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EXECUTIVE SUMMARY

This case study details how Allina Hospitals & Clinics adopted OnBase®, an ECM (enterprise content management) software suite from Hyland Software, Inc. as a system-wide standard for its EDMS (enterprise document management system) solution. Spanning both clinical and business units, OnBase will be used by more than 20,000 employees to scan and view document images, automate manual processes and integrate document-centric content with data-centric applications, including software from Epic Systems Corp., Cerner Corp., GE Health Systems and Lawson.

Less expensive and complex than maintaining multiple point solutions, OnBase increases productivity and improves communication. As a result, Allina can lower the cost of doing business while increasing efficiency and accuracy. These benefits have a positive impact on patient care and service and free resources for ongoing improvements in patient care.

On the clinical side, OnBase is a key component in one of the largest, most integrated EMR (electronic medical record) systems in the country based on the number of sites, the sharing of patient records among those sites and the breadth of the software. Document imaging, workflow and electronic forms have also improved patient service in other areas such as Reference Lab, Home Care, Hospice & Palliative Care and Transportation. Secure access to patient documents is available to providers whether they are at bedside or working from a remote office.

OnBase also meets the business needs of Allina, reducing costs and freeing resources for patient care while supporting HIPAA compliance and disaster recovery. Hard dollar savings can be measured by FTE reductions, lower storage costs, reduced days in AR, improved ability to take advantage of vendor terms, fewer write-offs and denials and improved ability to respond to audits. Harder to quantify, but no less important, are the improvements in intra- and inter-departmental information sharing, employee morale and accountability on all levels.

Allina opted to implement OnBase incrementally to facilitate change management for users and personnel. For instance, in addition to implementing OnBase, staff is also involved with the implementation of an AMR/RCS (Automated Medical Record and Revenue Cycle System) to replace existing solutions at 76 hospital and clinic sites. OnBase provides both rapid deployment to meet Allina’s aggressive rollout schedule and a modular architecture to support the healthcare systems incremental project approach. By standardizing with OnBase, Allina has lowered the total cost of ownership by taking advantage of the economies of scale and eliminating the need to maintain and support multiple disparate systems. ROI for the OnBase solution was achieved within a year of the initial implementation.
Based in Minneapolis, Allina Hospitals & Clinics (www.allina.com) is a non-profit healthcare system with net operating revenue in excess of $2 billion. Allina operates 11 hospitals for a total of more than 1,700 beds as well as 43 Allina Medical Clinic sites, 22 hospital-based clinics, 14 community pharmacies and 4 ambulatory care centers serving residents of Minnesota and western Wisconsin. Allina has a staff of 23,000 employees, 5,000 physicians and 2,500 volunteers.

Several years before implementing an EDMS (enterprise document management) solution, administrators developed a vision for system-wide technology standards to meet quality and productivity goals across both clinical and business office environments. Epic Systems Corp.’s ADT, Prelude, Resolute and EpicCare modules were chosen to provide an AMR/RCS (Automated Medical Record and Revenue Cycle System) for enterprise-wide deployment and replace disparate systems then being used at the various facilities. Similarly, Allina began to search for an EDMS solution that could be deployed at virtually every level to eliminate paper-based, manual processes and increase service for patients, vendors and employees.

Allina’s Criteria for Selecting an EDMS Solution:

- **Functionality** - Vendor’s response to the functional requirements section of the RFP as to existing and projected functionality

- **Integration with Allina environment** - Level of integration, primarily within the vendor’s suite of applications and, secondarily, the capability to interface with other Allina systems

- **Vendor viability** - Strength and stability of company

- **Vendor support** - Encompassing initial implementation, future enhancements and ongoing support and maintenance

- **Cost/Partnership** - Pricing and estimated costs of ownership over a 10-year life cycle as well as cooperative business relationship for implementation and ongoing support

- **Technology** - Initial assessment of the vendor’s proposed technology architecture.

