



*Centered in Care*  
**Powered by Pride**

## The Road to Behavior Change Is Paved with Data

**TxHiMA**  
an AHIMA Affiliate  
Texas Health Information  
Management Association



# The Road to Behavior Change Is Paved with Data

**Valerie Lund, BS, LSSGB**  
Manager, HIM Documentation Compliance

JPS Health Network, Fort Worth, Texas

# Who is the speaker?

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**Valerie Lund, BS, LSSGB**

***Manager, HIM Documentation Compliance***

- JPS team member since April 2016
- Lean Six Sigma Green Belt
- Busy wife and mom to three boys
- Volunteers heavily with children's scouting units and baseball teams

# What does the road look like?



-  Data driven decisions are not limited to administration.
-  Behavior change is possible with data and transparency.
-  Data can lead a process change including stakeholder buy-in with effective reporting and consistency.
-  Accuracy holds the power to make significant and sustainable change.

\$950 million tax-supported healthcare system serving residents of Fort Worth and surrounding communities in Tarrant County, Texas.

## John Peter Smith Hospital

- 121,000+ emergency room visits
- 1 million+ patient encounters per year
- Nation's largest Family Medicine Residency



*Patient Care Pavilion at John Peter Smith Hospital*



Tarrant County's only  
**Level I Trauma Center**

**Comprehensive Level I Stroke Center**



Tarrant County's only Psychiatric Emergency Center

Licensed for 573 beds



40+ primary & specialty health centers (20 at public schools)

**196,454**  
unique patients



**6,500 Team Members**



18 residency and fellowship programs

# The Road to Behavior Change Is Paved with Data

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## Where is the destination? (objective):

- Reduce/eliminate delinquent documentation
- Remove process gaps and errors
- Build stronger relationships between HIM and its customers (especially providers)

## What is the route? (method):

- Publish accurate data including transparent reporting to drive behavior change
- Utilize accountability measures to influence sustainability

## Mile markers:

- Outpatient open encounter management –July 2016
- Inpatient deficiency management –July 2017
- Outpatient co-sign chart management –November 2018
- Many revisions to expand focus/scope as we went



# Asking for directions: Voice of the customer

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## Passenger input:

- 🚗 Research indicated behavior issues, not technical
- 🚗 80% of the volume came from 20% of population
- 🚗 Previous communication was infrequent and ineffective
- 🚗 Credibility was absent
- 🚗 Processes were manual, cumbersome, erroneous and inconsistent

## The open road:

- 🚗 Clean slate to start
- 🚗 Efficient workflow
- 🚗 Accurate data
- 🚗 Transparent reporting



