

# **Performance Improvement**

## **Consulting Services Overview for Prospective Clients**

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### **GENERAL HEALTH SOLUTIONS**

*Project and Management Consulting for Healthcare and Health Related Enterprises*

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*“Difficulties are but opportunities in disguise” (Shakespeare)*

Organizational performance is achieved in a delicate balance of people, processes, technology to support the processes, and the environment in which the processes are done. Changes in any one of these four variables may result in less than desirable organizational performance.

In Healthcare, organizational performance is a measure of both clinical and financial performance. Methods to assess, re-design and ultimately create sustained performance improvement may be applied to either clinical or financial performance issues. Changes in one dimension may affect another, and unintended consequences should be anticipated.

General Health Solution’s Performance Improvement services are described in the sections that follow. These services are often coupled with pre-implementation work for new systems, or done during the course of systems implementation. However, the same services may be applied post-implementation or at any other time and organization finds performance in any area to be less than satisfactory.

*“If you do not measure it, you cannot manage it.” (Deming)*

Performance improvement is sustained when coupled with objective performance measurement. Consulting services include specifications for measuring and reporting performance for operational and executive oversight.

Specific client needs for consulting support may vary. General Health Solutions tailors all engagements to specific client needs, and promotes knowledge transfer of the process and methodology employed. As a result, client personnel can sustain improvements made and facilitate further improvements in areas of secondary concern.

## **Outline of Performance Improvement & Process Redesign Services**

### **Project Start-Up**

- Project Charter Established.
- Scope & Timeframe Incorporated in Project Plan.
- Project Leadership & Participants Identified.
- Project Kick-off Meeting.

### **Establish Organizational Goals & Objectives for Performance Improvement**

- Define Issues & Opportunities for Improvement.
  - Improve Tools & Processes for Clinical Documentation.
  - Improve Tools & Processes for Charge Capture.
  - Improve Processes for Registration & Managed Care Compliance
  - Improve Processes for Coding & Claims
  - Improve Systems & Processes for Data Integration
  - Improve Process Controls Overall
  - Improve Change Management
- Define Specific Measures to Evaluate Performance.
- Define Constituents for an Inclusive & Collaborative Project.

### **Identify Why Performance Has Changed.**

- Change in Systems?
- Change in Processes?
- Change in Volume/ Mix of Services?
- Price/ Reimbursement Rates for Services?
- What Processes Affect the Revenue Cycle?
  - Documentation of Services?
  - Coding?
  - Charge Capture?
  - Charge Processing?
  - Claim Processing?
- Performance is Not as Expected and the Reason is Unclear.

### **Establish Performance Baseline**

- Current Measures and Trend of Clinical Performance
- Current Measures and Trend of Financial Performance
- Utilization
- Charge Capture Analysis
- Revenue Cycle Operations/ Activity
- Denials Analysis

**Evaluate Existing Tools for Performance Improvement**

- Policy & Procedures
- System Training
- Coding Education
- Performance Reports
- Performance Improvement Methods (TQM, 6 Sigma, CQI, Lean)

**Establish Client Specific Approach to Process Assessment & Performance Improvement**

- Comprehensive of All Activities to Create a Product or Outcome
- Inclusive of Those Involved
- Streamline and Standardize Processes, Avoid Wasted Time & Materials
- Identification and Measurement of Tasks Contributing to Outcomes
- Statistical Analysis of Objective Data
- Compare Actual Performance to Expected Performance
- Continuous Effort

**Build a Model of Operations**

- Identify Detail Tasks Within the Target Process
- Identify Control ‘Points’ In the Target Process
- Identify Issues & Affirm Objectives
- Promote Shared Knowledge & Awareness
- Provide a Tool for Process Redesign.

**Perform Process Re-Design**

- Team Review of Model & Findings from Current State Assessment.
  - *Include Potential Alternatives for Consideration, if Available.*
- If Implementing New Systems (or not fully utilizing existing systems)
  - Establish Baseline Model of Operations Using New System
  - Identify Opportunities to Address Issues Identified with New System Process
- Identify Interventions Needed to Achieve Opportunities and Address Issues.
  - Procedure/ Process Changes
  - Refinements to Systems or Other Tools
  - Training & Guidance to Process Participants.
- Document Proposed Changes and Create Revised Process Flow Diagrams.
- Team Review and Agreement on Refinements.
- Creation of Tools/ Reports/ Training Programs to Implement New Model

***Process Re-Design Outcomes***

- Process Changes
  - What Task is Performed in What Order
  - How a Task is Performed
- Technology Changes
  - Refinement in Systems Used to Perform Task
- People Changes
  - User Training

### **Develop Supporting Reports**

- Attributes of Good Performance & Process Control Reports.
  - Actionable Information Rather Than Interesting Data.
    - Pinpoint Activity & Timing ‘Point to Point’
    - Generation of Performance Measures
  - Timely Information to Accountable Parties (*Dashboard!*)
- Define Performance Indicators
- Reporting Resources
  - Epic Standard Reports (*Limited Functionality*)
  - Custom Reports (*Required to Align Inputs & Outputs In a Specific Timeframe, And, to Generate ‘Dashboard’ View*)(*develop with client or consultant resources*)
  - Distribution (*Portal*)

### **Converting Strategy to Action**

- Implement Process Changes
  - Systems Refinements
  - Operational Process Changes
  - Training
- Measure Performance
  - Generation of Performance Measures
  - Timely Information to Accountable Parties
- Integrate Successes
  - Implement Reports & Practices Improvement Where Relevant
  - Apply the Methodology to Continue Improvement
  - New Opportunities, Same Department and Other Departments & Functions
- Continuous Monitoring & Improvement
- Establish an Ongoing Practice of Strategic Process Improvement in Areas Where Performance is Below Target.

### **Presentation of Findings, Recommendations & Improvements**

- Preparation of Report
- Presentation of Findings
- Planning Next Steps.

### **Key Deliverables:**

- Current State Models & Issues List
- Future State Models
- Report Specifications
- Other Recommendations to Support Process Improvements as Applicable
  - Approach to System Maintenance
  - Accountability Structures
  - Policy & Procedure Development & Maintenance
  - Training Programs
- Consulting Support in Implementing Recommendations as Requested.

**Success Factors**

- Commitment of Top Leadership
- Objective Data, Reports and Dashboards.
- Measures Aligned With Processes & Strategy
- Accountability for Performance
- Learning From Best Demonstrated Practices
- Adaptability of Approach
- Continuous Improvement is Ingrained into the Culture