Learning Objectives

• Describe how the transition from paper to an electronic health record impacts the processes and procedures of a CDI program
• Identify the impact on CDI metrics with implementation of an EHR and the potential need for further development
• Cite lessons learned around ICD-10 transition planning – financial impact analysis; ICD-10 training; and computer-assisted coding (CAC)

History

• Began in 1887 as City Hospital
  – 1964 – Hennepin County assumed ownership

• Firsts in the metro
  – Hennepin Regional Poison Center
  – Hennepin Kidney Transplant Program
  – Nurse-Midwife Service
  – Burn Center

Hennepin County Medical Center (HCMC), Minneapolis, Minn.:
Mark LeBlanc, RN, MBA, CCDS
Clinical Documentation Manager
Tracy Boldt, RN, BSN
ICD-10 CDI Lead
About

- Level 1 Adult & Pediatric Trauma Center
- Primary care clinics, retail clinics, & EMS system
- Teaching hospital
- Safety net hospital

About

- 462 beds (894 licensed)
- 324 average daily census
- 21,315 discharges annually
- 15,298 surgeries annually
- 353,872 clinic visits annually
- 97,540 ED visits annually

Our Mission and Vision

- We are committed:
  - To provide the best possible care to every patient we serve today;
  - To search for new ways to improve the care we will provide tomorrow;
  - To educate health care providers for the future; and
  - To ensure access to healthcare for all
- We are committed to being:
  - The best place to receive care;
  - The best place to give care; and
  - The best place to work and learn

Timeline to EHR

- 1928
  - Patient records are cataloged for the 1st time
  - Medical records department is created
- 1951
  - Inpatient and outpatient charts are combined under a single numbering system
- 1969
  - First computer is installed for lab analysis Medical records goes to microfilm
- 1974
  - Computers are installed in the ER
- 1984
  - Medicare initiates DRGs
- 1992
  - Innovative computerized patient tracking system; uses touch screen technology
### Time Goes By

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
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<tbody>
<tr>
<td>1995</td>
<td>New digital imaging system</td>
</tr>
<tr>
<td>2005</td>
<td>Announces plans to install an HER</td>
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<tr>
<td>2006</td>
<td>EHR live</td>
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<tr>
<td></td>
<td>- Lab results viewing</td>
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<tr>
<td></td>
<td>- Paper documents scanned</td>
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<tr>
<td>2007</td>
<td>12-month EHR documentation go-live phased rollout for inpatient and outpatient</td>
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<tr>
<td>2008</td>
<td>InfoOnCall implemented</td>
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### Recent Years

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>2011</td>
<td>- Attested to “meaningful use” of electronic health record (EHR) technology</td>
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<tr>
<td></td>
<td>- Achieved Stage 6 HIMSS certification</td>
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<tr>
<td>2012</td>
<td>- Achieved Stage 7 HIMSS certification</td>
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<tr>
<td></td>
<td>- Highest level of electronic medical record implementation</td>
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<td></td>
<td>- 1.9% of hospitals in U.S.</td>
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<tr>
<td></td>
<td>- 1st Twin Cities hospital</td>
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<td>- 3rd Minnesota hospital</td>
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### Beginning

<table>
<thead>
<tr>
<th>Event</th>
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<tbody>
<tr>
<td>CDIP program started in 2004</td>
</tr>
<tr>
<td>- Paper CDIP documentation process</td>
</tr>
<tr>
<td>Paper charts</td>
</tr>
<tr>
<td>Staff assigned to floors</td>
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<tr>
<td>Physician champion identified</td>
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<tr>
<td>Consultant training</td>
</tr>
<tr>
<td>Physician education/interactions</td>
</tr>
<tr>
<td>Queries placed in charts</td>
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<tr>
<td>- Colored paper</td>
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### Electronic

<table>
<thead>
<tr>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>CDIP program revitalized</td>
</tr>
<tr>
<td>- New lead</td>
</tr>
<tr>
<td>- New staff</td>
</tr>
<tr>
<td>Work lists set up in EHR</td>
</tr>
<tr>
<td>Electronic CDI program installed</td>
</tr>
<tr>
<td>Retraining by consultants</td>
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<tr>
<td>Centralized CDIP area established within HIM</td>
</tr>
<tr>
<td>Physician champion Identified in 2009</td>
</tr>
</tbody>
</table>
Current CDIP Program

- Electronically review all inpatient charts
  - (except OB-Nursery, Rehab, Psych)
- Team of 10
  - Manager
  - Team lead – operations
  - Team lead – ICD-10
  - 6 CDI specialists
  - 1 physician champion

Electronic Communication

- Provider education
- Query follow-up
- Newsletters
- Email
- IM
- Website

Productivity

- Daily work list
  - Individual work list assigned
  - Daily pace to team total cases
    - Total cases / # CDS present = pace
    - 20–25 reviews per CDS per day (initial & recheck)
- Discharged needs review work list
  - Average 30 cases
- Unanswered query work list
  - Average 5 cases daily
- Coder consults
  - Minimal

Review Rate
ICD-10

- ICD-10 project director
- Impact assessment
- Education
  - CDS/coding
  - Non-provider (nursing, billing, compliance)
  - Provider (MD, NP, PA, WOC, dietary)
    - Web-based
- EHR impact
  - Templates
  - Dual coding
- Productivity impact
  - Computer-assisted coding (CAC)
  - Remote CDIP

CAC

- Improving clinical documentation
  - Identifies gaps in documentation
  - Auto-suggests queries
  - Reduces redundancies of switching between applications
    - Coders & CDI specialist use same edits/content
  - Early warning indicators
    - Builds real-time queries
  - Automating coding
    - Auto-suggests codes (75% combined IP & OP)
    - Enables auto-abstracting
  - Measuring outcomes
    - Captures severity
    - Early warning indicators for document insufficiency
    - Early warning drivers of core measures & PSIs
    - Help improve outcomes accuracy
    - Increased automation = increased efficiency
    - 30% productivity gain – inpatient
**CAC Implementation Plan**

- Project manager
- IT support
- System testing
- User testing
- User training
- Go-live
- Post go-live tuning

**Vendor Selection**

- EHR and CDI system
  - National presence & reputation
  - Local presence & reputation
    - Patient-centered approach
  - Current vendor capabilities
    - One-stop shop
    - Interface capability
    - Support

**Lessons Learned**

- Facility
- Patient population
- Staff
- Change management
- Collaboration
- Communication
- Flexibility

**CDI Future**

- ICD-10 staffing
- Remote CDIP
- Organizational collaboration
- Staffing models
- Communication hurdles
Thank you. Questions?

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