



*National Consultants to Healthcare Providers*

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### **SCOPE OF THIS REPORT**

Greenway Medical Technologies retained the services of Coker Consulting L.L.C., d.b.a. The Coker Group (Coker) to perform an in-depth analysis of how its solutions have provided value and automation to benefit one of its customers. Included in this analysis is a review of Greenway's implementation plans and deployment, onsite analysis of its customer's practice and interviews with members of the IT selection committee and staff.

As an independent consulting firm, Coker scrutinizes and evaluates all aspects of a vendor's solution and processes for implementing an HIT solution. Sue Hertlein, Senior Consultant and managing coordinator of Coker's IT division completed this in-depth review under the management of Jeffery Daigrepoint, Director and Principal of The Coker Group, Technology Division. This study was conducted in March 2008.

### **THE COKER GROUP**

Based in the Atlanta, GA area, The Coker Group provides a wide range of consulting services for hospitals and medical practices, relating to current and future business issues. Offering a wealth of talent to its clients, Coker's staff includes executive level consultants that are knowledgeable in hospital and medical practice matters. Coker's relationship with notable organizations and its extensive list of satisfied clients validates



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its credibility in practice management, operations and integration initiatives. Coker is a recognized leader in research, analysis and selection criteria of technology vendors for healthcare providers.

#### **STATEMENT OF INDEPENDENCE**

Coker has no financial ties to any outside vendor, nor do we accept inducements for suggesting, recommending, or endorsing any one vendor. It is our desire to remain totally independent and unbiased in our decisions. Our recommendations are solely based upon the vendor's ability to meet the client's needs and objectives.

#### **PROFESSIONAL PARK MEDICAL SERVICES**

Professional Park focuses on family and internal medicine, seeing patients of all ages in Carrollton, Georgia and the surrounding areas. The practice, currently staffed<sup>1</sup> by four physicians and one nurse practitioner, manages almost 89,000 patient encounters a year. There are five nurses and one medical assistant who support the providers and assist with patient care.

The practice implemented Greenway's PrimeSuite<sup>®</sup>, a fully integrated practice management and electronic health record (EHR) solution, in April of 2005. Three of the physicians are 100% fully converted on the EHR solution. The senior partner of the practice does not enter data into the solution, but does utilize the reports and history within PrimeSuite. His nurse performs scribing services and assists with automating his patients' records.

#### **MAKING THE DECISION: WHY GREENWAY?**

Sebastian Mason, the office manager, and Dr. Taylor Gordon were both extensively involved in the vendor decision, along with other committee members. We asked them why Greenway<sup>®</sup> was the vendor of choice after their analyses of five different vendors and software packages. Greenway was chosen based upon the following reasons:

- Windows-based application
- Templates appeared to be easy to use and very clean
- Physicians thought it would be a good fit for them, as the templates seemed to be user friendly
- Reporting function looked very good
- Locally based in Carrollton, which would offer local support
- Vendor offered option of being a beta site
- Price was competitive

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<sup>1</sup> The financial results and data collected for the ROI project were based upon 5 physicians and 1 nurse practitioner. One physician left the practice at the end of February 2008.



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### **AUTOMATING THE PRACTICE**

During our interviews with the physicians, office manager and staff, the consensus was that Greenway did a good job of creating a *realistic* implementation plan and timeline. When necessary, Greenway recognized some challenges and adjusted the implementation plan accordingly. Because the practice is located in the same town as Greenway, the training took place at Greenway's office and at the clinic. For practice management, each staff member received an average of 2-4 days of total training time. The physicians had one-on-one training to assist them with their individual needs for templating and to meet their varying IT skill sets. Professional Park was pleased with the quality of training and Go Live support they received from the Greenway staff.

The practice chose to fully implement both the PM and EHR applications simultaneously. Most applications are deployed separately, approximately 3-6 months apart, to give the clinic and staff time to adjust to each new module. Professional Park decided to launch both applications and fully automate *at the same time*. Implementing just one new healthcare application can cause turmoil and challenges in any practice, but launching both PM/EHR together could have created chaos.

The practice and Greenway did an exceptional job of managing this full deployment with minimal disruption to the practice and its patients. For the first six weeks, all new patient records were entered into Greenway's PrimeSuite solution, thus eliminating paper and charts for those newly established patients. Existing patients were then merged into the new PM/EHR based upon their next visit after the initial 6-7 weeks following Go Live. In preparation for implementing PrimeSuite, the physicians reviewed the patients' charts at the time of their next appointment, and marked which documents they wanted scanned into the EHR. To save money, they utilized internal staff for all initial scanning of documents. Per Dr. Gordon: "The physicians reduced their patient schedule for the first few weeks of implementation, and then subsequently brought it up to the normal levels. Sebastian, the office manager, adds: "We really didn't see any negative impact on productivity due to the reduced schedules, in fact, we increased billed charges overall."

### **FEEDBACK FROM THE OFFICE STAFF**

Coker interviewed staff from each department and found employees excited to have made the move to an automated, nearly paperless environment. They like the PrimeSuite solution and believe their training properly prepared them for their automation endeavor. One nurse who has worked at other practices had experience with two different EHR systems. She said: "PrimeSuite is the third EHR I've used and the best one so far." Some other comments from staff included:

- "The e-transmitting of H&P records to the hospitals is fabulous and a real time saver."



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- "The ability to correspond with other offices via electronic faxing is great - - I love it!"
- "My job is now faster and easier with the installation of Greenway's PrimeSuite."
- It's great to not have to worry about missing charts—there are no paper charts!"