At Allina Hospitals & Clinics in 2004, there were

- 7.6 million lab tests performed
- 2.6 million clinic visits
- 732,618 hospital outpatient visits
- 679,281 prescriptions filled
- 210,184 emergency care visits
- 170,786 medical equipment orders filled
- 101,767 inpatient hospital admissions
- 53,371 outpatient surgeries
- 36,063 ambulance transports
- 33,499 inpatient surgeries
- 22,018 employees
- 15,531 births
- 1,722 staffed hospital beds
- 47,811 hospice visits
After lengthy due diligence, Allina chose OnBase, an integrated suite of ECM (enterprise content management) software solutions from Hyland Software which includes core capabilities in document imaging and workflow, COLD/ERM and records management. Hyland Software combines expertise in specific business processes such as finance and accounting with an understanding of the unique needs of healthcare providers. Recognized by KLAS and AHA, OnBase is used by more than 400 healthcare organizations.

According to Susan deCathelineau, Allina’s EDMS (enterprise document management system) Manager, Information Services, Hyland met Allina’s criteria in the following ways:

- **Functionality** - Understood Allina’s business needs and listened to their goals and requirements, documented the detailed requirements and providing options for achieving the best results
- **Integration with Allina environment** – With a software suite developed organically, Hyland demonstrated technical expertise and experience in multi-application integration and multi-interface project implementation
- **Vendor viability** - Consistently profitable with an average 30% growth rate over the past 4 years, Hyland has demonstrated its commitment to developing and supporting the OnBase platform for more than a decade
- **Vendor support** - Hyland demonstrated exceptional customer service as evidenced by the ability to meet key milestones and the demands of a challenging project with an aggressive rollout schedule
- **Cost/Partnership** – Known for affordability and rapid deployment, OnBase offers ease of administration that lowers total cost of ownership backed by Hyland’s commitment to treat customers as partners
- **Technology** - OnBase provides the modular capability to scale incrementally to an enterprise deployment that will eventually be used by more than 20,000 users.

**OnBase Modules Used at Allina**

- Enterprise Application Enabler
- Desktop Document Imaging
- Archival API
- COLD/ERM
- Production Document Imaging
- EDM Services
- Document Import Processor
- E-Forms Module
- Full Text Indexing Server for Microsoft®
- PCL Data Input Filter
- Digital Signature
- Workflow
- Web Server
- Document Knowledge Transfer
OnBase is deployed in Clinical Areas, Accounts Payable, Finance/Capital Procurement, Reference Lab, Central Business Office, Professional Services Billing, Home Care, Hospice & Palliative Care, Home Oxygen and Medical Equipment, Transportation, Facilities Management, and Human Resources. Allina chose to deploy OnBase using a phased approach to reduce the burden on users and IT personnel. Though designed for rapid deployment, OnBase’s modular architecture supports this methodology.

Excellian™ is the internal name for the EMR initiative to implement a “one patient, one record” strategy across the entire Allina system. As a component of Excellian, OnBase is tightly integrated with clinical and financial data. The interface of the Excellian clinical and financial components will be the primary means for most employees to access OnBase documents. Over the next several years, Excellian will gradually replace the existing disparate systems at 11 hospitals and 65 clinics. Concurrently, IT staff are overseeing OnBase implementations in various business areas. Within the first 18 months in production, OnBase was in use at 37 locations, including two hospitals, throughout Allina and had a total of 8,000 users.

Allina has developed a training methodology that can be replicated throughout the system. “Super users” in a department receive advance training prior to the general deployment. Those super users then assist in the training and transition for other users. By adopting OnBase as an enterprise standard, Allina reduces the demand on IT training and help desk resources as opposed to dealing with multiple departmental solutions. In many instances, OnBase is accessed directly through the line-of-business application, either through API integration or the point-and-click configurable OnBase Application Enabler™ module.

At Allina, OnBase has been integrated with Epic Systems Corp. patient information and accounting software

GE Healthcare Centricity™ Ultra Laboratory laboratory information system

XIFIN, Inc. XIFIN® Accounts Receivable System

Cerner Corp. BeyondNow and physician billing software (former VitalWorks)

Computers Unlimited, Inc. TIMS

Geac Computer Corporation Limited billing software

Lawson™ Financials

Fujitsu Computer Products of America fi-5750C, fi-4340C and fi-4120C document scanners

Verity, Inc. Verity® TeleForm® forms processing software
The scope and magnitude of the Excellian project, which includes multiple technology components, dictates an aggressive, but prudent, rollout timeline strategy. With 11 hospitals and 65 clinics, Allina’s multi-year rollout for the project (anticipated completion in 2007) brings up a hospital’s associated clinics, followed by the hospital itself, in a manner intended to minimize the impact of such a dramatic change on end users and IT resources. As an element of the Excellian project, OnBase is rolled out on this same timeline.
REAL-TIME EMR SECURELY AVAILABLE AT BEDSIDE OR OFFSITE