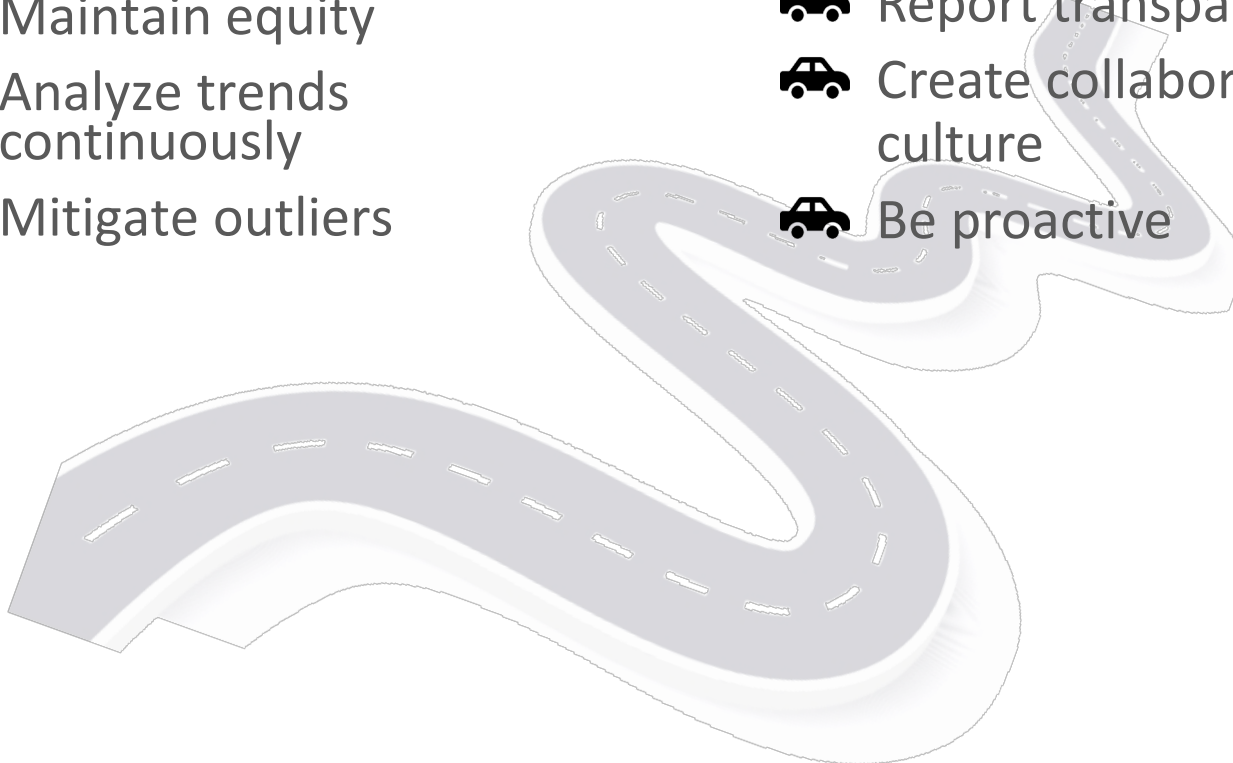
# The roadblocks: Overcoming obstacles

## Avoid potholes:

- ⬮ Be careful with data filters
- ⬮ Communicate consistently
- ⬮ Eliminate rule exceptions
- ⬮ Maintain equity
- ⬮ Analyze trends continuously
- ⬮ Mitigate outliers

## Driving force:

- 🚗 Preserve accuracy
