How to Implement Centralized Coding: A Case Study

National Association for Home Care – 2015
Session 501

Shauen Howard
Brenda Scott
Pamela Teenier

Objectives

- Identify key points for vendor evaluation
- Describe steps of an implementation plan
- Identify ways to prevent and overcome objections
Identify Goals?

- Internal V/S Vendor
- Clinical vs Non-clinical
- 100% or fill in
- What items do you want reviewed
  - Coding Only
  - OASIS Review
    - Time Points
    - STAR Ratings
    - Value Based Purchasing

Request for Proposal

- Volume
- Vendor description
- Qualifications
- Integration
- Service level standards
- Quality assurance
- Hardware, software and security
- References
- Pricing
Vendor description

• How long in business
• Number of customers
• Number of coders
• Only business line

Qualifications

• Recruitment and hiring
• Training
• Composition
Integration

- Standard implementation plan
  - Modifications needed
- Lead or follow

Service Level Standards

- Hours of operation
- Turn around time
- How handle questions
Quality Assurance

- Process to evaluate coders
- Inter-rater reliability
- Corrective action plan

Hardware, Software, and Security

- Hardware
  - Access your system
- Software
  - Previous Experience with EMR
  - Internal system of tracking
- Security
  - Email securely
References and Pricing

- References
  - Close to your size
- Pricing
  - Multiple options
- Customer service

Steps of An Implementation Plan

- Assess current processes
- Prioritization
- Communication plan
- Training
- Implementation
- Evaluation
Assess Current Processes

- Referral process
  - Do you get H&P on each patient?
- What is the process for getting diagnoses confirmed?
  - Prescriptions
  - Verbal confirmation

Assess Current Process

- Documentation
  - Is your documentation clear?
  - Clinical Summary
    - Focus of care
    - Supporting clinical information
    - Medical history
    - Other significant diagnoses
  - Physical documentation
Assess Current Process

- Timing Affects Days to RAP
  - In what stage of SOC review at the branch do you insert a coding review?
  - Is there an centralized OASIS review?
  - How many times will a clinician need to revise a documents?
  - Defining clear documentation of recommended OASIS and coding changes.

Prioritize Tasks

- Multiple locations?
- Determining who goes 1st, 2nd, 3rd?
- Convert by agency or by clinician
- **Conversion date**
Communication Plan

- Area leadership first
- Agency leadership second
  - They will help guide

Plan
- Why
- Benefits
- Schedule

Training

- New process/culture shift
- Turn around time
  - Establish timelines for responding to questions
  - Reinforce timely submission of “paperwork” from clinicians
  - Define timeframe for coders
Training

- Internal quality assurance
  - Clearly define the new QA process
  - Specific tasks per position
    - Clinical management at the branch V/S coder
  - QA review v/s coder review
- Structure Implementation
  - Weekly regional/branch calls to mitigate concerns
  - Formative evaluation ongoing

Formative Evaluation: Identify, Prevent & Overcome Objections

- Who currently does your coding?
  - Level of expertise
  - Level of contact with branch staff
- What is the normal variance?
  - Error rate
  - Field feedback
- Scheduled touch points
Who Does the Coding Now?

- Internal branch staff?
- Internal regional staff?
- Clinicians

Normal Variance

What color is this?

A. Periwinkle
B. Lilac
C. Lavender
D. Violet
Communication is Key

- Schedule touch point calls
- Review a difficult patient
- Establish coders credibility
- Encourage questions
- Learning opportunity

Reporting

- Determine needs
  - Days to code
  - Records on hold
  - Changes in HHRG/Case Mix Weight
- Frequent follow up
Lessons Learned

- Internal staff
- Vendor performance
- Branch operations impact
  - Days to code
  - Records on hold

Preliminary Outcomes

- CMW National Impact over Baseline

<table>
<thead>
<tr>
<th>CMW May</th>
<th>CMW June</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.01</td>
<td>0.02</td>
</tr>
</tbody>
</table>
Preliminary Outcomes

- National Shift M1850/M1860

- HH Compare

March - May

June - July