Deficiency Management – The Full Circle Journey
$950 million tax-supported healthcare system serving residents of Fort Worth and surrounding communities in Tarrant County, Texas.

**John Peter Smith Hospital**
- 121,000+ emergency room visits
- 1 million+ patient encounters per year
- Nation’s largest Family Medicine Residency
Who is the speaker?

Valerie Lund, LSSGB

Manager, HIM Documentation Compliance

• JPS team member since April 2016
• Lean Six Sigma Green Belt
• Busy life with a husband and three boys
• Volunteers heavily with children’s scouting units and baseball teams
The purpose of this session is to provide you with an opportunity to build specific skills required to deal with real-world problems impacting the health care industry. At the completion of the session you will be presented with:

1. A brief background to understand our journey
2. A real-world success story
3. Our strengths and opportunities so that you may learn from them
What does today’s track look like?

Participants learn how to lead a team through a process change including stakeholder buy-in through effective communication and consistency.

Audience will understand how to drive behavior change with data and transparency.

Speakers will demonstrate that peer to peer interactions hold the power to make significant and sustainable change.
Deficiency Management—The Full Circle Journey

Bird’s eye view (objective):
- Assist providers in closing 100% of charts/deficiencies within the regulatory timeframes (varies by type)
- Build stronger relationships between HIM and its customers (especially providers)

Path (method):
- Publish accurate data including transparent reporting to drive behavior change
- Utilize accountability measures to influence sustainability

Thrills:
- Outpatient open encounter management –July 2016
- Inpatient deficiency management –July 2017
- Outpatient co-sign chart management –November 2018
- Many revisions to expand focus/scope as we went
Ride design: Voice of the customer

Building the experience:
- Research indicated behavior issues, not technical
- 90% of the volume came from 10% of population
- Communication was infrequent and ineffective
- Relationships were not present
- Processes were manual, cumbersome, erroneous and inconsistent

Solid foundation:
- Clean slate to start
- Efficient workflow
- Accurate data
- Transparent reporting
Climbing the hill: Overcoming obstacles

Bumpy ride:

- Outpatient open encounters
  - Unassigned charts
  - Closing without documentation
- Inpatient Deficiencies
  - Verbal orders removed
  - Removed declined deficiencies
  - Used reassignment date as a basis for calculation
- Cosign
  - Overused deferred pool

Driving force:

- Accountability measures
  - Communicating effectively
  - Applying rules consistently
- Data driven
  - Transparent reporting
  - Accuracy is paramount
- Collaborative culture
  - MRC buy-in and support
  - Proactive communications (not just reactive/punitive)
Acceleration: Smooth ride

Communication:
- Proactive notifications
- Suspension notices to include department chair and practice manager
- Peer to peer discussions

Data Analytics:
- Consistent, accurate, and automated data
- Publish data regularly to HIM, MRC, Department Chairs, Executives, Practice Managers, etc.

Provider Behavior:
- Develop trust
- Apply rules consistently
- Requirements are reasonable and fair
- Establish accountability
- Maintain a cohesive team
Buckle up:
There will be bumps

Life is a roller coaster. You can either scream every time you hit a bump or you can throw your hands up in the air and enjoy it.

— Unknown
Photo-op: The process

Collect daily data (Epic Clarity) → Analyze data → Courtesy notifications daily (deficiencies 7-13 days) → Pending suspension notices daily (deficiencies >13 days)

Medical records suspension notification letter → For reinstatement must clear ALL In Basket items → Subject to Epic lockout if provider suspended for >14 consecutive days → Once Epic access is revoked, closures must be completed in the HIM office

Threshold – more than 5 instances and/or 15 cumulative days over rolling six months → Attend peer review committee meeting → Subsequent violations within one year may include Practitioner Advisory Council (PAC) referral → Report all accountability metrics to physician group for use in scorecard

* Suspensions are not initiated on weekends or holidays
* Some of the processes described above required amendments to the Medical Staff Rules and Regulations.
Minimum height requirements: MRC communication templates

Dear Provider,

This is a courtesy notification that you currently have medical records in Epic that are approaching delinquency (7-13 days from encounter or discharge).

If you have completed these records between 11:59 pm yesterday and the time of this notification, you may disregard. Please check your Epic In-basket, Hospital Chart Completion Folder and/or My Open Encounters to locate the incomplete charts.