- 🚗 Employ accountability measures
- 🚗 Report transparently
- 🚗 Create collaborative culture
- 🚗 Be proactive










# Acceleration: Smooth ride








## Communication:

-  Proactive notifications
-  Appropriate stakeholders
-  Peer to peer discussions

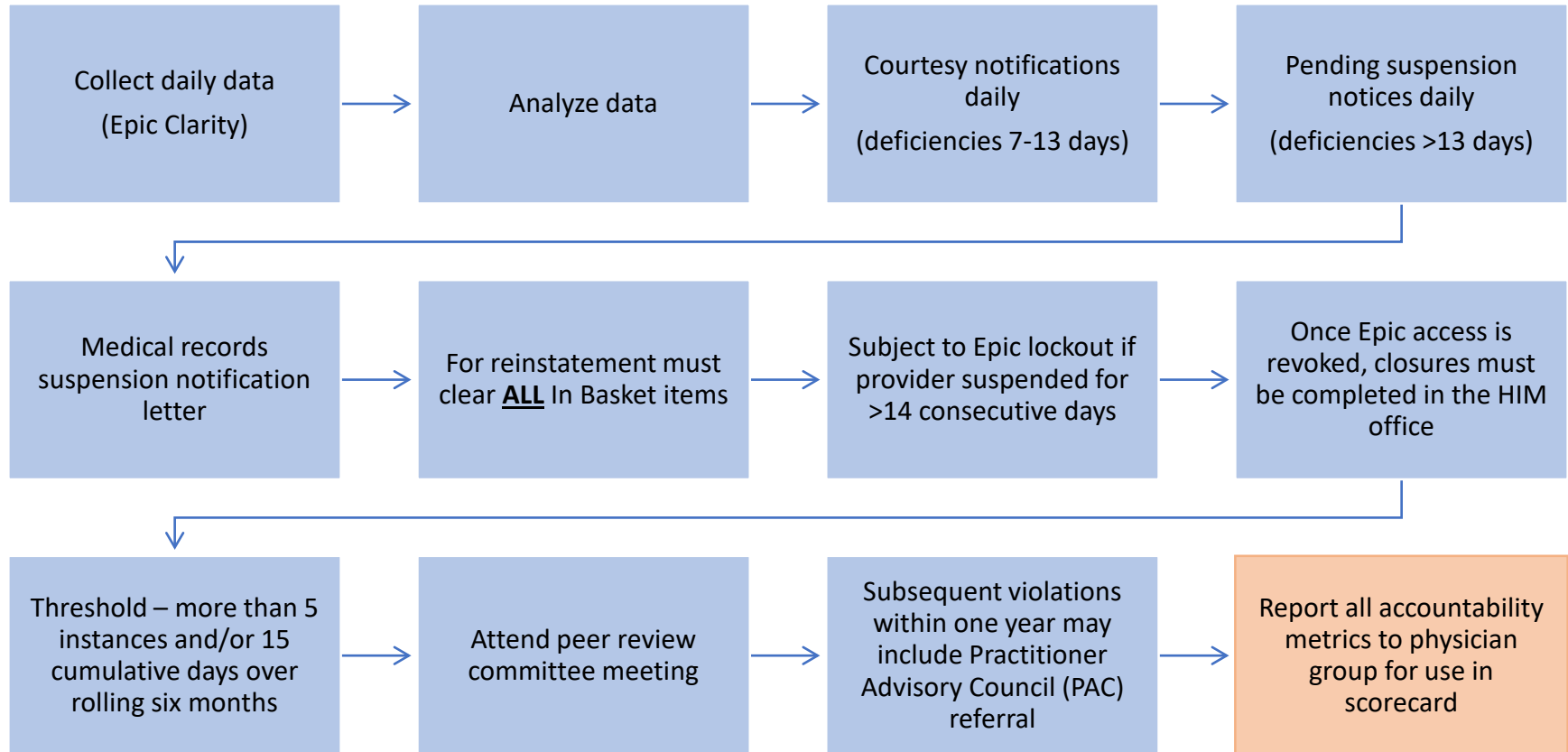
## Data Analytics:

