

CtHiMA

AHIMA Affiliate

Connecticut Health Information
Management Association

Unifying ROI Across the Enterprise: Large Health Systems Leading the Way

*The New Fundamentals of health information
disclosure management*



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August 15, 2021

Learning Objectives

1

Identify the benefits of moving from fragmented to unified ROI and how to build the business case

2

Consider gaps and roadblocks in the levels of integration of your organization's ROI systems

3

Review requisite building blocks for unifying ROI and models and milestones for transitioning ROI to an enterprise system

Why Now is the Time to Unify ROI



ORGANIZATION
WIDE ELECTRONIC
HEALTH RECORDS



REDUCE COST AND
REDUNDANCY



IMPROVED
COMPLIANCE

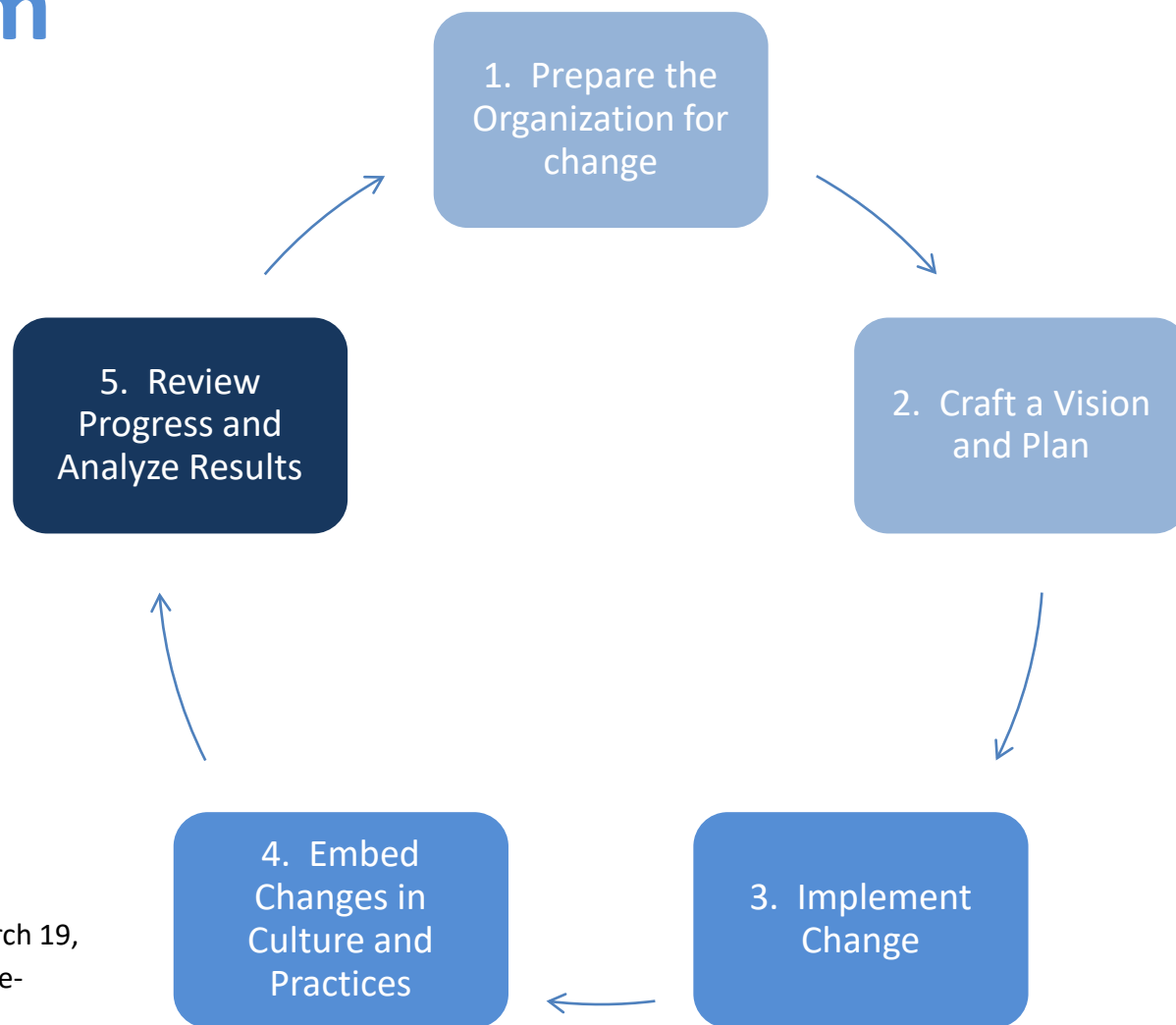


REDUCE
DISPARITIES IN
ACCESS



IMPROVE
PATIENT/CUSTOMER
SATISFACTION

The Change Cycle: Unifying ROI Across the Health System



Miller, K. Harvard Business School Online, March 19, 2020. <https://online.hbs.edu/blog/post/change-management-process>

Preparing the Organization – Crafting the Vision and Plan

Gather Data:

- Why do patients have to go to more than one location or fill out more than one form in order to receive their medical records?
- How many places in your organization receive and process requests for information?
- How many different policies and procedures for release within your organization?
- Can your organization easily account for all information that is released?
- How many requests are handled electronically?