“Transitioning to an electronic medical record system is a top priority for Allina because it provides our doctors, nurses and other health care professionals with the necessary tools to enhance the quality and safety of the medical care we deliver to patients,” said Dick Pettingill, President and CEO, Allina Hospitals & Clinics. Excellian, Allina’s “one patient, one record.” vision, anticipated the Department of Health and Human Services’ major healthcare initiative, announced by President Bush in July 2004, by more than a year. Allina implemented Excellian to support immediate digital access to a patient’s entire medical record from any Allina location.

Because Allina’s various systems share data using HL7, patient records are updated in real time, improving patient care and reducing the risk of error. Excellian also supports patient satisfaction by reducing wait times and redundant data collection. The number of sites, the sharing of patient records among those sites and the breadth of the software make this implementation one of the largest, most integrated EMR systems in the country.

Upon registration in an Allina hospital or clinic that has implemented the EMR solution, patient information is entered into Excellian. A scanning interface is automatically triggered when a supporting document, such as a driver’s license or insurance card, is required. Staff members scan these items, which are automatically indexed with values retrieved from the patient information screen. Upon scanning the appropriate document, it is attached to the Excellian patient record, and users with appropriate privileges can retrieve it simply by clicking on a relevant link.

The additional records related to a patient encounter come from a variety of sources. Lab results and other data from patient care systems are transmitted to Excellian via HL7. Documents such as special diagnostics and orders can be scanned at the nurses’ station, making them immediately available to anyone else who has rights to view the patient chart.

Doctors can use bedside computers to access Excellian and enter data or view the patient’s EMR. Other caregivers also have access to the patient record at various areas throughout the hospital. Anesthesiologists, for instance, can consult an anesthesia report from the pre-operative care area and the main operating room. By using the OnBase Web server, Allina can even provide online and remote access for providers, coders and patient billing end users who work offsite.

Despite the increased availability of records, Excellian does not compromise HIPAA compliance. Excellian protects patient privacy through security measures limiting the access of caregivers and other personnel to include only the information they need to perform their jobs. OnBase also offers audit trail tools to monitor who has viewed or modified documents.

The decreasing number of paper-based chart items are sent to the hospital’s HIM Department. Every four hours, couriers collect charts generated for inpatients who are discharged. At Abbott Northwestern, a 621-bed hospital that was the second hospital to implement Excellian, these charts average about 100 per weekday and 130-150 on weekends. Charts are sent to A&D (Assembly and Deficiency) to prepare and order both the paper and electronic chart data and assure they are complete before sending them to coders.

After coding, the charts are sent to Patient Records to become part of the permanent file. Bar-coded separator sheets are inserted between the document types and the charts are scanned using fi-5750C document scanners from Fujitsu Computer Products of America. Based on the encounter number, the documents are automatically indexed and can be accessed through the clinical interface. In fewer than 18 months and with the rollout approximately 25% complete, Excellian manages more than 2.5 million clinical documents.

“Allina administrators estimate that 40% of the inpatient population will be readmitted within a year. Prior to implementing Excellian, the paper chart would have been retrieved from the file room or offsite storage when a patient was readmitted. Now everything related to a previous stay is immediately available upon re-admittance, saving time and labor.

Outpatient recordkeeping labor has also been significantly reduced. Prior to implementing OnBase at Abbott Northwestern, the 11-person file room staff operating 24/7 couldn’t keep up with the demand for filing and pulling patient records. “Within a month, we were able to reduce staffing requirements and move those employees to areas such as scanning and indexing, customer service and A&D,” reports Stephanie Luthi-Terry, Health Information Systems Operations Manager at Abbott Northwestern. “As the population of folders from our previous system ages out, I anticipate there will be even more reassignments.”

Ms. Luthi-Terry also anticipates that Excellian will generate significant savings in offsite storage. Currently, her department is spending about $120,000 annually for offsite storage. She believes that figure will be cut in half after the first year in operation. Going forward, she anticipates that long-term savings will be in the area of archival imaging. Prior to using OnBase, files that had passed
the three-year requirement for retention in original form were being scanned by an outside service provider and stored on CDs at a cost of about $650,000 annually. In the future, the permanent archive can be transferred to appropriate media directly from OnBase.