-  Consistent, accurate, and automated data
-  Publish data regularly and widely

## Provider Behavior:

-  Develop trust
-  Apply rules consistently
-  Uphold reasonable and fair requirements
-  Establish accountability
-  Maintain a cohesive team

# Scenic view: The process

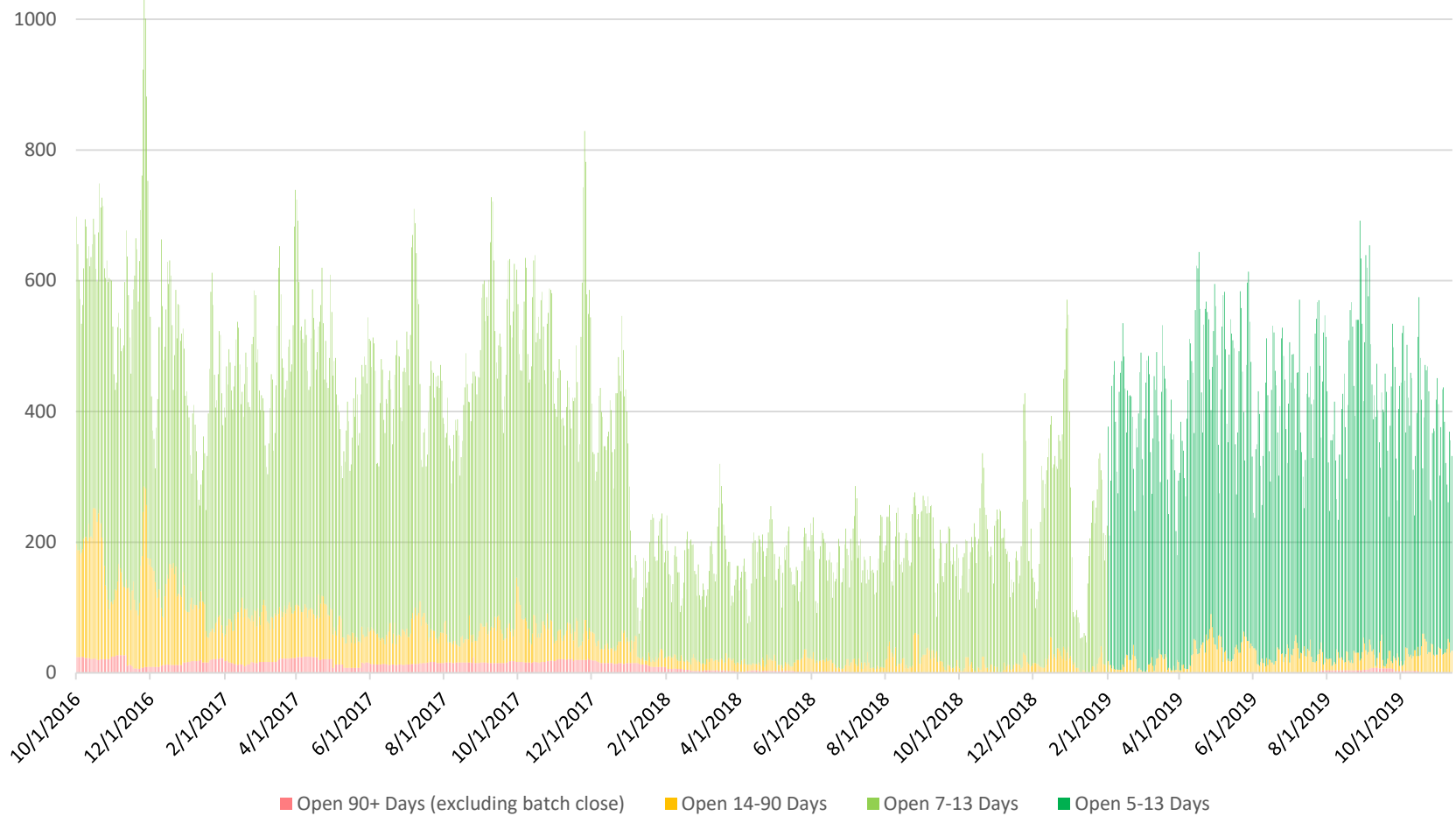


\* *Suspensions are not initiated on weekends or holidays*

\* *Some of the processes described above required amendments to the Medical Staff Rules and Regulations.*