Gather Key Stakeholders:

Traditional

- HIM
- Legal/Risk
- Privacy/Compliance
- Patient Portal/Websites
- Research
- Point of Service
 - Provider Offices/Clinics
 - Units/Floors

Non-Traditional

- Care Management
- Quality/Patient Safety
- Patient Financial Services
- Employee Health
- Leadership/Administration
- Help Desk
- Patient Services

Layout The Business Case and Expected Benefits

Better Compliance, Customer Satisfaction, and Productivity

- Standardized Policies and Procedures
- Same ROI Software and QC process used regardless of record type
- Patient's Request App Deployed for all record types
- Improved productivity and turnaround time for requests
- Patient Satisfaction

Planning Phase

- Set the overall Goal of unified ROI
- Build your change team
- Determine Vendor Partners
- Design New Processes and Workflows
- Gain Necessary Approvals
- Setting Goals and Performance Indicators
- Design the Final Business Plan

Planning – It Takes a Village

- Identifying variations in how information is released based on the location and designing new streamlined processes.
- Revising Policies
- Designing a Roll-out Plan
- Staff Training
- IT & Website changes
- Request App Roll-out

Implement Change Embed in Culture and Practices



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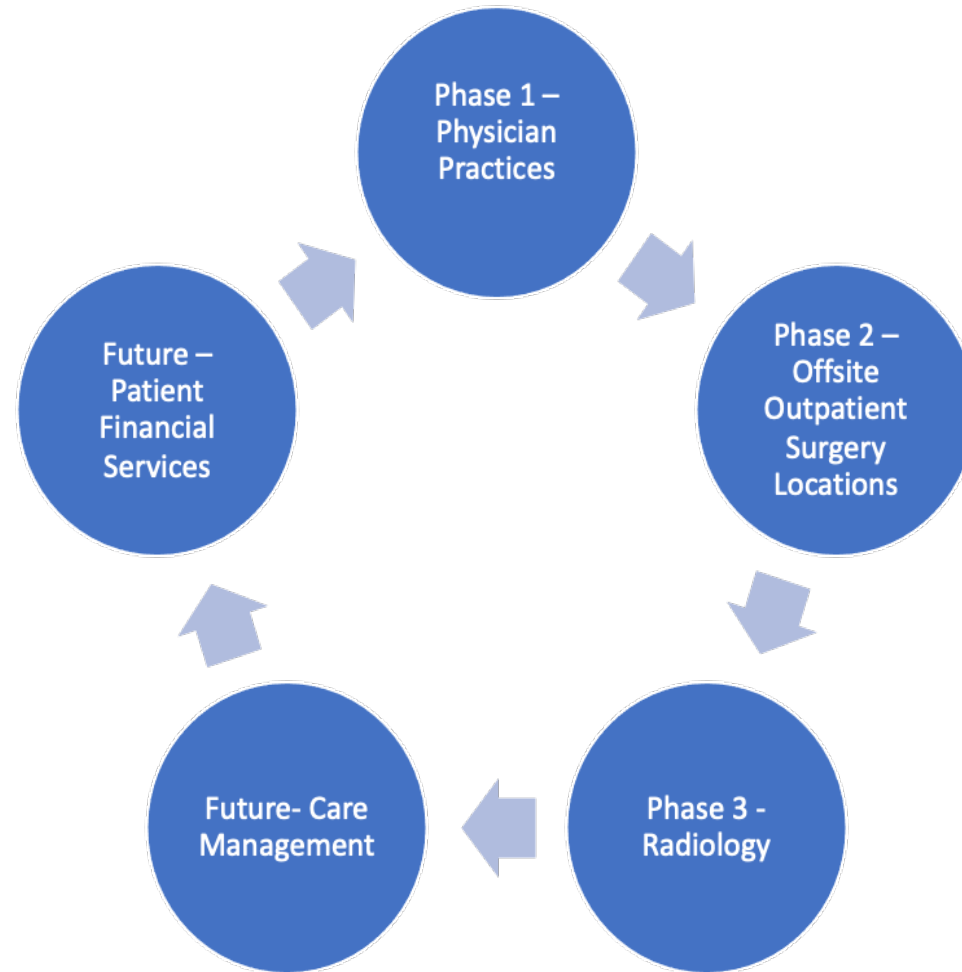
Barbara Carr, RHIA

Formerly, Einstein's Assistant Vice President, HIM

A private, not-for-profit system in Philadelphia comprised of

- Three medical centers, including the largest independent academic medical center in the Philadelphia region
- World renowned Moss Rehab Hospital
- Outpatient centers and primary care and specialty care locations throughout the Philadelphia region

Implementing The Change at Einstein



NYC HEALTH+ HOSPITALS



NYC Health+Hospitals is nation's largest public health system comprised of

- 11 acute care hospitals
- 5 post acute/long term care facilities
- Network of federally qualified community health centers
- Comprehensive care management
- Health plan
- Population health services

