The challenge
Hospital quality scores are being made public on the Internet every day. Whether from Medicare’s Hospital Compare website, dozens of private media companies, or even from dissatisfied patients themselves, a hospital’s reputation can be publicly challenged on a daily basis. Hospitals need to do all they can to make these public-facing scorecards accurate and protect their reputations.

In addition, the healthcare industry is moving away from standard fee-for-service reimbursement and closer to value-based purchasing programs, risk-sharing agreements and “payment adjustments” on traditional reimbursement programs. Healthcare organizations need to embrace this challenge to thrive in this new environment.

Investing in the right programs
Hospital staff is stretched with the demands of healthcare reform, cost pressures, increasing regulation and the omnipresent quality initiatives, which can create initiative fatigue and reduce the positive results of each new quality program. Hospitals need to focus on their own effectiveness and efficiency with crucial initiatives, rather than moving from one fad to another.

The solution: 3M™ Quality Services
3M Quality Services can help clients identify the root cause of a quality issue by determining the accuracy of the documentation first—viewing quality from a documentation perspective to create a long-term solution that can help deliver improved quality measures and outcomes.

3M Quality Services takes this three-service approach to the challenge:
- Evaluation and root-cause analysis
- Improvement plan execution
- Performance management

3M™ Quality Services
- Helps identify the root cause of quality performance issues
- Builds a hospital-specific workflow for either concurrent or post-discharge quality reviews
- Provides accurate, complete and compliant reporting of quality metrics

The 3M advantage
With 3M Quality Services, you can focus your quality initiatives on the right problems and help ease “quality initiative fatigue” in your clinical, support and administrative staffs.

3M consultants use software tools and their expertise with public and 3M-proprietary quality metrics to determine if a perceived quality issue or low report card score may be due to:
- Documentation issues
- Missed clinical documentation improvement (CDI) query/clarification opportunities
- Coder or coding issues
- Hospital policy or guideline issues
- Clinical quality or patient safety concerns
- Training and communications
3M™ Quality Services

Evaluation and root-cause analysis

- **Chart review:** 3M consultants—experts in coding, documentation improvement and quality metrics—start with a deep chart review audit of your most troublesome quality metrics.

- **Staff and management interviews:** Our onsite team conducts interviews with key staff and management, applying the findings from the chart review to further explore areas of opportunity.

- **Hospital-specific workflow:** We team up with you to create hospital-specific workflows, policies, and procedures for your coding, clinical documentation improvement, quality, and clinical teams to help improve future quality metrics that accurately reflect your quality of care and help you pinpoint issues for future quality initiatives.

3M can help you with quality outcomes

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<td><strong>Accurate quality scores</strong></td>
<td>• Analysis of severity of illness (SOI) and risk of mortality (ROM)</td>
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<td>• Benchmarking against state averages</td>
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<td>• Education of CDI, physicians, and coders on SOI and ROM</td>
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<tr>
<td><strong>Decrease Medicare readmissions penalties</strong></td>
<td>• Review and analysis of Hospital Wide All Cause Readmissions (HWACRs) and potentially preventable readmissions (PPRs)</td>
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<td><strong>Increased inpatient admissions based on reputation and quality scores</strong></td>
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<td><strong>Proper reimbursement for observation vs. inpatient</strong></td>
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<td>• Analysis and workflow recommendations for Proper Patient Placement (P3)</td>
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<td><strong>Reduction in unneeded services</strong></td>
<td>• Review and analysis of hospital-acquired conditions (HACs) and potentially preventable complications (PPCs)</td>
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<td>• Training on HACs, PPCs and POA</td>
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Quality metrics covered by 3M Quality Services

**All-Cause Readmissions (ACRs)** and **3M™ Potentially Preventable Readmissions (PPRs).** Hospital readmissions have come under scrutiny from Medicare, state Medicaid, and even some commercial payers. Medicare penalties have grown from 1 percent maximum to up to 3 percent maximum beginning October 1, 2014.

**Hospital-acquired conditions (HACs)** and **3M™ Potentially Preventable Complications (PPCs).** While Medicare has been targeting HACs for non-payment since October 2008, CMS is now moving toward penalties similar to the readmission penalties, which amount to a payment adjustment on all Medicare reimbursement if your hospital is above the national benchmark. State Medicaid agencies and commercial payers are also looking at HACs.

**Patient Safety Indicators (PSIs).** Developed by The Agency for Healthcare Research and Quality (AHRQ), PSIs are becoming commonplace in both public and proprietary quality rankings. With hospital reputation established in part with PSIs, many health systems need better training on the methodology behind these indicators.

