3M products and services used by Henry Ford Health System

• 3M™ 360 Encompass™ System
• 3M™ DRG Assurance™ Program

Snapshot of Henry Ford Health System

Founded in 1915 by automotive pioneer Henry Ford, Michigan’s 2,200-bed Henry Ford Health System is comprised of six hospitals and one of the nation’s largest group practices, the Henry Ford Medical Group, which includes more than 1,200 physicians practicing in more than 40 specialties.

The flagship, Detroit’s Henry Ford Hospital, is a Level 1 Trauma Center recognized for clinical excellence in cardiology, cardiovascular surgery, neurology and neurosurgery, orthopedics, sports medicine, multi-organ transplants and cancer treatment. There are nearly 102,000 admissions annually. With more than 23,000 employees, Henry Ford Health System is the fifth-largest employer in metro Detroit.

Better. Together.

In 2013, Henry Ford Health System did what more than 1,600 healthcare organizations across the country have—selected the 3M 360 Encompass System to unite its clinical documentation and coding workflows.

The first product of its kind in the industry to automate coding and documentation improvement, 3M 360 Encompass was built on 3M logic for grouping and reimbursement that leverages natural language processing (NLP) and 3M rules.

Accelerated results

With 3M’s recommended workflows and processes for 3M 360 Encompass, the Henry Ford Health System experienced:

• 25 percent increase in coder acceptance of engine-suggested codes
• 24 percent increase in natural language processing (NLP) engine precision
• 7 percent increase in recall
“We looked at a lot of different vendors, and ultimately decided on 3M’s unified approach,” says Trudy Miller, inpatient coding operations manager. Over the course of several months, the entire organization went live on not only 3M 360 Encompass, but also the 3M™ DRG Assurance™ Program to review current practices, improve communication and produce better documentation.

Also at the same time, Henry Ford was planning to launch its Epic® Systems installation. To avoid fractured teams and pocketed progress, Henry Ford made the smart move to integrate its coding team across all sites and create one unified coding group.

“We built that team and structure to get true consistency in how we code,” says Susanne Gleason, corporate director of HIM, clinical documentation and coding. From the start, each site identified a “superuser,” who then helped lead each step of the various phases.

Recognizing full and appropriate reimbursement depends on complete and accurate documentation, Henry Ford concurrently used the 3M DRG Assurance Program to bring together its caregivers, physicians and coding professionals to review current practices, improve communication and produce better documentation.

Gains in efficiency, case mix index, and coding and annotation productivity quickly followed Henry Ford’s 3M launches.

“And yet, after several months we were having the same issues repeatedly with forgetting the features and functionality we were trained on in the very beginning of 360, and slipping into manual coding,” Gleason says. “We found there were way too many workarounds created by our teams in the absence of answers. We had to find the correct path.”

Enter 3M’s Performance Optimization team.

**Teamwork. Applied to getting it right.**

Beyond the workarounds and the “feature amnesia,” the Henry Ford team had to contend with ICD-10 on the horizon. While Miller’s and Gleason’s groups were doing all the right things—attending 3M’s webinars, working through dual coding training, filing support tickets—they also realized more was needed. 3M realized it, too. A groundbreaking system, 3M 360 Encompass presented a new complexity for on-going success.

In late 2014, 3M formed the Performance Optimization team to drill down with clients one-on-one. The team’s simple, yet audacious, goal would focus on change, discovery and new ideas for clients. Specifically, this team would address and correct issues in the areas of technology, implementation, training and support.

3M dispatched teams to zero in on training and documentation consistency, identify technology gaps and reveal performance metrics to fully showcase the 3M 360 Encompass System. The work, stretched over the course of several months with more than a dozen clients, would lay the new foundation for 3M’s approach to implementation, measurement and training for clients going forward.

“We put those metrics up on the board for our teams to see. We’re not reverting to old ways.”

**Trudy Miller,**
**Henry Ford Health System,**
**inpatient coding operations manager**

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“3M was able to really see our issues, drill into them and correct them,” Gleason says. “Through Performance Optimization, we were reminded of the 360 features and functionality we’d forgotten about. It answered and alleviated our fears.”

The credit wasn’t 3M’s alone. Not even close. Henry Ford assembled a committed team of leadership, management, coders and CDI specialists to dig in together, retrain and refocus. In doing so, Henry Ford mastered change management challenges inherent with coders who are no longer reviewing every word, but instead are now auditing the system’s results. Henry Ford also reset productivity goals to reflect the new technology and targets that can help coders see their next steps.

Henry Ford’s work done in conjunction with the 3M™ DRG Assurance™ Program supported these efforts. The integrated system unified CDI and coding teams to easily communicate and streamline documentation gathering—the right queries and CDI code acceptance—right from the start. By using 3M’s suggested workflows, Henry Ford has found it easier to validate codes, review evidence and make coding additions, deletions, changes and cross-references.

### Metrics. No surprises.

A key element of Performance Optimization for Henry Ford was the new 3M™ 360 Encompass™ System’s metrics dashboard, which offers a window into performance and the individualities that make the organization unique. The dashboard captures:

- Admissions
- Precision
- Recall
- DNFB influenced by 3M
- Initial to final code times
- Final codes per visit
- Length of stay
- MCC/CC capture rate
- CMI estimates based on 2012 DRG weights

Employee goals are now tied to reports in the dashboard, Miller says, with each individual responsible, for example, to hit a certain percentage of autosuggest acceptance.

“We put those metrics up on the board for our teams to see,” she says. “We’re not reverting to old ways.”

Henry Ford found that with its clinical and financial data merged and accessible, they could identify successes and gaps with the system, as well as patient outcomes and reimbursement.

“What’s really important to me is seeing the reports and making sure we can continue the work that 3M has put in with Performance Optimization,” Gleason says. “The reports really demonstrate our progress. We can see where we started and where we are now, and my coding leadership team can monitor and continue to drive that performance.”

### Call today

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