**AHA-Endorsed Solution for Patient Accounting**

OnBase has received an exclusive endorsement from the American Hospital Association (AHA) as an integrated document management system for improving revenue cycle management and back office operations. In addition to patient charts, more than 1.7 million billing documents are already housed in the OnBase repository. Allina uses OnBase to manage EOBs (explanations of benefits), whether 835s or paper, in both the Central Business Office for hospital billing and Professional Services Billing. In both patient accounting settings, data from the EOBs is entered into an interface for financial transactions. Professional Services Billing also uses physician billing software from VitalWorks, which has since been acquired by Cerner, and OnBase is integrated with that application in a similar manner.

Professional Services Billing recently implemented an OnBase workflow to streamline denials management. By using business rules to validate data and route denials to appropriate personnel, the denials management workflow will greatly reduce the labor spent researching and resolving denials, decreasing days in AR.

All of this functionality was a replacement of an existing document management system. That application was replaced because it wasn’t consistent with Allina’s standardization strategy and enterprise approach.

**Benefits of Excellian**

- Offers easy access to clinical and non-clinical documents that are not generated by the transactional components and/or are from paper sources.
- Provides a single source of patient information throughout the Allina system.
- Quicker access to test results.
- Available to Allina providers, coders and patient billing end users from non-Allina facilities.
- Eliminates the need for paper retrieval and storage and improves efficiency in providing immediate access to patient information.
- Eliminates redundant collection of patient information.
- Protects patient privacy and HIPAA compliance.
- Reduces labor, offsite storage and outsourced imaging expenses.
REFERENCE LAB REDUCES FTE COSTS, WRITE-OFFS AND EXPENSES

Of the 7.6 million lab tests performed at Allina Hospitals & Clinics, the majority are processed at Allina’s Reference Lab, which implemented OnBase Document Imaging and Workflow to improve customer service and reduce days in AR. In addition to electronic requisitions, Allina’s Reference Lab receives about 55,000 paper requisitions a month, which are (or should be) accompanied by specimens. Data from these requisitions is entered into Allina’s Centricity™ Ultra Laboratory LIS from GE Healthcare to perform the needed tests, gather the diagnoses and submit requisitions to billing.

Before implementing OnBase, Reference Lab staff in the various areas would often have difficulty locating the requisitions they needed. Operations and Customer Service are located in a separate building from Billing and would have to hold onto even routine requisitions for at least two days. If there was a customer service or other issue, it may have taken even longer. Conversely, if there was a customer service issue after a requisition had gone to Billing, the requisition would have to be located and sent back to the CSR (customer service representative), potentially holding up billing.

Not only was this frustrating for employees, it could also be expensive for Allina. If a requisition was delayed long enough before being submitted to AR, the lab could miss the timely filing deadline. If an insurer requires that all requisitions associated with a single encounter be billed as one, delayed requisitions may not be billed and result in write-offs. Integrated with the Reference Lab’s existing LIS and billing systems, OnBase Document Imaging and Workflow allow all employees to perform their jobs more efficiently and provide improved management oversight tools.

When requisitions are entered/resulted within Ultra, the related data is sent real-time via HL7 messaging to OnBase as well as the XIFIN® Accounts Receivable System from XIFIN, Inc. A corresponding Ultra barcode is generated at this time and affixed to the requisition. The Ultra barcodes contain the unique request number related to that requisition and patient information. OnBase Document Imaging converts requisitions to electronic images using document scanners from Fujitsu Computer Products of America equipped with Kofax Image Products, Inc. Adrenaline™ scanner controllers to support barcode recognition.

Upon scanning, OnBase will automatically index the documents with no employee intervention based on the data contained in the pre-printed requisition type bar code. When no bar code is present or recognition fails, an operator can trigger the auto-fill by keying information.

When the requisition is billed to a third-party payer rather than billed back, the requisition enters a data entry workflow. If information on the requisition doesn’t match what is in Ultra Lab (e.g. it was scanned to the wrong queue or was entered into Ultra incorrectly), OnBase will catch the mistake and notify the managers by e-mail before the requisition gets to lab billing, reducing the occurrence of mistakes made in either system. Much harder to catch once the requisition gets to billing, these problems can result in denials, increasing days in AR, research labor and the risk of write-offs.

