

# The Queen's Medical Center

A Royal Link to the Past . . . and the Future

**H**awaii. It's the only state in the U.S. that must be reached by sea or by air, and the only one that was once a monarchy. Although few reminders of this monarchy endure, one prominent institution continues to nurture the islands: The Queen's Medical Center, founded by King Kamehameha IV for his queen Emma 125 years ago.

But don't let its age fool you. Queen's is a progressive medical center. It's like a small town within industrious downtown Honolulu—incorporating a hospital, acute care center, outpatient clinics, and the University of Hawaii Medical School. This 506-bed medical center has been a state leader in introducing new medical technology and implementing surgical and therapeutic procedures. It even has two TV networks.

Queen's financial departments recently took the plunge into high technology. Early in 1983, Queen's administrators gave the Center's future a hard look. 1984 would not only be a year of change for Queen's, but also for the entire hospital industry. Reimbursement for patient care was taking a 360-degree turn due to federal regulations that stipulated payments to hospitals must be based on a diagnosis rather than on the cost of treating patients.

"This new policy means hospitals have to know hourly costs for patient care," says Rix Maurer, vice president of finance and fiscal services, "as well as exact costs for procedures like ap-

pendectomies and open-heart surgery. The industry has never had to do cost accounting before. Now all of a sudden, information systems, which were seen as a way to increase efficiency, have become strategic tools."

Also in Queen's future was facility redevelopment, which included constructing a 10-story building behind the hospital. "Quick-turnaround financials became a necessity," explains Maurer.

Queen's administrators enlisted Joseph Evans, who had six years' experience with IBM, as vice president of information services.

Evans immediately began the push to find a financial software vendor. The field was wide open, since many of Queen's financial procedures were manual. (The Center did have an in-house payroll and accounts receivable system.)

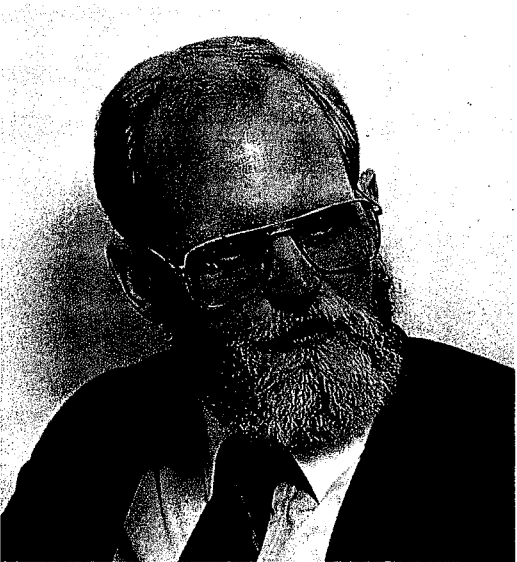
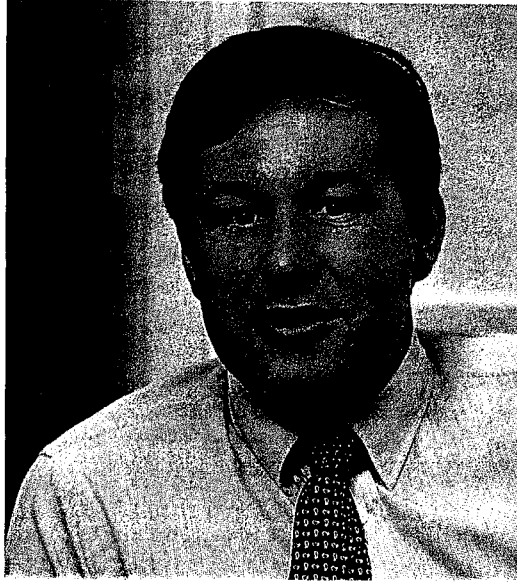
Evans recommended purchasing personal computers instead of dumb terminals since he knew the office of the future would rely heavily on the micro-mainframe link.

"Our vendor search showed MSA was the first software company to offer a link," says Evans. "MSA also had good, solid systems and a sound reputation for support."

During their vendor evaluation, Queen's personnel visited hospitals that already had MSA packages. "I took an entourage of users so they could get a good feel for MSA and for the type of

**There's no computer phobia at this progressive Hawaiian medical center.**

**Of 150 departments, 140 use computers — and a recent online demonstration of MSA's micro-mainframe link drew 800 employees.**



support MSA provided, which was one of our biggest concerns way out here," says Gordon Bruce, director of computer services.

The Queen's users then talked to other industries using MSA software and ultimately recommended MSA online, realtime systems. In March 1983, Queen's selected the MSA General Ledger, Accounts Payable, Payroll/Personnel, and Fixed Assets Accounting Systems, and Executive Peachpak, MSA's micro-mainframe product. Queen's chose an IBM 3083 to replace their IBM 3031, and also chose IBM Personal Computers.

Queen's was committed to start the new fiscal year, which began July 1, with two of the MSA systems in place. One programmer/analyst and the accounting manager dedicated their time to implementing the General Ledger (GL) and Accounts Payable (AP) Systems during the 90 days remaining in the 1982 fiscal year. They also changed the chart of accounts and went to 13-period accounting.