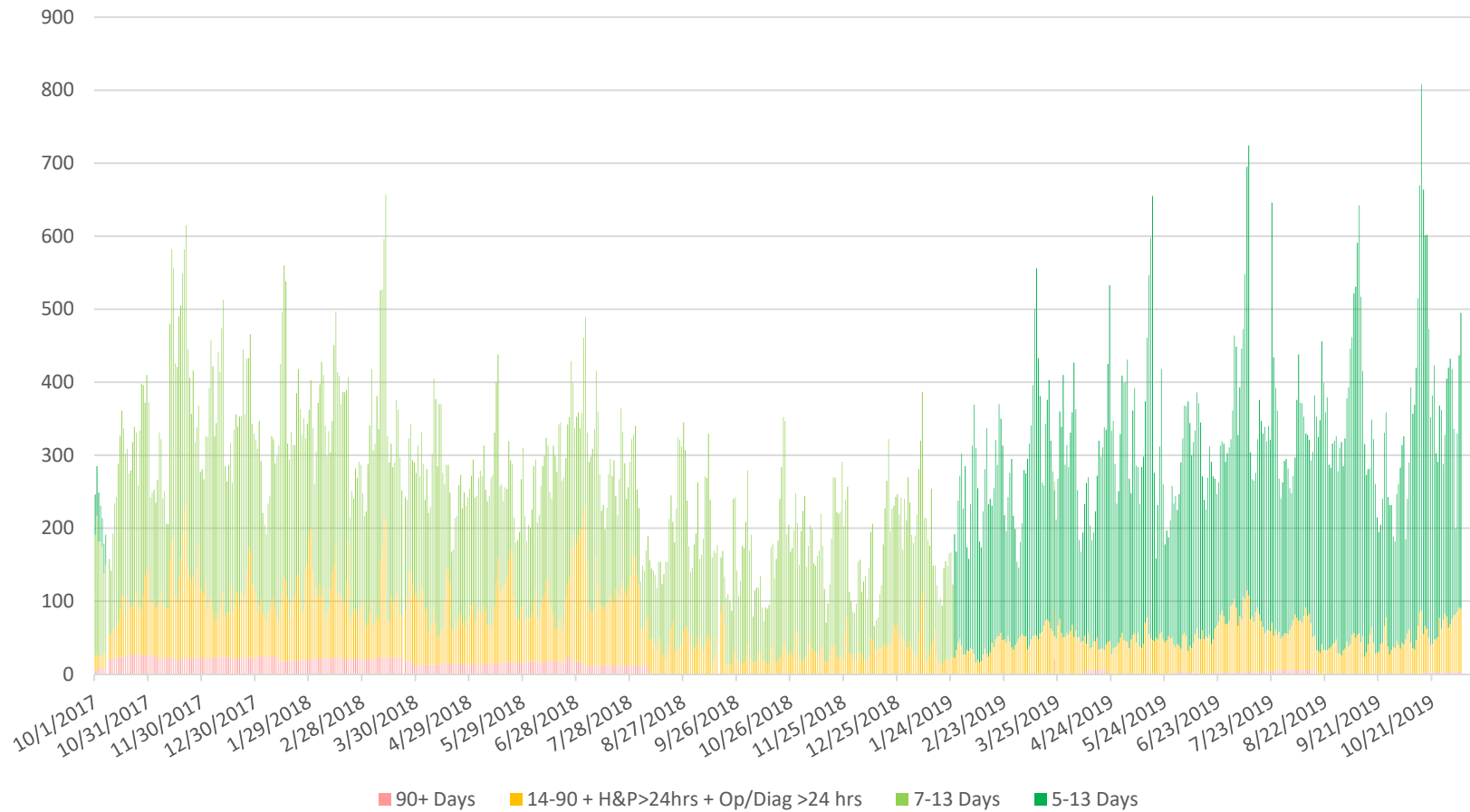
# Cruise control: Celebrating outcomes

Outpatient Open Encounters Open >4 Days



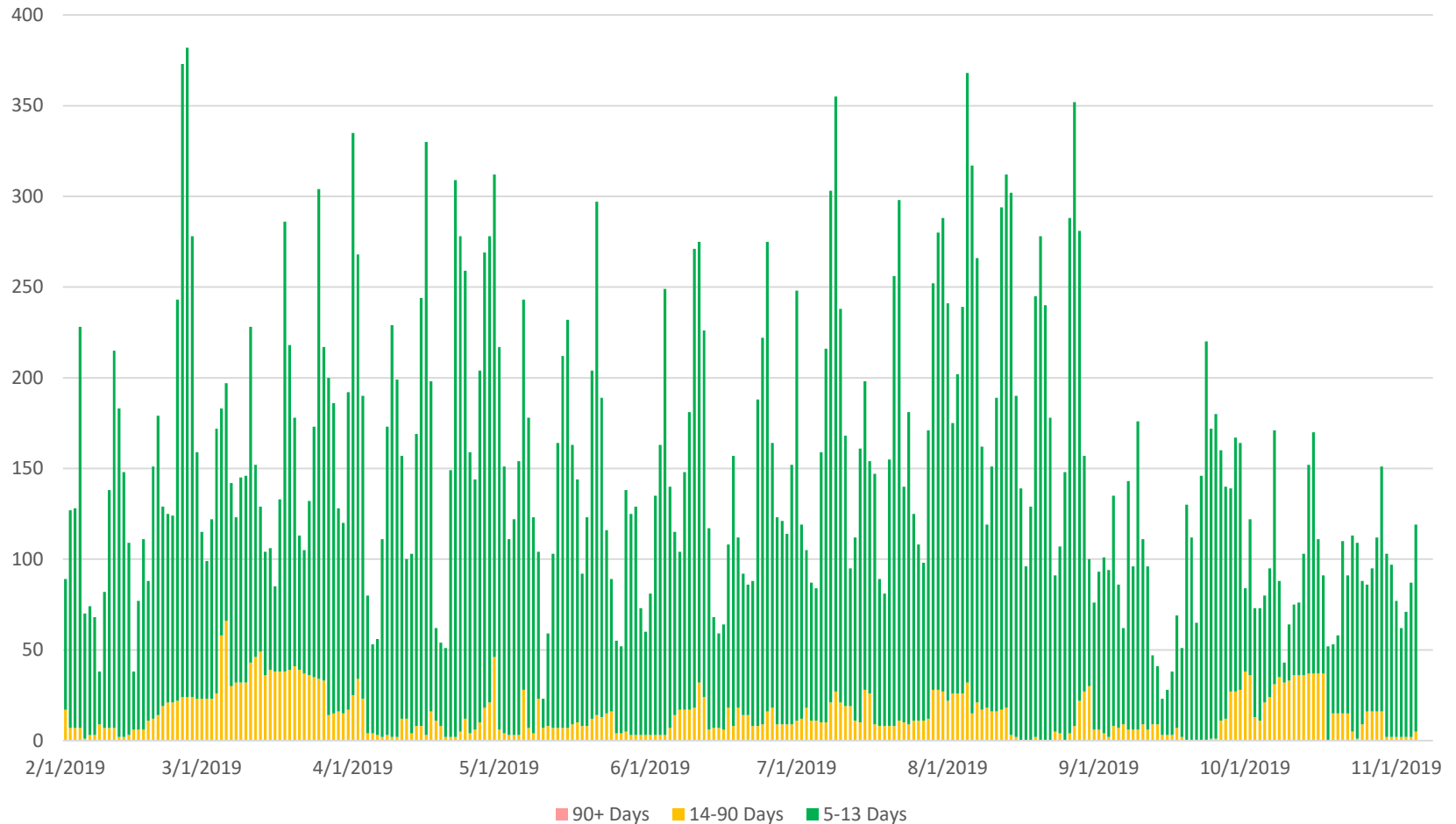
# Cruise control: Celebrating outcomes

### Inpatient Deficiencies Open >4 Days



# Cruise control: Celebrating outcomes

Open Co-Sign Charts (Outpatient) >4 Days








# Fifth gear: Data driven behavior changes

**Number of Deficiency Notifications from HIM to Providers  
(Outpatient since 7/6/16, Inpatient since 7/10/17, and Co-sign OP since 11/1/18) as of 9/30/19**

Month	Outpatient Courtesy	Outpatient Pending	Outpatient Suspensions	Inpatient Courtesy	Inpatient Pending (IP/Op Note/H&P)	Inpatient Suspensions (IP/Op Note/H&P)	Co-Sign (OP) Courtesy	Co-Sign (OP) Pending	Co-Sign (OP) Suspensions
Jun 2016-Sep 2017	6,584	380	36	836	1,902	58			
Oct	945	31	4	213	25	2			
Nov	778	33	2	216	49	6			
Dec	715	11	0	262	33	1			
Jan 2018	519	8	0	260	40	6			
Feb	471	11	1	260	45	7			
Mar	413	7	1	238	34	2			
Apr	540	6	1	260	23	1			