**Proper Patient Placement (P3).** Short-term patient admissions are the target of the controversial two-midnight rule. Patients admitted to an inpatient status who stay less than two midnights are a prime target for RAC auditors. In addition, many hospitals are worried about making sure their patients are not punished for observation stays in terms of post-acute care. Even without the two-midnight rule, there are several other concerns with observation vs. inpatient status, and 3M consultants can help sort it all out.

**Severity of illness (SOI) and risk of mortality (ROM).** The 3M™ All Patient Refined DRG (APR DRG) Grouping Software provides hospitals with a better risk-adjusted view of their case mix. If your SOI and ROM are worse than the expected benchmarks, this can cost you financially and also harm your reputation scores.
Improvement plan execution

- **Role-based training:** Our staff provides training sessions for each personnel group participating in the quality process—with a focus on quality metrics and methodologies.

- **Workflow implementation:** Our team works with your management team to break down cross-functional silos and barriers, building a team-based approach to identifying and solving quality concerns.

Performance management

- **Report and monitor data:** To support your continual improvement, our team provides reports on quality metrics to help you understand the data and the opportunities that can arise.

- **Measure and audit:** Problem areas are identified for focused audits to provide continued growth and accurate root-cause analysis, always with an eye on compliance.

Follow-up and training: 3M expert consultants are there to help your team get clear and concise training to meet your ongoing needs. Typically, this focuses on advanced training to move your team to the next level. Follow-up also includes re-training and staff replacement training, keeping your organization on track with customized workflow and policy awareness.

This three-service approach has proven successful, both for financial return-on-investment (ROI) and improved quality scores and outcomes.

Call today

For more information on how 3M solutions can assist your organization, contact your 3M sales representative, call us toll-free at 800-367-2447, or visit us online at www.3Mhis.com.

Supporting 3M products and services

3M™ Quality Services uses the following technology solutions as tools that support quality improvement:

**3M™ 360 Encompass™ System**

3M 360 Encompass uses 3M’s proprietary natural language processing (NLP) platform to identify, in real time, patients who may be flagged with a quality indicator, including PSIs, ACRs, PPRs, HACs, PPCs, or other metrics. By pairing 3M Quality Services with 3M 360 Encompass, 3M customers can create a concurrent quality review program with their CDI and quality teams to help improve their quality scores.

**3M™ Clinical Documentation Improvement (CDI) System**

The 3M CDI System—as part of the 3M 360 Encompass System, the 3M™ Health Data Management (HDM) System, the 3M™ ClinTrac™ product suite, or used as a standalone system—allows CDI specialists to concurrently review patient records. 3M Quality Services can help adjust the standard CDI workflow with the 3M CDI System to implement a concurrent or post-discharge review process for compliant documentation and coding prior to claims submission, which can help improve quality scores.

**3M™Potentially Preventable Readmissions (PPR) Grouping Software**

With the 3M PPR Grouping Software, 3M takes a comprehensive approach to identifying clinically related and potentially avoidable readmissions. The 3M software uses clinical logic to determine the likelihood that a readmission could be related to a prior admission and automatically excludes from consideration those prior admissions for unrelated conditions, such as trauma, cancer and burns. The result? The 3M PPR Grouping Software provides a detailed picture of the costs and possible causes of readmissions to your facilities.

**3M™Potentially Preventable Complications (PPC) Grouping Software**

The 3M PPC Grouping Software uses administrative claims data—including the present on admission, or POA, indicator—to identify more than 60 different groups of potentially preventable complications. The software allows you to look closely at complications and their costs by specific incident, condition, service line, provider and facility, providing insight into incentives and interventions that can help improve patient safety.
3M Health Information Systems

Best known for our market-leading coding and classification systems as well as our ICD-10 expertise, 3M Health Information Systems delivers innovative software and consulting services designed to raise the bar for clinical documentation improvement, computer-assisted coding, case mix and quality outcomes reporting, and document management. Our robust healthcare data dictionary and terminology services also support the expansion and accuracy of your electronic health record (EHR) system.

With 30 years of healthcare industry experience and the know-how of more than 100 credentialed 3M coding experts, 3M Health Information Systems is the go-to choice for 5,000+ hospitals worldwide that want to improve quality and financial performance.

For more information on how our solutions can assist your organization, contact your 3M sales representative, call us toll-free at 800-367-2447, or visit us online at www.3Mhis.com.