In the past, all requisitions would be kept in the Reference Lab for two days before being passed to billing, assuming there was no need for a customer service review. Now all of these user groups within the Reference Lab, about 84 people total, have immediate access to the documents. Managers can also look at the workflow status and identify areas where employees might need retraining.

Though the increasing number of facilities using Excellian has reduced reliance on paper requisitions, the Reference Lab’s OnBase Workflow helped them to process 110,000 paper-based requisitions in the first two months of operation. Because MSP (medical service plan) and standing orders will already be in the system, Reception staff won’t have to fill out new forms for each instance.

Electronic Problem Resolution Form Improves Customer Service, Management Oversight

Occasionally, a requisition will come in that has a problem, such as a missing specimen or incorrect name. Before implementing OnBase, CSRs (customer service representatives) would arrive in the morning to find a stack of problem requisitions that could need to be worked on. Manually tracking those issues on a paper form would be difficult and time consuming, and management had no visibility into that process. In addition, requisitions held up in customer service couldn’t be forwarded to billing.

Allina created an electronic problem resolution form within OnBase that facilitates tracking and resolution and provides data needed for process improvement. When a requisition number is entered on the form, fields are automatically populated with data obtained from the Ultra HL7 feed. Other information can be noted with check boxes, and there is also an area for comments. As CSRs work the issue, they can note what action was taken and what response they received. They can also click directly from the form to view the original requisition.
For example, if a requisition was received without an appropriate sample, the CSR might call the site where it was collected. S/he could note the response and how it will be resolved on the new electronic resolution form. If it isn’t resolved immediately, the form can be placed in a hold queue. The form also allows CSRs to log client concerns and supply requests. Once resolved, the form is sent to a complete queue where it can be reviewed by managers.

Internal account representatives for the Reference Lab’s customer base of 450+ healthcare providers, also use the data collected from these forms for QA (quality assurance). “We simply didn’t have this kind of information before,” says Bonny Paetznick, Reference Lab Director. “It’s easier to see patterns, such as missed courier stops or mislabeling at a particular site. Before OnBase, there was no opportunity to step back and look at these trends and address them.” For example, Ms. Paetznick discovered that one courier was repeatedly missing pickups. With the documentation collected on problem resolution forms, she was able to identify the pattern more easily and cite specific examples.

The OnBase solution also improves service to patients who call to ask about the status of a particular requisition. “Instead of having to call a patient back so they can dig through a file and find the problem, questions are answered while someone is on the phone,” explains Ms. Paetznick. “Before the installation, customer service staff had no idea how good it would be to do it this way. It has really raised morale.”

Facilitate Claim Submission and Denials Research
Scanned images of requisitions are immediately available to the billing department, which accesses them for both claims and denials research. OnBase has been integrated with Allina’s lab XIFIN Accounts Receivable System. Employees use dual screens to view both the requisition and the XIFIN screen simultaneously. This makes it easier for clerks to handle exceptions, such as instances when a payer or physician hasn’t been set up. When an exception must be routed to another user for resolution, an electronic “sticky note” explaining the problem can be affixed to the requisition image.

Requisitions can also be retrieved directly from related fields in XIFIN through the easily configured OnBase Application Enabler™ module. For example, if a clerk is researching a denial and needs to view the requisition, he or she can do so simply by clicking on a field in XIFIN, rather than navigating to the OnBase interface. ABNs (advanced beneficiary notices) are also scanned and available in OnBase.

Prior to implementing OnBase, the Billing Department kept six months of paper requisitions in boxes lining the office space, an additional three month’s worth in a room in a building next door and additional boxes of documents in long-term storage. Locating documents was so labor intensive that a full-time employee spent her day sorting and retrieving paper requisitions for clerks. OnBase also makes it easy to identify those records that must be forwarded to Pathology for demographic research.

Because of its modular design, OnBase can be easily expanded and enhanced. For instance, the Lab Department soon plans to implement the OnBase Document Knowledge Transfer module to verify that technicians are notified of changes in policy and procedure and have reviewed them. If the recommended methodology for a specific machine changes, any technician affected will be presented with a document to read and acknowledge. That acknowledgement can be tracked by user or by document.

OnBase will reduce write-offs and lower storage and retrieval costs. Ultimately, managers are confident the increased efficiency will also reduce the number of days in AR. In addition, the solution has improved communication, teamwork and morale amongst the various groups within the Reference Lab.