May	507	7	1	252	38	2			
June	499	7	0	470	48	3			
July	582	8	1	766	41	5			
Aug	635	12	4	850	46	4			
Sep	544	26	3	651	52	14			
Oct	578	24	6	703	55	10			
Nov	662	27	4	705	34	3	202	4	0
Dec	659	33	1	605	22	2	271	4	0
Jan 2019	437	25	1	769	25	4	232	11	0
Feb	458	21	1	628	29	1	293	5	0
Mar	248	14	1	362	19	2	248	8	0
Apr	570	15	1	634	20	0	368	8	0
May	602	22	0	625	23	2	383	6	0
Jun	473	14	0	586	21	0	299	3	0
Jul	572	24	0	681	29	1	341	1	0
Aug	510	12	0	647	15	0	309	0	0
Sep	622	23	1	705	23	0	254	1	0
<b>Total</b>	<b>20,123</b>	<b>891</b>	<b>78</b>	<b>13,184</b>	<b>2,691</b>	<b>136</b>	<b>2,200</b>	<b>51</b>	<b>0</b>



## Strengths:

-  Delinquency rate <math><0.5\%</math>
-  Physicians reported as outliers strongly influences behavior change
-  Departmental comparison reports drive leadership stimuli
-  Scripted responses to FAQs
-  Consequences are consistent

## Opportunities:

-  Verbal Order management

Thank you!

Questions?

*Valerie Lund*  
[vlund@jpshealth.org](mailto:vlund@jpshealth.org)  
*817-702-1478*