NYC Health+Hospitals Rollout

1. Verisma Request App
2. Legal Affairs vs. Risk Management
3. Streamlining Revenue Cycle Initiatives
4. Utilization Review
5. Radiology

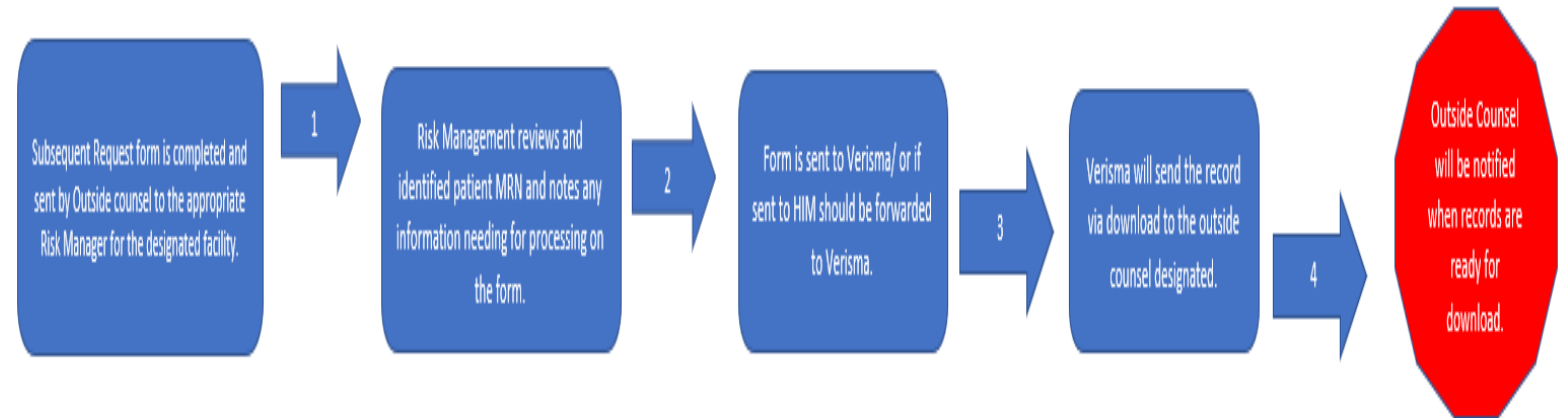
Example of a Unified Approach to Handling Records for Claims Litigation at NYC Health & Hospitals

For Risk Management to Outside Counsel:

In order to differentiate between Legal affairs and those needing subsequent records the claims and litigation team take a similar approach. CDL/ Subsequent requests include specific information that is being sought. When a request is made to Risk Management, Verisma will identify this based on request/ cover letter as one for outside counsel only and in direct connection with the case.

Who receives these requests:

- Outside Counsel
- Claims Litigation
- The advantages of the streamlined process:
- Streamline the communication efforts for who should receive the records sets.
- Allow for multiple copies to reside in a designated folder in Verisma for retrieval for the retrieval of records at any point.
- Allow for accounting of disclosure and visibility to who accesses the documentation.
- Free the space capability in Kite works





ColumbiaDoctors



- 2,200 providers in over 230 specialties
- 116 clinic locations
- 1.4 million out-patient visits
- Faculty at Columbia University Irving Medical Center
- Affiliated with NewYork-Presbyterian, ranked #4 in the nation by US News & World Report and # 1 in New York for 20 years in a row
- Serving 3 of 13 NYP Hospitals:
 - Milstein Hospital (fka Columbia-Presbyterian)
 - Children's Hospital of New York
 - Allen Hospital

- Expand self-service for patients and third parties to
 - Customer service
 - Turnaround time
 - Reduce paper processes
- Shift billing requests from Revenue Cycle to ROI

Achievements Thus Far

- Compliance – All requests processed using the same ROI software, following the same policies and procedures, and QC'd using the same process.
- Full accounting of disclosures
- Improved productivity and reduced paper processing.
- Increased electronic release.
- Turnaround time improvement
- Patient/Customer satisfaction improved

What's Next for These Large Organizations?

- Continuing to expand to other areas such as:
 - Case Management
 - Revenue Cycle Requests
 - Radiology
 - Attorneys
 - Expand e-requests to replace mail-in and walk-up

Leadership Lessons

- Reframe ROI from responding to requests to facilitating compliant access and disclosure
- Take some risks and have a sense of urgency
- “Out of the box” thinking about how enterprise ROI supports other organizational priorities such care continuity, compliance, risk mitigation.
- Manage through productivity and quality metrics; ensure accounting for disclosures broadly

Takeaways

1. Unifying ROI across the enterprise is the jumping off point for further innovation.
2. Stay focused on service and compliance.
3. Spend the time to standardize and optimize all workflows.
4. Regardless of the vendor partnership model, success depends on technology – ROIS, request apps, management tools.
5. Collaborate to advance organizational priorities and strategies.

Q&A

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