Benefits of the Reference Lab Workflow and Document Imaging:
• Lower storage and retrieval costs
• Reduced days in AR
• Provides management with insight into workflow status and quality assurance
• Immediate availability of requisitions to users
• Eliminates delays that result in write-offs
• Empowers employees to proactively resolve problems that could result in denials
• Supports research for denials management
IMPROVING AP INVOICE PROCESSING AND CAPITAL PROCUREMENT

Each month, the centralized AP (Accounts Payable) Department at Allina receives 40,000 paper-based invoices (about 70,000 pages) in addition to EDI invoices. Because the invoices must be retained at least seven years and can’t be destroyed without the permission of the Reimbursements Department, 40 file cabinets overflowed with labor-intensive files prior to the OnBase implementation.

AP clerks now view scanned images of invoices and enter the data into Lawson™ Financials. A subset of the invoices are read and automatically posted using Verity® TeleForm® from Verity, Inc. The images are stored in the OnBase repository and can be routed within the AP Department based on pre-defined business rules that mimic previous practices with less labor and greater visibility. Exceptions, for example, are assigned to specific processors, and manager can load balance when necessary.

“The huge success is retrieval because we’ve eliminated much of the customer service requirement by pushing the solution out to the financial community across the system,” says Sue Danielson, Manager Accounts Payable. For instance, Corporate Accounting, Purchasing, Resource Management, internal auditors and financial personnel at the hospitals can simply retrieve a required document directly from Lawson or the OnBase interface instead of calling an AP clerk to request a document, which had been filed according to date. Consequently a clerk would have to retrieve a batch date from Lawson, pull that batch date, locate the paper associated with that batch and copy the document for the requestor.

“In the past, it was not unusual to have three or four copies of the same documents in multiple locations,” says Ms. Danielson. In an internal customer satisfaction survey, the OnBase solution received the highest scores possible for cost, scope, schedule and quality.

OnBase has also proven helpful for managing capital requests and invoices, which have a permanent retention requirement. A capital request can be made in Lawson and the supporting documents scanned in and made immediately available, rather than routed through interoffice mail. AP clerks can flag capital invoices and route a copy to a special document type, which will be invaluable in the event of an Attorney General audit. Similarly, internal or external audit requests can be filled quickly by entering appropriate keyword values. Using a “file cabinet” view in OnBase, Asset Management personnel can look up an asset number and trace it back to the capital request.

Benefits of Workflow and Document Imaging in AP:
- Greater accountability at all levels
- Enhances ability to respond to audits
- Reduces time, labor and storage costs associated with records management
- Offers more functionality at a lower cost than other solutions considered
MEETING THE SCANNING AND ARCHIVING NEEDS OF THE ENTERPRISE

Even before the OnBase implementation, document imaging was being used at various areas throughout the hospital. The primary application being used in those units was considered, but administrators weren’t satisfied with its ability to meet enterprise requirements. After implementing OnBase, more than a million documents stored in that application were imported and converted into OnBase. By standardizing on OnBase, Allina can benefit from the economies of scale and lower total cost of ownership of a single EDMS solution.

Facilities Management and Human Resources solutions are currently in development. In both Home Care and Hospice & Palliative Care, OnBase will be integrated with Cerner Corp. BeyondNow® using Application Enabler when the home care solution has been implemented. OnBase will also be used in Home Oxygen and Medical Equipment where it will be integrated with TIMS from Computers Unlimited, Inc. In Transportation, OnBase will be integrated with a billing solution from Geac Computer Corporation Limited.

These integrations will reduce the labor associated with both indexing and retrieval. When documents are entered into the system, the indexing values can be “scraped” from the transactional application, eliminating manual data entry. Users will also be able to retrieve documents directly from these application interfaces without having to navigate to the OnBase interface.
ORGANIZATIONAL BENEFITS OF ONBASE EDMS AT ALLINA

• Enterprise-wide deployment lowers total cost of ownership
• Able to meet Allina’s aggressive incremental rollout requirements
• Supports “one patient, one record.” EMR initiative to improve patient care
• Reduces days in AR
• Improves ability to respond to audits
• Better customer service for patients, vendors and staff
• Increasing operational efficiency frees more resources for patient care
• Supports gradual implementation from an established ECM infrastructure, decreasing burden on IT staff and user community
• Vendor-independent integration with new and legacy applications
• Anticipated ROI within 1 year of initial implementation