" Franciscan Missionaries of Our Lady Health System captures up to 95% of case charges in EHR for more accurate supply documentation, improved clinical satisfaction and increased revenue with Clinical ConneXion. "

# Franciscan Missionaries of Our Lady Health System

FRANCISCAN
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OF OUR LADY
HEALTH SYSTEM

GHX

## Highlights

To get the most out of its electronic health record system investment, Franciscan Missionaries of Our Lady Health System engaged the GHX team and implemented GHX's Clinical ConneXion℠ solution, which provides item data directly to the EHR by leveraging the FMOLHS item master, purchase order (PO) history and contract data. Using Clinical ConneXion in conjunction with point-of-care barcode scanning has enabled FMOLHS to significantly reduce manual entry of commonly used supplies into the EHR by clinicians (from approximately 50% to 15%) and significantly improve charge capture (from approximately 40% up to 95%) for improved data accuracy, greater process efficiency and increased revenue (approximately $3-5M). Furthermore, FMOLHS now has the trusted data it needs — without growing its item master — to perform total case costing and other key analytics.

## Overview

Franciscan Missionaries of Our Lady Health System (FMOLHS) is the leading healthcare innovator in Louisiana. FMOLHS brings together outstanding clinicians, the most advanced technology and leading research to ensure that its patients receive the highest quality and safest care possible. With hospitals, clinics and physicians located throughout the state, FMOLHS is the largest in Louisiana. As a nonprofit, mission-focused Catholic healthcare ministry, FMOLHS gives special attention to its citizens who are most in need. During the most recent fiscal year, the health system provided more than $39M in unreimbursed care and community support to the underprivileged.

## Situation

Accurate and complete documentation of products in an electronic health record (EHR) system can help a healthcare organization deliver more effective and efficient patient care. Clinical documentation of product usage can improve patient safety through better recall management and adverse event reporting. Electronic capture of the products used during

the course of care can drive greater process efficiency among clinicians, and drive revenue growth by helping organizations record complete and accurate information on chargeable items for which they receive reimbursement.

FMOLHS had implemented an EHR system, and like many healthcare organizations interfaced its item master to the EHR so that clinicians could look up and record products used during the course of patient care. But because the item master contained only routinely-purchased products, it was missing many of the supplies that the clinicians needed to document in the patient record.

As a result, bedside supply documentation was a time-consuming and manual process. At the point of use, a clinician would have to stop what he/she was doing, attempt to find a product in the item file and if not found, manually enter the information into the patient's record. Clinicians were manually documenting approximately 50 percent of items, if not more.

Often clinicians used their own terms to identify a product, and the information was incomplete, making it extremely challenging for the supply chain and revenue cycle teams to accurately identify which products were used on a patient. In other cases, the clinicians would simply skip manual documentation out of frustration. FMOLHS was capturing approximately 40-50 percent of charges for every case, and the information that the organization was capturing was not always complete. As a result, the health system was losing an estimated $3-5M in revenue annually.

## Solution

In early 2016, FMOLHS was preparing to go live with its new EPIC EHR system, but it did not want to face the same challenges that it had faced with its previous system when it came to product documentation and charge capture. While on the surface it would appear that adding more products to the organization's item master would solve many of the issues, FMOLHS' supply chain team knew that would only cause new problems.

The team had in place a manageable sized item master — with over 70K items — that would have skyrocketed up to hundreds of thousands of items had they added all of the supplies used during the course of care. Making sure that all of the data was continuously updated for accuracy and completeness would have required an exorbitant amount of time, effort and labor. Furthermore, the data needed for supply chain, clinical and revenue cycle processes differs in many ways, so adding everything to the item master didn't make sense from a data management perspective.

FMOLHS had already been working with GHX in several other areas and leveraging its solutions, including NuVia, a data-management platform. Therefore, the organization reached out to the company to help determine the best approach for capturing product data in the EHR.

