



Organizational Intelligence[®] CASE STUDY

THE ORGANIZATION:

Evangelical Community Hospital, Lewisburg, PA

THE CHALLENGE:

Arm managers and directors with real time financial and operational information to make informed decisions.

THE SOLUTION:

Selected and deployed OI business intelligence and decision support software, to provide management with financial and operational reporting, analysis and planning tools.

THE RESULTS:

An improved and more efficient budget process, a centralized and credible single source of management information, improved and timelier variance communication, and distributed accountability produced a new dynamic for management.

Evangelical Community Hospital Invests in Business Intelligence Software for Improved Financial Success

Evangelical Community Hospital (ECH) located in Lewisburg, Pennsylvania has long been a supporter of the people and businesses in the heart of Central Pennsylvania. Established in 1926 by three physicians and community supporters, ECH has a very diverse history and rural appeal while still featuring business and healthcare facilities using the latest advances in science and technology. In addition to its mission and service as a not-for-profit healthcare provider, ECH has become an important economic presence in the state's Susquehanna Valley region, providing employment to more than 1,200 area residents. The hospital also spends approximately millions of dollars annually to purchase goods and services from local vendors and beyond.

Challenge

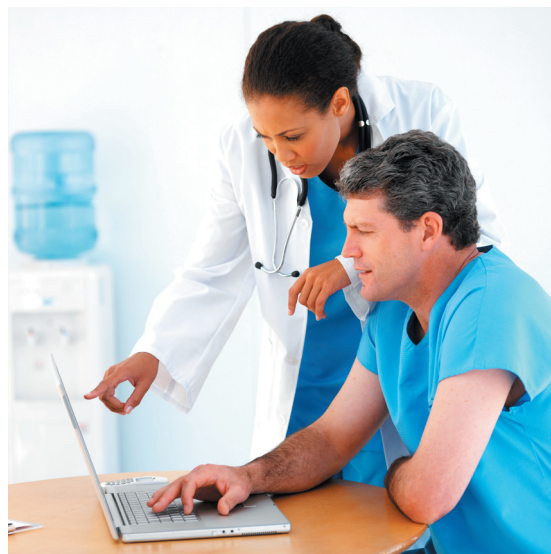
Though taking care of patients is ECH's main goal, staying financially strong helps it achieve that goal. Although the hospital was established more than eight decades ago, the average age of plant and equipment ranks ECH in the top hospitals across the country. However, ECH was looking for a system with an enterprise-wide design that would provide managers and directors with prospective financial and operational information to guide daily decisions.

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Solution

ECH used the Healthcare Information and Management Systems Society's (HIMSS) 2006 annual conference to research the decision support market. The hospital's Vice President and CIO, Scott Peterson, wanted a system where all of the hospital's data was in one place. After researching multiple products and the methodology associated with each of them, Peterson and other management executives at ECH chose Portland, Oregon-based Organizational Intelligence (OI).

OI specializes in technically advanced business intelligence and decision support software designed to provide hospital executives and department management with a single desktop source for their financial and operational reporting, analysis and planning needs. The OI solution is a fully integrated suite of applications comprised of modules designed to work together or in functional subsets. The modular architecture allows clients to acquire the functionality which meets current needs, budget and implementation preferences and allows clients to add functionality over time if desired.



“Support is outstanding!”

— Dale Moyer, IT Director,
Evangelical Community Hospital

“The staff at Organizational Intelligence has extensive working knowledge in the decision support field and understands how hospitals function,” explained Peterson. “They took this knowledge and experience and created a product superior to any out there in the decision support arena.”

Though OI is smaller than some of its competitors, the company recognizes the strategic importance of providing management teams with reporting, planning, analysis tools and data visualization which enable users to effectively manage limited resources. According to Peterson, “OI wasn’t one of the largest vendors we looked at, but their product included new dynamics to reinvent the decision support systems that were out there and made one substantially better.”

Results

Once ECH chose to implement the OI solution, members of the ECH staff pulled existing data and data feeds from its multiple systems to fit into the single OI system and its modules. The implementation was a team effort, with staff from the IT, finance, accounting and training departments putting together educational materials to train the hospital's directors and management staff.

"The implementation wasn't labor intensive for our IT staff," remarked Peterson. "We had the typical challenges with implementations such as making sure our directors and managers had tools for the new information they were given to analyze and being able to change from the old, operational procedures to the new ones that OI brought to the table."

"We're only three modules into a multi-module system, so the centralization of the data is just starting to occur - the more our data is centralized, the more the return will really pay off," added Christine Martin, Vice President and CFO for ECH. "Before implementing OI, our managers had to put data variances into multiple e-mails and paper trails, so they had much less direction on what data on which to focus. OI gave us a competitive edge through the ability to take a large amount of data and turn it into manageable knowledge for our directors and managers. "

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— **Scott Peterson**, Vice President/CIO,
Evangelical Community Hospital

One of the first modules ECH introduced to its staff was OI's financial module, through which the hospital implemented house-wide monthly variance reporting. The most recent module, the budget module, allows ECH to tailor data feeds, and was tailored specifically by OI to the hospital's needs.

"The budget module has allowed our accounting staff to use hours they previously spent on a much larger workload to the analysis of data from one main source, which has been a significant improvement," explained Martin. "The OI system allows us to look at various rollups not previously available by department and slice and dice that data, which we weren't able to do before the implementation."

“With the OI system, everybody at ECH is looking at the same set of data,” commented Peterson. “Our directors and managers are now looking at the same data that goes to their V.P.’s, so there’s never a question of having the correct information. The payroll and labor reports are immediately available for the directors to focus on and analyze for their specific departments, which provides them a huge time savings. The OI solution gives our staff the ability to track variances by manager, so those managers can go through and analyze their variances and provide a statement that provides knowledge as to why a specific variance occurred.”



According to Peterson, the return on ECH’s investment in OI has come in many different areas, including the change from a manual distribution of data to the whole staff examining and analyzing the same data at the same time, an increased focus on the accountability of the data through monthly financial statements and the analysis of budgeted numbers to actual numbers.

“The hospital’s monthly financial information is being distributed in a more timely manner through OI, there is more real time data in the system and our department directors have it online and ready,” added Martin. “Each of us now has greater accountability for meeting and exceeding our budget goals. OI has already played a part in turning around ECH’s financial situation.”

“Of all the initiatives we have underway, and they are numerous, I am convinced that OI will be the one that leads to the most significant bottom line improvements over the long run.”

— **Christine Martin**, CFO,
Evangelical Community Hospital

Peterson agrees. “OI modifies anything on the system we ask them to, and we are extremely pleased with the people and products from the company. OI has been the linchpin to improving the efficiencies of our hospital’s financial operations.”



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