### COMMENTS FROM THE PHYSICIANS AND MANAGEMENT



Dr. Gordon believes that his efficiency has improved by corresponding with other physicians via electronic faxing. He cites the transmission of patient history & physical records to the hospital as one of the best features within the EHR solution. Other features that have helped improve his job are prescription module for refills, order tracking and messaging. Dr. Gordon said that 99% of the time he uses PrimeSuite's existing templates as he has seen very little need to modify or customize them, as they are so complete. He believes that implementing the EHR solution has improved his productivity. He also says that the ability to have remote access to patient records is great. According to Dr. Gordon, "Greenway is very receptive to helping us, making adjustments in the product if needed and assisting with the creation of

special reports. They are open to suggestions and their customer service has been very good."

Dr. Gordon, along with another physician, was instrumental in reviewing vendor options, selecting a final solution and contract negotiations. He found Greenway to be professional and easy to work with during the contracting phase.

The newest physician at Professional Park, Dr. Charles Davis III, finds the PrimeSuite solution intuitive and very easy to use. He joined the practice in 2006, the year after PrimeSuite was deployed. Dr. Davis completed training at Greenway's office and moved quickly through the various modules with ease. He believes that the automated solution has improved his workflow and that his productivity remains at a very good level. The templates meet his needs and he has found no reason to customize them.

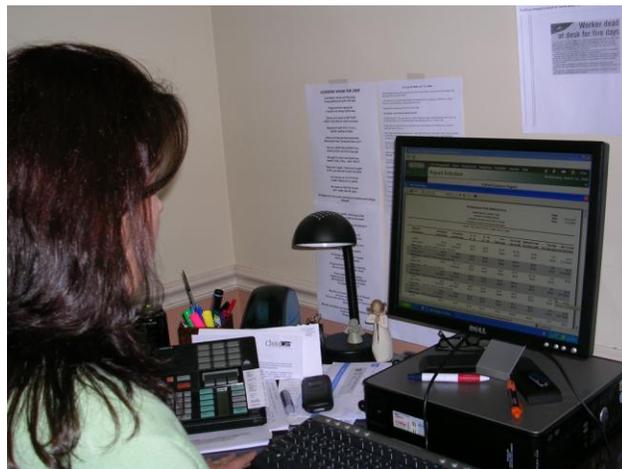
As the office manager, Sebastian Mason is very pleased with the reporting solution offered by Greenway. He can view all reports online (a welcome function compared to



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his prior system) and he or Sherri schedule routine reports to run automatically. Sebastian typically uses the standard PrimeSuite reports; however, if he finds a need to create a customized report, he said it is very easy to create special reports.

Sherri Tan believes she became more efficient as the practice's insurance and billing specialist because Greenway's reporting solution has reduced the amount of time it takes to perform her job. The reports are much better than their previous system and allow better tracking of payments and outstanding balances. When a patient calls with a question regarding their bill, Sherri views the exact image of the patient's statement online. She said this is an excellent feature as it allows her to better communicate with the patients and she can point them to the exact location of information as needed. Electronic messaging allows Sherri to easily communicate with the staff and attach collection notes to patient files.



During interviews with the staff, they said patients have given them very positive feedback about the automation of the practice. They are not intimidated by their physician's use of a tablet in the exam room. Many patients have stated that they are impressed that the practice is so "state of the art." One of the most obvious benefits to patients is the reduced wait time when they call into the practice with questions. With the elimination of paper charts, the clinical staff can immediately view the patient's record online to refill a prescription, respond to a medical question or assist the patient in other ways. The patients are pleased with the improved time for replies to their inquiries.



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### RETURN ON INVESTMENT & OTHER RESULTS

Professional Park knew they wanted to further automate their practice with an improved PM solution and by adding electronic health records. Although cost was important to them, the decision to move forward with Greenway was not solely based upon obtaining a return on investment (ROI). Senior management also wanted a solution that would be easy to use, help deliver quality service to patients and provide excellent data collection and reporting. According to Mr. Mason, they have not been fully tracking their ROI, but he believes they are very close to their goal. Quality was their number one focus, with financial results secondary.

### THE NUMBERS ARE IMPRESSIVE

The practice attained excellent results since the implementation of Greenway's PrimeSuite solution.

The numbers in this chart represent **annualized** results at the practice level.

MEASUREMENT	PERCENTAGE CHANGE
<b><i>Increased</i></b> Billed Charges	+101.4%
<b><i>Decreased</i></b> Transcription Costs	-96.5%
<b><i>Reduced</i></b> Chart Supply Costs	-100.0%
<b>NET "BENEFIT" PER PROVIDER <u>PER</u> <u>MONTH</u></b>	<b>\$38,489</b>



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## **SUMMARY**

The providers and management at Professional Park Medical Services are very pleased with their Greenway solution. They believe it was a good decision and are satisfied with both the quality and financial results of the automation project.

According to Coker's review, the practice has benefited from the implementation of Greenway's PrimeSuite solution. Some of their accomplishments include:

- Successfully eliminated paper charts for new patients
- Improved service to patients with more timely replies
- Decreased expenses for paper supplies and storage
- Eliminated annual transcription costs
- Increased billed charges

Greenway met expectations from the practice for implementation and training for the deployment of their new PM/EHR solution with document imaging. The Coker Group has concluded that Greenway performed well for this system deployment and is a vendor with state-of-the-art technology that can automate many different types of healthcare practices. PrimeSuite is an affordable solution and when properly implemented, it can help a practice reduce accounts receivables, improve coding, eliminate or reduce transcription expenses, improve service to patients and reduce expenses (chart supplies, storage, etc.)

## **COKER CONSULTANTS**

The Coker consultants working on this project have provided the information in this document. You may contact them at 678-832-2000 if you have any questions.

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Managing IT Coordinator, IT Division

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