



## TOSHIBA TECHNOLOGY DELIVERS COMPETITIVE ADVANTAGE FOR EMH REGIONAL HEALTHCARE SYSTEM

### IN BRIEF

#### Problem

Elyria Memorial Hospital Regional Healthcare System (EMH) is an independent, non-profit hospital system in the highly competitive northeast Ohio market. They continually vie to attract and employ the brightest and most skilled talent. In order to draw and retain the best physicians and clinicians in the area, and keep pace with the non-stop demands of the busy hospital, EMH realized it needed to implement a new document management system and upgrade, as well as standardize, the imaging hardware. However, a Toshiba Encompass™ Analysis revealed an equipment-heavy fleet of document imaging devices throughout the EMH system that were outdated and unable to properly accommodate the needs of the fast-paced hospital converting to electronic medical records. In addition, the unnecessary devices were taking up critical space and resources.

#### Solution

As a solution, Toshiba utilized the findings of the Encompass Analysis and developed an optimization plan to maximize new Toshiba MFP technology to meet the hospital's current and future needs. Each department was individually evaluated and received uniquely tailored solutions. By keeping pace with cutting-edge technology, physicians, clinicians, and support staff were able to reap the benefits of the most state-of-the-art operations, which in turn, have enabled a superlative work experience and improved patient service and results. It also has saved EMH more than \$425,000 in operating expenses in just over two years.

#### Background

EMH is a progressive healthcare facility that has been recognized as one of the top 100 hospitals in the country for nine consecutive years, and is only one of three hospitals in the country to have received this designation 13 times. For nearly a century, this 438-bed hospital system, with campuses in Elyria, Amherst and Avon, Ohio, has been the leader in shaping healthcare delivery for Lorain County and Greater Western Cuyahoga County residents.

But holding onto this leadership position doesn't come without proactive effort. To ensure its facilities were state-of-the-art and operating at maximum efficiency for the betterment of patient care, EMH needed to refresh its

technology to meet the demands of the hospital in a digitized, optimized and standardized fashion.

#### The Challenge

Technology changes fast. So fast that it can be difficult to realize that it's time to reassess the landscape. This lack of awareness has left many mid-sized hospitals unprepared and technologically outdated. EMH was determined to not fall into this pattern.

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“The northeast region of Ohio is hugely competitive, with three massive health systems servicing the community,” said Dave Willets, EMH director of Materials Management.

“As a stand-alone facility, it's critical that EMH maintain its competitive edge in order to draw the best and brightest talent to our team. I had a long-standing relationship with Northcoast Business Systems, which had just transitioned to Toshiba Business Solutions, so the time was ripe to grow the relationship to the next level and meet the demands of the hospital through Toshiba technology.”

“Our objectives were aggressive, yet straightforward,” Willets continued. “We needed to improve employee efficiency by reducing document production and distribution time, update outdated equipment, integrate networked products that enabled multiple users to share functionality, maximize the features of new Toshiba technology, create a system for record retention and disposal and eliminate pre-printed forms. At the same time, the aim was to reduce our overall total cost of ownership.”

Working closely with EMH staff, Toshiba began the evaluation process with an Encompass Analysis. A team of seven people walked through every inch of the EMH system, department by department, documenting all of the imaging devices currently in use. The team also utilized the e-BRIDGE™ Fleet Management System (eFMS) and FM Audit to unobtrusively monitor and track usage data. This comprehensive and collaborative walkthrough, set the foundation for Toshiba, EMH Materials Management, EMH Facilities, and EMH Information Technology, to partner with the EMH end-users to offer them the best solutions possible.

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“In the initial phases, we invested significant resources to identify what it truly meant to ‘add value’ to EMH,” said Mark Parianos, Major Account Executive, Toshiba. “We worked collaboratively with key users and department heads to understand each department’s day-to-day needs, volume of usage, and overall data management and device utilization.”

The Encompass Analysis identified about 50 redundant devices. Based on this and other data collected, Toshiba carved out a path to successfully optimize the EMH fleet. The first step was to collaborate with EMH to ensure the action plans were clearly mapped out, understood and supported by the many areas impacted by these changes. The second step was to partner with EMH to remove all of the unnecessary devices while ensuring end-users supported the change. The final step was upgrading the remaining outdated technology with new Toshiba MFPs that could handle the workflow requirements of the hospital, which was in the process of converting to electronic medical records. This standardization also meant that regardless of where employees were within the facility, they could walk up to any device and know exactly how to use it efficiently and effectively. Ensuring that all installations were handled in a multi-disciplinary collaborative approach ensured success – as EMH has more than 2,200 employees who required training to utilize the equipment and maximize the benefits of the new Toshiba technology.

“A reduction in the total number of stand-alone printers, copiers and fax machines lowered operating costs by more than \$100,000 and it also freed up a substantial amount of real estate in our facilities,” said Willets. “We’re saving upwards of \$20,000 in supply costs simply by eliminating the old color printers.” In addition, redirecting print jobs from stand-alone printers to MFPs resulted in significant cost-savings.

But another real benefit has come in the form of a dramatically enhanced employee experience. “EMH employs more than 2,200 professionals, and before the Toshiba upgrade, a good three-quarters of them had only a rudimentary understanding of our document imaging devices,” said Willets.

“In order to justify this significant technological overhaul, we needed our employees to be completely fluent on the new devices and utilize them to their fullest capabilities.”

To ensure the new technology would be optimized, Toshiba began the upgrade process with robust onsite employee training to ensure everyone understood the new MFP functionalities, including learning how to scan-to-email, scan-to-file and how to take advantage of advanced finishing options. Toshiba also maintains ongoing education by participating in monthly nurse trainings, as well as coming in whenever needed to train employees on a one-on-one basis.

“Today our employees have a much more efficient relationship with our document imaging technology,” Willets observed. “For one, most directors have used Re-Rite to eliminate all hard copy files and are now operating entirely digitally, which is in-line with our shift to an electronic medical records system. Toshiba has also been invaluable by working closely with the electronic medical records software provider to make this transition as seamless and efficient as possible.”

Before the upgrade, the facility routinely produced thousands of pre-printed patient forms. But with the new process, patient information is entered directly into the Forms-on-Demand program and patient specific documentation is produced. The Forms-on-Demand Program and the utilization of Toshiba technology has resulted in a 40 percent reduction in pre-printed forms expenses and has all but eliminated pre-printed forms inventory. “EMH has benefited greatly by minimizing wasted forms and maximizing staff productivity as it relates to forms management,” Willets shared.

Toshiba technology also is powering EMH’s new state-of-the-art Physicians Portal; a doctor’s lounge equipped with five 52-inch Toshiba televisions, a projector and a Toshiba e-STUDIO™ MFP. In addition, doctors have access to more than 300 Toshiba tablet PCs on rolling carts, which enable them to quickly and accurately access patients’ electronic medical records while providing on-demand mobility throughout the hospital. The ultimate and most important result, however, is improved patient care.

“Throughout this entire journey, Toshiba has been more than just a technology vendor; they’ve been our strategic partner every step of the way,” said Willets. “From the in-depth Encompass Analysis, which evaluated each individual area of our facility and identified specific solutions to meet the unique demands of those departments, to the quality of our training and help desk service technicians, Toshiba provided true leadership and they delivered solutions that met and exceeded all of our objectives. Together Toshiba and EMH continue to meet weekly to optimize our partnership and to push one another to new heights.”

