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## ***CASE STUDY: FOCUS HEALTHCARE MANAGEMENT, INC.***

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### **OVERVIEW**

FOCUS Healthcare Management, Inc. operates one of the nation's largest workers' compensation PPO networks, with over 465,000 providers and facilities across all 50 states and in Washington, D.C. The network consists of primary care physicians, occupational health and rehabilitation specialists, ancillary service providers, and hospitals, dedicated to reducing medical costs in treating work-related injuries. FOCUS customers are among the nation's leading casualty insurers as well as managed care companies, self-insured employers and third-party administrators.

FOCUS was founded as a privately held company in 1986. In 1996, FOCUS was acquired by CRA Managed Care, Inc. and in 1997, CRA and OccuSystems merged to create the nation's first fully-integrated workers' compensation managed care company, Concentra, Inc. FOCUS remains an independent subsidiary.

### **CHALLENGE**

It is the primary responsibility of the FOCUS credentialing group to ensure that all providers are up-to-date on their licensure requirements, that they are legitimate in the network, that their licenses are renewed on time, etc. Official paperwork and supporting documentation is kept on file for each of the 465,000 network providers and facilities. A typical provider file consists of approximately 40 sheets of paper.

FOCUS is required to keep all provider information up-to-date and readily available if a state, or other governing body, or attorney requests to see it. New York and Florida are two states that conduct frequent audits.

All original paper documents have historically been stored in file folders – approximately three million pages of information, and growing – and kept in both onsite and offsite storage facilities. According to Walter Odom, a business analyst in FOCUS' IT department, the credentialing group faced two primary challenges as a result of the sheer volume of paperwork it generated and maintained.

1. As the provider network has grown over time, which in turn has resulted in an extraordinarily high volume of documentation, FOCUS was paying ever-increasing amounts of money in paperwork storage fees. The paper volume doubles every couple of years, which has perpetuated into a sizeable space concern.
2. It was becoming more difficult, and operationally more expensive, to search through storage facilities to provide paperwork in a manner that promoted high-quality customer service. The time it was taking to find and pull files, the people needed to retrieve them, and the amount of files that get misplaced translated into an increase in costs and a decrease in productivity, especially considering the ever-rising volume of files.

When in need of specific documentation, FOCUS employees would have to physically dig through thousands of boxes and/or filing cabinets – most of which were stored in a large offsite warehouse – to find it. This was a labor-intensive process that was hindering their ability to provide information to requestors in a timely manner.

## **SOLUTION**

AccuImage, LLC, an information management systems integrator located in Nashville, designed and implemented an advanced document imaging and content management system for FOCUS.

In the solution, AccuImage seamlessly integrated the following products:

- One Kodak i810 High-Speed Scanner
- One Kodak i260 Production Scanner
- EMC Documentum ApplicationXtender
- EMC Documentum WebXtender
- AnyDoc Software's OCR for AnyDoc
- EMC LEGATO DiskXtender

"AccuImage came up with the concepts and the solution that precisely matches our business needs. They have an in-depth knowledge of what tools are out there, and they have the ability to see how those tools will work – or not work – within our business," said Odom.

The new system acts like a virtual file room, with intuitive search and retrieval functions, and it is already beginning to replace FOCUS' physical storage space. Odom estimates that, in addition to offsite storage space, at least 150 square feet will be freed up in their building. All documents are scanned at one of two locations. OCR for AnyDoc extracts user-specified information from a variety of forms and documents; the extracted data is uploaded into ApplicationXtender and is associated with the image from which it was extracted. The captured information serves as index data and is available for querying through WebXtender.

Files can now be retrieved in real time with the click of a mouse. Users simply pull up images using their web browser – from anywhere in the Concentra network.

Several types of documents are being scanned into the system, including contracts, records of adverse action, letters and other correspondence, conversation logs, and meeting notes, to name a few. FOCUS employees can search by provider name (the most commonly-used index field), practice name, document control number, date, state, etc. They perform a query, and WebXtender locates and displays the applicable data and document image.

AccuImage has been helping FOCUS populate the system by performing document scanning in their service bureau. FOCUS outsources boxes of documents to the AccuImage document conversion service bureau on an as-needed basis. Documents are scanned and then AccuImage provides the images on CD to FOCUS for uploading into the document management system. This service is helping FOCUS work their way through approximately three million pages that make up their backlog of paper files.

"We knew this wasn't going to be an easy transition for us – going from an entirely manual system of filing to an electronic one," said Odom. "But AccuImage has provided a lot of hands-on support along the way, not only getting the system up and running, but also ensuring that it has reached its full potential. They have been very active in coming out to help us, and their after-market care is very memorable."

## **RESULTS**

FOCUS set out to accomplish two primary objectives with the new system: reduce storage space rental costs and get data into employees' (and external requestors') hands faster. In the six months since the system has been fully operational, FOCUS has achieved these objectives, and several other ancillary but considerable benefits.

During what Odom calls "fire drills," employees can instantaneously call up information without a lot of manual intervention and without leaving their desk. They have eliminated the need for employees to drive to the warehouse to manually search through thousands of files stored in boxes. Once all existing documents have been scanned into the system, they will have eliminated the need for all offsite storage, along with the associated rental fees.

Because employees have information at their fingertips, productivity has significantly increased. The process of locating information, which used to take 24 hours or more, can now be accomplished within two minutes in most

cases. This has also improved customer service, since employees no longer have to wait a day or more to answer questions or provide additional information.

The data FOCUS maintains is subject to all healthcare-related government regulations, including HIPAA. The user-level security built into the document management system, coupled with the reduction of confidential paperwork visible on employees' desks, has ensured HIPAA compliance.

Disaster recovery preparedness has also been achieved, since document images are backed up and stored offsite.

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