



Columbia Memorial Hospital Steps into a New Era of Financial Management With Organizational Intelligence Decision Support

KEY POINTS

- Columbia Memorial Hospital's status as an independent organization makes its financial health especially critical.



- The hospital's previous financial management tools were adequate but not aligned with recent initiatives.



- Organizational Intelligence's next-generation decision support was chosen after a detailed RFP process.



- Columbia Memorial now enjoys the benefits of customized financial management insights that extend even to the clinical level.

Columbia Memorial Hospital (CMH) is more than just a healthcare hub in Oregon.

Over nearly 150 years of serving the North Coast and Lower Columbia regions of the state, the hospital has evolved into a pillar of the community, providing Level IV trauma services and a women's center, as well as a primary and urgent care clinic in Warrenton. CMH's unique academic-rural partnership facilitates advanced cardiology and cancer care in addition to the pediatric telemedicine services provided to its care community.

None of this would be possible without CMH leadership's laser focus on financial health and efficiency. That's why, when the organization started experiencing performance issues with their budgeting software, they knew it was time to take a new approach.

FAVORITE Oi FEATURES

- Online project management
- One-hour-turnaround phone support
- Weekly webinars

CMH's Proud Reputation as a Financially Stable Institution

Financial health is important to any hospital, but at Columbia Memorial, it's central to their position in the Astoria community. Unlike so many other hospitals around the country, CMH functions independently, meaning there's no one to back them up if they ever end up in a difficult financial situation. Their leadership takes it as their responsibility to prepare and stay prepared.

They've refined that preparation into a long-term strategy focused on growth and financial stability, ultimately aiming to increase the hospital's footprint in their surrounding areas. Progress toward this goal has been especially apparent in the last year, during which they've brought on a new CFO, Zach Schmitt, and launched a capital campaign to fund a \$5 million endowment. But rounding things out also required taking a new look at their decision support systems

A NEW ERA OF FINANCIAL MANAGEMENT

CMH has always been proactive in their financial management but hospital leadership knew their organization was still missing out on its full potential. The hospital's reliance on Excel and another solution that wasn't measuring up to leadership's high standards left them falling short on potential results. They were having performance issues and ultimately decided they needed more structure to achieve their financial management goals.

At the staff level, the slow performance was leaving finance team members frustrated. They were losing interest in using the system and running out of patience. Leadership also recognized the increased risk of manual error and noticed a drain on manpower from maintaining under-optimized systems.

Columbia Memorial decided that investment in next-generation decision support offered a great opportunity to couple financial information with clinical and to make substantial strides in doing service line analysis.



AN EVOLVING PARTNERSHIP

CMH leadership is happy to have found an agile, flexible partner willing to work to understand their issues and collaborate with them to create customized solutions.

For example, in several instances, CMH management has approached OI with data that fell outside the scope of the initial project. OI worked with their developers to bring in the necessary de-identified patient demographic and charge files. The result is an interface that allows team members to build reports from any table they need. They're now able to pull metrics straight from patient demographics and charges — a capability CMH did not previously have.

Currently, Columbia team members, from VPs to analysts and the entire finance team, are using Organizational Intelligence's tools and providing positive feedback. They're saving time and making consistent use of OI's online project management, weekly webinars, and one-hour-turnaround phone support.

A STEP FORWARD WITH OI HEALTH

Columbia leadership had heard of Organizational Intelligence (OI), but after an RFP and scoring evaluation that included weighted criteria like performance and minimum requirements, as well as an on-site product demo, they decided OI would be the best fit for their needs.

The implementation, which was estimated to require 90 days, was actually completed in 70, a fact that stood out to CMH leadership, especially in comparison to potential alternatives. According to Randy McClelland, director of strategic initiatives, "We felt that if we'd gone with OI's competitor, we wouldn't even be starting by now."

As recommended for most of OI's clients, CMH kicked things off with foundational modules including:

- **Financial Performance**
- **Labor Productivity**
- **Capital Planning**

These modules were complemented with **Operational Budgeting**, laying the foundation of the one source of truth that sets data free and opens the door to anyone at Columbia Memorial, regardless of technical ability, to build flexible, productive reports.

"We have more plans down the road to engage end users in using Organizational Intelligence's Decision Support solutions."

Zach Schmitt | CFO and VP of Finance

Perhaps most importantly, non-financial clinical managers have access to labor data at a level where they can manipulate it in meaningful ways and better understand their financial performance, as well as broader organizational impacts.

Columbia Memorial Hospital is looking forward to continuing with their current implementations, and to moving on to the Operational Planning and Budgeting modules. Hospital management is also beginning to explore the possibility of expanding CMH's OI Decision Support system to include Cost Accounting and Patient Utilization modules. CMH leadership is excited to enhance their mission of long-term financial strength and to prepare for sustainable cost understanding and profitability analysis through their smart investment in advanced decision support from Organizational Intelligence.

For hospitals that want to make change a reality, Oi Health is the healthcare data analytics solution that marries financial and clinical departments. That's because we know your journey is bigger than software. Oi stays by your side to guarantee efficient financial management processes, clinical engagement, and honest data. To get started accelerating your journey to financial health, set up your demo today: 800.750.0201 or info@oihealth.com