor's location to storage at a site owned by the healthcare provider. This includes transitioning over 17,000 linear feet of off-site open shelf records storage to more a more efficient and cost-effective on-site box storage system. The move will yield estimated cost savings of over \$265,000 annually.

Second, Canon will support the healthcare network's records management policies and procedures by mapping each division's workflow and data needs. This includes identifying requirements that can be merged or must be treated as standalone and reinforcing the benchmarks with appropriate technology and best practices for more compliant recordkeeping. As with all of its initiatives, Canon will include employee education and training.

Third, Canon is building an on-site digital records management environment designed to virtually eliminate dependence on paper records. The imaging center and its associated digital workflows, processes and records management best practices will enable the healthcare provider to better comply with industry regulations and support its commitment to provide the finest quality patient care. The imaging center is where decisions will be made concerning documents that can be digitally converted and records that must be maintained in hardcopy format. Currently in construction, the imaging center will be housed in the same location in which the physical records are stored for tighter security and control of extraneous versions and copies.

While there is still work to be done, the healthcare provider's vice president of supply chain and clinical resource management notes that the organization has come a long way during the past two years toward realizing its vision of a more advanced records management function. "We are pleased that our program with Canon has already seen a significant return on investment," he states. "While the records disposal effort is saving thousands of dollars storage costs, the overall program is on track to reduce our costs by over \$1 million over five years. Just as important, improved information governance processes will help ensure compliance, mitigate risk and support our mission of providing the finest healthcare services to the communities we serve."

The Results

BEFORE

- + Disparate recordkeeping practices. No uniform policies, procedures or records retention schedule.
- + Over reliance on paper records
- + Inability to ensure litigation preparedness and compliance with industry regulations
- + Inefficient records disposal and other recordkeeping practices resulting in high costs

AFTER

- + Client is now leveraging Canon's consulting experience, assessment capabilities, employee training expertise and implementation services including a skilled records manager located on-site.
- + Canon assisted with designing an on-site digital records management center conceived to virtually eliminate dependence on paper records.
- + Imaging center and associated digital workflows, processes and information governance best practices supplied by Canon ensure compliance, mitigate risk and support the client's commitment to provide top-quality healthcare.
- + Completed disposal of stored records yielding an estimated savings of \$158,000 annually.
- + Canon's X-ray silver reclamation initiative resulted in cash value savings of over \$2 million.
- + Overall program projected to reduce records management spend by over \$1 million within five years.

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Canon Business Process Services, a wholly owned subsidiary of Canon U.S.A., offers managed services and technology for information and document management, business process outsourcing and specialty workforce services. We help clients improve operational performance while reducing cost and risk. Canon Business Process Services has been named a Global Outsourcing 100 Leader by IAOP for the past eleven years and recognized in the Gartner Magic Quadrant for Managed Print and Content Services for five consecutive years. We have also been acknowledged by CIOReview magazine as a "20 Most Promising Legal Technology Solution Provider." Learn more at cbps.canon.com and follow us on Twitter @CanonBPO.