Because the resulting solution would have a broad impact on the organization, including the clinical, supply chain, revenue cycle management and information technology (IT) departments, all of these stakeholders were engaged in the discussion. Furthermore, they secured support from the FMOLHS administrative team, which was key to the project's success.

> "Since we were bringing in a new EHR system, we needed to take full advantage of the opportunity by optimizing our data and processes," said DeJuana Malcomb, director, Supply Chain Process Improvement at FMOLHS. "Because our patients are our number one priority, we wanted to make things easier for our clinicians to find items so they could spend more time at the bedside. We have a great relationship with GHX and they've helped us in the past, so we knew they would be the right partner to help us achieve our goals."

## Clinical ConneXion

FMOLHS served as a pilot site for a GHX solution — Clinical ConneXion — designed specifically to address the challenge of product data capture in the EHR. GHX's Clinical ConneXion offers a new path forward, allowing hospitals to eliminate the unnecessary expansion of the item master and to leverage a more robust catalog sourced directly from GHX's market-leading data repository. Clinical ConneXion provides item data directly to the EHR by leveraging a healthcare organization's item master, purchase order (PO) history and contract data to reduce one-time supplies and associated charge reconciliation.

GHX took these three sources of FMOLHS data — item master, PO history and contract data — and enriched the data to include attributes that FMOLHS requires in its EHR to make item information available and documentable for the clinical team. This includes charge information and attributes that the revenue cycle team needs for patient billing. The resulting item file that passes from Clinical ConneXion into FMOLHS' EHR system contains 365,000 items, providing clinicians with the complete and accurate supply data they need at the point of care.

Today when a clinician uses a product, he/she scans its barcode into the EHR system, which pulls the product's data from Clinical ConneXion for documentation in the patient's record. If barcode scanning is not available for a product, the clinician can manually search for and select it within the EHR.

**Greater Revenue Capture**

According to Robert Lynch, supply chain process improvement analyst for FMOLHS, some of the biggest benefits from Clinical ConneXion have been around revenue capture. The health system is now documenting up to 95 percent of the cost of care, whereas before it was only capturing 40-50 percent of charges.

"From the files I saw beforehand to the files that we pass now, the amount of data that is clean and current from a chargeability perspective, with the correct costs and charges, is light years ahead of where we were," said Lynch. "The number of clean bills has increased from 45 percent to 95 percent, and our revenue in and of itself is much better. We are still compiling metrics but one thing we've proven so far is that with Clinical ConneXion our charges have increased."

**More Efficient Processes**

One of the main goals of this solution implementation was to make the product data capture process easier and quicker for clinicians, and according to Lynch and Malcomb, the FMOLHS team has achieved that goal. With complete and updated product data flowing from Clinical ConneXion into the EHR system, and the use of barcode scanning, clinicians quickly find and record the information they need, driving increased accuracy and efficiency.

> "Scanning an item takes about 2 ½ seconds — it is very fast — they just have to confirm they have scanned the right item — that's it and then they move on," said Lynch. "We have much better data now, it is much more accurate, which drives much quicker interactions for clinical staff members when entering supplies."

"It also provides the ability to be more accurate with product data capture to facilitate recall management and adverse event reporting," Malcomb added. "All of that is a much cleaner process now."

This work has had a direct impact on the FMOLHS revenue cycle team as well. Because GHX assigns Healthcare Common Procedure Coding System (HCPCS) codes and revenue codes to product data in Clinical ConneXion, the revenue team has the information they need to ensure the health system is reimbursed appropriately for products used in procedures. Furthermore, accurate and complete product documentation by clinicians has reduced the amount of work and rework.

> "With Clinical ConneXion the revenue cycle team has all of the codes they need for billing right at their fingertips, whereas before they had to perform a great deal of manual research to look up that information," said Malcomb. "It has really taken a lot of work off their plate."

Lynch explains how the process efficiency has also extended into the supply chain department, particularly for those individuals who manage the health system's item master. Through the use of Clinical ConneXion, the number of products they have to maintain within the item master has steadily decreased, and Lynch hopes that trend will continue.

