

## Case study

# Luminis Health improved quality and financial outcomes with advanced CDI technology and consulting from 3M

## Luminis Health System

### Luminis Health

Eastern United States nonprofit regional health system serving 1.8 million people



**2**  
hospitals



**100+**  
care sites



**850+**  
beds



**30,900+**  
inpatient admissions

### In the beginning, there were challenges

Before partnering with 3M Health Information Systems (HIS), Luminis Health's clinical documentation integrity (CDI) program faced significant challenges managing the accuracy of its clinical documentation.

The team was fragmented—with reporting for CDI teams divided between case management and health information management (HIM) depending on the location. The CDI team faced staffing shortages, difficulty managing the volume of work, obligations to fill work gaps in other departments and gaps in education and training. The organization's CDI program needed better prioritization processes and tools to increase its focus on quality, identify inefficiencies in the CDI workflow, and access to performance data needed to sustain meaningful change.

*The partnership between Luminis Health and 3M HIS provides an excellent example for other organizations seeking to improve CDI, coding and quality efforts.*

## **A partnership for success: Designing, building and continuously developing a CDI program integrated with quality and coding**

Luminis Health needed a partner to help it unify and centralize its CDI program to enhance collaboration between its CDI, coding and quality departments. The first step was to form a CDI steering committee comprised of internal executives and a 3M team of subject matter experts. The goal of the committee was to redesign the CDI program around the same platform the coding team was already using — the 3M 360 Encompass System. Using the 3M Advanced CDI Transformation Program helped coding and CDI teams at Luminis to better utilize the 3M 360 Encompass platform to improve efficiency and drive quality outcomes.

Kim Bussie, director of health information management at Luminis said, “Right away I learned we had a big gap in quality because our CDI team was often, but not always, doing tasks traditionally done during quality reviews with potentially preventable complications (PPCs) and mortality review. Some CDI programs include this as a part of their process, but we weren’t really staffed up to do it.”

To address this issue, leaders at Luminis reassessed current staffing needs, moved existing staff back into focused CDI roles and evaluated their knowledge to identify gaps. Leaders implemented training and education for existing staff as well as onboarding education for new staff. By establishing a development process focused on personal development and team buy-in, the CDI program improvements started to show.

Using 3M 360 Encompass, the Luminis team retrained staff on current CDI technology and standardized the workflow and review process. Luminis used advanced prioritization to help clinical documentation specialists know what to review next. For Kim Bussie and her team, 3M 360 Encompass was “the perfect way to work,” as new and concurrent cases would move up into the worklist, making discharge cases available to review and easily providing feedback to coders within their workflow.

### **3M solutions**

- **3M™ 360 Encompass™ System for CDI**
- **3M™ Advanced CDI Transformation Program**
- **3M™ Performance Advisory Services**
- **3M™ Performance Data Monitoring**
- **3M™ All Patient Refined Diagnosis Related Groups (APR DRGs)**

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## Fast track to success

With the team fully staffed and trained on the technology, the CDI program started to achieve better outcomes and continuously improve. Working with the 3M team, they also implemented changes by identifying gaps consulting services could help fill.

3M 360 Encompass helped to standardize CDI workflows and prioritization. Leaders at Luminis encouraged collaboration between CDI, coding and quality teams and implemented ongoing education through 3M consulting and CDI advisory team members.

By adding 3M Performance Advisory Services and 3M Performance Data Monitoring (PDM), Luminis Health was able to better identify areas for improvement and prioritize focused diagnosis related groups (DRGs) to review. The performance advisor team helped implement new projects and manage change—using 3M PDM to identify, track, monitor and report out on improvement initiatives.

“We have a CDI steering committee, which includes leadership, that is very effective. We’ve been meeting for several months now to review key metrics and formulate actions based on the data review, including recommendations on 3M All Patient Refined Diagnosis Related Groups (APR DRGs). The data helps us find opportunities to improve” Kim Bussie said.

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## Real results



**19%**  
increase  
in review  
rate  
(3x from baseline)



Close to  
**\$6 million**  
reward zone for  
Maryland Hospital  
Acquired Conditions  
(MHAC)\*



**3%**  
increase  
in **CMI**  
due to CDI



Increase  
provider  
response  
to **96%**  
while  
**tripling**  
query rate

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## The results speak for themselves

The partnership between Luminis Health and 3M HIS provides an excellent example for other organizations seeking to improve CDI, coding and quality efforts. The combination of advanced technology and consulting from 3M and the strong commitment of teams and leaders at Luminis Health achieved substantial results in just 14 months after the initial engagement:

- Increased review rate by 19% (3X from baseline)
- Decreased average days to concurrent review by one day
- Close to \$6 million reward zone for Maryland Hospital Acquired Conditions (MHAC)\*
- Reported 3% increase in CMI
- Improved accuracy of ROM and SOI
- Increased provider response to 96% while tripling query rate
- Improved quality metrics and patient care

Luminis Health standardized its process for reviews and prioritization, implemented best practice workflows, enhanced team collaboration and feedback loops and reinvigorated ongoing education and training. The results speak for themselves.

\*The MHAC program aims to improve patient care and hospital decision-making by putting two percent (2%) of inpatient hospital revenue at risk (maximum penalty/reward) based on performance for 14 identified potentially preventable complications (PPCs). The MHAC Program is based on a system developed by 3M Health Information Systems (3M) to identify PPCs using present-on-admission codes available in claims data. [https://hscrc.maryland.gov/pages/init\\_qi\\_mhac.aspx](https://hscrc.maryland.gov/pages/init_qi_mhac.aspx)



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