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3M Health Information Systems

Case study:

Vidant Health

Eastern North Carolina

"We have maximized our opportunities well beyond what they were prior to implementing the 3M™ 360 Encompass™ System in terms of case mix index, accuracy for coding and a general standardization of our policies and procedures."

Shelby Humphreys,
corporate director for coding and clinical documentation improvement, Vidant Health

Snapshot of Vidant Health

Vidant Health is a regional health system in eastern North Carolina, serving 29 counties and covering nearly 1.4 million lives. The health system consists of eight hospitals—including three critical access hospitals—as well as physician practices, home health, wellness centers and other healthcare services. Vidant Medical Center in Greenville is affiliated with the Brody School of Medicine at East Carolina University. All totaled, Vidant Health has nearly 1,600 physicians on staff.

All for one. One for all.

In 2014, Vidant did what more than 2,000 healthcare organizations across the country have—selected **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.

Vidant chose to launch the 3M technology in concert with its centralization effort across the hospital system. Until then, Vidant had operated each of the eight hospitals' HIM departments separately from each other. In 2014, leadership elected to centralize coding, CDI and training. At the same time, the 3M 360 Encompass roll-out would be synchronized.

Results that exceed expectations

With 3M 360 Encompass, Vidant Health:

- Anticipated a 15 percent decline in productivity as a result of the ICD-10 transition, but instead experienced an 8 percent improvement in productivity, outperforming expectations by 23 percent
- Experienced a 2.87 day improvement to discharged not final billed (DNFB)

"Our use of 3M 360 Encompass and centralization were born within two weeks of each other," says Shelby Humphreys, corporate director for coding and clinical documentation improvement at Vidant Health. "It was a difficult quarter for us, but we did it very well. It gave us the opportunity to know we were headed in the right direction as one group, and implement this product and see the benefits together. We would not have been able to do that in eight different silos."

Rather than have each hospital use the technology as they saw fit, Vidant put a premium on standardized procedures, coding and system use. The selection of 3M 360 Encompass was critical for this, Humphreys says, because Vidant needed technology to succeed with ICD-10 and transition to value-based purchasing.

In doing so, "We have maximized our opportunities well beyond what they were prior in terms of case mix index, accuracy for coding and a general standardization of our policies and procedures," Humphreys says.

With 3M 360 Encompass, Vidant was able to improve its CDI review rates and branch out to review payers beyond Medicare.

"We started to spread out to other arenas so we can focus more on risk and severity using the triggers 3M provides. And in doing so, we haven't had to expand our fulltime employees in CDI, because 3M 360 Encompass helps us really pinpoint where we need to focus for queries or physician training," Humphreys notes.

Optimized for the future

As Vidant grew more accustomed to 3M 360 Encompass and the "new normal," leadership saw an opening for greater growth. In early 2016, Vidant took part in 3M's Performance Optimization program. The program pairs 3M experts with clients to drill down and focus on change, discovery and new ideas for clients. Specifically, the team addresses and corrects issues in the areas of technology, implementation, training and support.

The 3M team zeroed in on Vidant's training and documentation consistency, identified technology gaps and revealed performance metrics to fully showcase the 3M 360 Encompass System. The work, stretched over the course of several months, redefined Vidant's use of the technology.

Since optimization in early 2016, Vidant saw its 3M 360 Encompass performance take off with streamlined workflows for each of Vidant's payers. Additionally, in the months following the ICD-10 transition, Vidant *anticipated* a 15 percent decline in productivity, but actually experienced an 8 percent improvement in productivity, outperforming expectations by 23 percent. During the same timeframe, Vidant's discharged not final billed (DNFB) improved by 2.87 days.

Dashboards boost momentum

Vidant gains momentum from its use of 3M 360 Encompass through 3M's metrics dashboards, which uncover performance and the individualities that make the organization unique. The dashboards capture:

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

Vidant's management and leadership use the dashboards to see real-time data and make decisions based on it.

"Instead of doing the work pulling the data out and manually collating it in a spreadsheet or older style methods, today we can use 3M's reporting functionality to pull it all together within seconds and speak to the data within minutes. That drives a lot of change for us," Humphreys says.

Better. Together.

Vidant Health launched 3M™ 360 Encompass™ System at the same time as it centralized coding, CDI and training for eight hospitals.

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Cultivating collaboration

Another positive change from the technology is the ability to highlight hospital-acquired conditions (HACs) and Patient Safety Indicator (PSI) issues.

"3M 360 Encompass makes for easier identification for our staff to lean on," Humphreys says. "It also furthers our relationship with our quality peers inside the organization, inviting them into the application to use some of the workflows that have been auto-suggested by 3M and develop a more concurrent quality review process than we had in the past."

This kind of cross-departmental collaboration is an on-going goal for Vidant. "There is so much capability, so much functionality in 3M 360 Encompass that would benefit other departments," Humphreys says. "I'm looking forward to developing better interdepartmental relationships through the use of the technology."

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