Records that remain incomplete for greater than 14 days following a patient’s discharge or clinic encounter will become delinquent, resulting in placement on Medical Records Suspension and the provider’s loss of clinical privileges as stated in the Medical Staff bylaws. Once you have been placed on Medical Records Suspension, you must complete ALL incomplete medical records prior to reinstatement.

Please complete your medical records prior to expiration of the 14 day completion window to prevent being placed on Medical Records Suspension. If you are experiencing technical difficulties, please contact the EMR Liaisons at 817-702-4979 (ambulatory) or 817-702-4978 (inpatient) during business hours. If you have any other questions or concerns, please contact the Health Information Department at 817-702-1016 or reply to all on this email for questions or assistance. If you are having trouble accessing Epic, you can reach out to the IT Helpdesk at 817-702-5222 any time.

Please note: Closing open encounters within 5 days can help achieve the JPS fiscal year 2018 organizational goal of increasing the percentage of charges posted within 5 days of service date. The expectation is that providers at JPS will contribute to the success of this goal. Provider medical records suspension after 14 days, per the Medical Staff Rules and Regulations, is to ensure alignment with minimum regulatory standards. Additionally, and more importantly, timely completion of medical records is essential for patient care and safety.

Thank you in advance for your cooperation,
Ride rules: MRC communication templates

You currently have medical records in Epic that have remained incomplete and are now delinquent. Please correct these deficiencies IMMEDIATELY and before 11:59 PM today to avoid being placed on Medical Records Suspension.

Records that remain incomplete for greater than 14 days following a patient’s discharge or clinic encounter will become delinquent, resulting in placement on Medical Records Suspension and the provider’s loss of clinical privileges as stated in the Medical Staff bylaws. Once you have been placed on Medical Records Suspension, you must complete all incomplete medical records (delinquent and non-delinquent) prior to reinstatement.

Check your Epic In-basket, Hospital Chart Completion and/or Open Encounters folders to locate the incomplete charts. If you have completed these records between 11:59 pm yesterday and the time of this letter, you may disregard.

You currently have medical records in Epic that have been incomplete for greater than 14 days and are delinquent. As a result, you have been placed on Medical Records Suspension. In addition, you have lost clinical privileges as stated in the Medical Staff bylaws.

All incomplete medical records (delinquent and non-delinquent) must be completed prior to reinstatement of your clinical privileges. Once you complete your records please call 817-702-1016 or email Linda Fisher and Valerie Lund so that you can have your suspension lifted.

Failure to complete these records promptly will result in revocation of your Epic access. Once your access has been revoked, you will be required to complete your medical records in the HIM office prior to reinstatement of your clinical privileges and Epic access.

Thank you for completing your medical records. Your Medical Records Suspension has been lifted and your clinical privileges have been reinstated.
Hands up: Celebrating outcomes

Outpatient Open Encounters Open >4 Days

- Open 90+ Days (excluding batch close)
- Open 14-90 Days
- Open 7-13 Days
- Open 5-13 Days
Hands up: Celebrating outcomes

Inpatient Deficiencies Open >4 Days

- 90+ Days
- 14-90 + H&P>24hrs + Op/Diag >24 hrs
- 7-13 Days
- 5-13 Days
Hands up: Celebrating outcomes

Open Co-Sign Charts (Outpatient) >4 Days

- 90+ Days
- 14-90 Days
- 7-13 Days
- 5-13 Days
## Ride stats:
Data driven behavior changes

### Number of Deficiency Notifications from HIM to Providers
(Outpatient since 7/6/16, Inpatient since 7/10/17, and Co-sign OP since 11/1/18) as of 5/31/19

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Enjoy your ride!

WHAT PEOPLE THINK IT LOOKS LIKE...

OVERNIGHT SUCCESS

SOMEONE GIVES YOU MONEY

YOU BUILD IT

BIG IDEA!

WHAT IT REALLY LOOKS LIKE...

FAIL A LOT

WORK REALLY HARD

BE INSECURE A LOT

YOU START!

LIFE HAPPENS

GET LOTS OF HELP

SEEMED LIKE OVERNIGHT SUCCESS TO EVERYONE NOT INVOLVED
Strengths:
• Strong leadership and medical staff
• HIM advocacy
• Training and cross-training
• Relationships built
• Credibility built over time

Opportunities:
• Verbal Order management
• Documentation compliance (content)
Future Expansion

• Verbal Order management
• Documentation compliance (content)
Wrap up

Thank you!

Questions?

Valerie Lund
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