Bruce attributes much of the success to their working relationship with MSA. "When we were implementing these two systems, someone from MSA was here 30 of those 90 days," he says. "I feel I've been looked after and cared for as a customer."

The Payroll/Personnel System implementation had a less-pressured timeframe. "This implementation was no small undertaking, however," says Bruce. "Every department was keeping its own payroll system because we had no central way to distribute labor costs. Queen's also has several unions, with wages and benefits all calculated differently. We pay more than 2,000

Rix Maurer (top), vice president of finance and fiscal services, took a hard look at the medical center's financial systems when federal regulations were tightened. The Center enlisted the help of Joseph Evans (center), vice president of information services. Their choice in software: MSA, with PeachLink, MSA's micro-mainframe software link. Says Gordon Bruce (bottom), director of computer services: "We've gone from manual, handwritten reports that were 30 to 45 days late to accurate financials two weeks after month-end closing."

employees around the clock. Some of them work part time, some permanent part time, and some are called in.

"When we looked at all this, our first estimate for full implementation was two years," Bruce continues. "But in just eight months, the MSA Payroll/Personnel System was in full operation, giving employees direct deposit of their wages, and vacation and sick time on their pay stubs."

Queen's personal computer users now have direct access to their mainframe systems via PeachLink, MSA's micro-mainframe software link. Seventy-six IBM PCs are linked to the mainframe. Evans predicts 100 will be linked by the end of 1984. "If there's an apparent need for a terminal, we usually install a personal computer," he says.

Queen's Information Center, which houses three IBM PCs, an IBM PC-XT, and several dumb terminals, helps employees make the most of the new technology. Edna Tsukamoto, of the planning support branch in charge of the Information Center, says employee education includes an introduction on how to use the IBM PC, an overview of available MSA Executive Peachpak products, and in-depth classes on each product.

"The Information Center makes our users more productive," says Tsukamoto. "They get online demonstrations and consultations here. And if they don't have a PC in their department, they can use the ones in the Information Center."

Executive Peachpak products are not, however, limited to the Information Center. The budget department uses PeachLink extensively, according to Maurer. "If we need to project our supply and expense costs for the coming year," he explains, "we download detailed account information from the MSA General Ledger System to Lotus 1-2-3. We then apply inflation factors and determine costs per unit for everything from housekeeping supplies to heart valves. Later we can look at those projections to see how close we met them, and cut back or increase supplies as needed."

Maurer says the first time PeachLink was used in the budget department, one

of the analysts spent a half day downloading information to the microcomputer instead of the seven days it had previously taken her to key in the same data. "And this was her first exposure with the product," he adds.

Queen's also uses PeachLink with other systems at the medical center, like patient care systems, according to Evans.

"For example," he says, "the Admissions, Discharge, and Transfer System (ADT), which carries patient demographics and registration, has 1,000 screens under CICS. If I need information from 10 or 20 of them, I slip a PeachLink disk into the PC and log on to the ADT System. I then select the screens I want and consolidate them into one screen. It not only simplifies things, but also saves CPU time."

PeachLink speeds administrative tasks by gathering summary information for delinquent payments. Evans describes the process: "We set up a PeachLink model that selects particular patient class information. We choose patients' names, addresses, and amounts owed. Then, using PeachText, we put this information in a format and send reminder letters, without typing anything."

Evans uses Peachpak products for most of this type of work — telecommunications to subscribe to several mainland databases; business graphics to format graphs for presentations; PeachText for typing; and PeachCalc for budgeting.

"With these products and my electronic mail software, I can transact 75 to 80 percent of my 'desk work' sitting at the terminal," he says.

Bruce sums up Queen's latest move into high technology: "There's been a bit of future shock. We've gone from manual, handwritten reports that were 30 to 45 days late to accurate financials two weeks after month-end closing. And with realtime, we can get financials daily.

"It's also a new role for DP," continues Bruce. "We're now seen as fellow employees who are trying to help get the job done. It's a real partnership."

— Carmen Craig Abernathy

***"With the Executive Peachpak products and my electronic mail software, I can transact 75 to 80 percent of my 'desk work' sitting at the terminal."***

## COMMITMENT to COMMUNICATION

What good is information if it's not communicated? That's not a problem at The Queen's Medical Center in Honolulu, HI. Employees who want to know about new events in the technology area have several ways to find out.

The first way is QUIC, Queen's Users in Computing. Formed a little more than two years ago, QUIC is an internal user group which meets monthly. One representative from each department that uses computers attends. (Of 150 departments at Queen's, 140 use computers.) QUIC's agenda focuses on problem solving and day-to-day software and hardware operations.

Another communications medium is INFO, a quarterly newsletter published by the information services department. INFO lets employees know what technological changes are taking place in the information area, as well as what's avail-

able to them as users. Joseph Evans, vice president of information services, says Queen's also created the newsletter to project an image to the information community. The image is that Queen's is on the leading edge of technology.

A third communications tool is the Information Center, where employees learn how to use personal computers and MSA Executive Peachpak products. To introduce Executive Peachpak to potential users, Queen's held an Information Center fair for its employees. Eight IBM PCs were set up in the Information Center for online demonstrations. The PCs were linked to the MSA General Ledger System to show how mainframe information could be used with the Peachpak products. The one-day event drew 800 employees and inspired many of them to sign up for training.