"We hope to take that a step further and cleanse the data to reduce the item master down to those 10K items that we really care about — the ones that we see in our warehouses and par locations," said Lynch. "Being able to manage 10K items versus 70K items will give us the ability to add more data elements that we didn't capture before."

As part of the data enrichment process within Clinical ConneXion, GHX also adds Global Trade Item Numbers (GTINs) to the FMOLHS data, which largely enables barcode scanning. Lynch says his team hopes to further leverage this data to improve efficiencies from an inventory management perspective.

**Improved Insights**
With clean, accurate, complete and enriched data on the products it purchases and uses, the FMOLHS team has greater insights into the cost of care, and hopes to extend this knowledge out into clinical performance comparisons and ultimately patient outcomes analysis.

> "Getting a total cost of care figure was something that we had never been able to capture within our health system, but now with the Clinical ConneXion/EHR integration we are capturing 90-95 percent of our total costs," said Lynch. "We are definitely leaps and bounds from where we were from the standpoint of documentation and revenue management standardization."

**GHX**

"When you put clean data into your EHR system, you are getting a clean result that helps with research and reporting," said Malcomb. "In the past, even when I had the data management team under me, I still didn't trust the data. I truly trust the data that comes to us through Clinical ConneXion, and I trust that our systems are now working for us rather than against us."

"The clinicians trust the data too," Malcomb added. "We are now leveraging it to compare the cost of procedures by physician so that we can optimize all around for patient outcomes as much as financial outcomes."

## Barcode Scanning

To further ease the burden of product data capture for clinicians, the FMOLHS team decided to deploy point-of-care barcode scanning in conjunction with the EHR system/Clinical ConneXion implementation. By integrating barcode scanners with the EHR system, clinicians can simply scan a product's packaging at the point of use, versus having to manually search for items by part number, manufacturer or other attributes. But capturing the data needed for barcode scanning was no simple task, according to Robert Lynch.

"Scanning is a very challenging proposition," said Lynch. "It seems like it would be so easy, and we thought it would be much easier in the beginning than it was. One of the greatest challenges is that there are a couple of barcode standards in the industry and that makes it hard to associate the correct data with the correct item. We also found that some of the data that we had received from manufacturers was incomplete, so we did not have all of the information we needed for our systems."

To overcome these challenges, 20 members of the FMOLHS supply chain team spent three days scanning barcodes for every item they could find in the hospital. After collecting the data, they sent it to the GHX team so they could add it to Clinical ConneXion. By September 2017, the scan rate for supplies used on a daily basis was between 90-95 percent.

As FMOLHS rolls out its new EHR system throughout its other hospitals, the supply chain team continues to scan product data. GHX adds this newly scanned item data — as well as new item master, PO history and contract item data as it enters the system — to Clinical ConneXion fully enriched and attributed. In addition, FMOLHS has put into place a process for when a clinician attempts to scan a barcode but it fails. In those cases, the clinician places the product packaging in a designated container, the supply chain team collects it, processes the data and sends it to the GHX team for input into Clinical ConneXion.

## Results

Working with GHX, FMOLHS has achieved the following:

- Reduced manual entry of commonly used supplies into the EHR by clinicians, from 50% to 15%, without any material increase to its item master

- Increased charge capture by 137%, from about 40% up to 95%

- Prevented significant revenue leakage due to undocumented supplies and missed charges, accounting for $3-5M in revenue

- Improved clinical efficiency and satisfaction, allowing clinicians to spend less time on supply documentation and more time with patients

- Improved process efficiency among the supply chain and revenue cycle teams for greater accuracy and less rework

- Facilitated the capture of key clinical and financial data within the EHR, while reducing the size of the item master

- Gained the ability to perform total case costing and other key analytics

- Enhanced patient care and safety by accurately documenting supply use for better recall management and adverse event reporting