



Business Transformation and Consulting Programs

Emergency Department



Picis provides new and existing customers with clear, measurable results through Business Transformation Services. As organizations invest in new technologies there is also a need to look at the people, process and technology to support its business needs. Picis' professional services directly impact an organization's ability to achieve its goals by working closely with customers' management and user teams to identify key business indicators, seek operational improvements and use Picis' solutions as an enabler.

ED Discovery Program

Physician Adoption Program

ROI/Revenue Enhancement Services

Optimization Program

ED Discovery Program

Discovery is an engagement designed to identify opportunities for improvement within the Emergency Departments (ED). Picis' Clinical Consultants will look at current workflow processes, staffing and technology to identify areas for improvement and make recommendations on skills, education and governance models to support the solution. Trained consultants will use best practice tools to compare your facility against organizations that have achieved measurable and demonstrable results. This program is highly recommended for new customers, as well as customers looking to continuously improve their use of the ED PulseCheck® application and who require assistance identifying, measuring and prioritizing changes needed.

Picis will do the following:

- Identify current workflow processes
- Develop a blueprint, which identifies tasks, timelines and resources necessary for change to be effective
- Review current staffing and make recommendations on skills, education and governance models to support the solution

Discovery identifies opportunities in the following areas which are integral to the ED (not limited to the following):

- Patient registration
- Triage
- Physician access
- Patient assessment and protocol initiation
- Diagnostic testing and report access
- Patient tracking and patient flow
- Supply chain management
- Patient safety activities
- Charge description/capture and reimbursement
- Clinical documentation
- Patient disposition and bed placement/management
- Performance improvement and review activities
- Patient education
- Trauma management and services
- Adjunct services, such as ancillaries, chest pain center or stroke center services
- Management reporting

During Discovery, Picis also reviews other information systems impacting, but not typically associated with an ED project, such as Admission, Discharge and Transfer platforms (ADT); enterprise-wide patient/bed tracking, billing integration; electronic medical record integration; perioperative management information systems integration; and decision-support needs.

Deliverables

Discovery is a 4–to–6 week engagement resulting in two key deliverables. The first is a blueprint that identifies key organizational objectives and goals cultural readiness for change, areas of risk and a risk management strategy, as well as timelines and resources necessary for change. Incorporated into this blueprint are the current processes and Picis' best practices and application designs. The blueprint also provides scorecards and performance metrics that are the foundations for measuring baseline, targeted and achieved outcomes.

The second deliverable is a list of opportunities identified for improvement. Picis will help customers' prioritize opportunities, and will work with your staff onsite to invoke change for an agreed upon timeframe to provide hands-on assistance in areas that are agreed upon between the organizations.

This is a key component to the Picis engagement. Picis will assist your organization in making the first changes that directly tie to a business impact and put your organization on a timeline to continue the change after Picis completes the engagement. As with most programs, initiatives or businesses, success is only achieved through effective leadership.

Outcomes

- Clear understanding of strengths and weaknesses in current ED processes, staffing and software solution
- Identification of business opportunities
- Clear blueprint for the next 12–to–24 months including budgeting, resources and technology

Physician Adoption Program

Picis' experienced emergency physician and nursing consultants will work with the hospital's current ED management and physician staff to promote physician adoption of ED PulseCheck's automated documentation and clinical tools. This engagement will identify the goals and direction upfront, additional time for education, go-live support and a check up depending upon customer needs.

Areas of focus include:

- Single vision and understanding of what is being delivered with managers committed to the change
- Physician sponsorship — physicians actively meet with peers and communicate about the solution
- Side-by-side training — proactively train individual physicians providing physician assistance
- Usability of the software to the physician community — ensuring the robustness of the solution is understood, education is provided and physicians use the system in every day work processes

Outcomes

- Clear organizational and departmental goals — identified and agreed upon
- Direction document for the implementation team — on design, build and workflow of the solution
- Accountability — set proper expectations that all understand and participate in the success
- Clinical expert that has everyday knowledge of treating patients with an automated tool
- Minimizes risk during the implementation for adoption of the solution

Approach

Picis will conduct an onsite meeting with the medical director, nursing leadership, executives and staff ED physicians to discuss ED goals, organizational goals, the value of the solution to them, and to get input into the design and direction of the solution. Picis will provide expert advice on physician decisions that need to be made to support the solution and train staff to achieve goals.

Deliverables

A two-day working session onsite with a physician champion delivering the physician adoption solution direction document.

Physician champion

- A two-day working session onsite with a physician champion delivering the physician adoption solution direction document
- Remote assistance during the implementation by a physician expert who provides guidance, best practices, and design and workflow expertise
- Onsite side-by-side training support with the ED physician champion and Picis educators
- Check Up — 30, 60 and 90 days

Check Up — 30, 60 and 90 days

An onsite meeting scheduled around the 30th day to check on usage of the solution and value derived, which is followed by a 60th day web meeting to discuss progress, and a 90th day onsite checkup to look at best practice and to plan next steps. These ensure the solution is performing well for the organization and its ED physicians have adopted the solution.

ROI/Revenue Enhancement Services

Picis' reimbursement team, composed of senior nurse consultants, coding and revenue solutions specialist and certified professional coder, will provide a detailed analysis of the department's current coding and billing practices. The recommendations of this highly-skilled team will facilitate emergency departments' maximization of revenue while assuring regulatory compliance.

Billing Process Flow Analysis: Onsite, one-day analysis of current facility and/or pro-fee billing process flows. Flowchart of current process,

recommended future processes, as well as a recommendation summary will be delivered.

Chart Audit/ROI: Before ED PulseCheck is implemented, Picis Revenue and Coding Specialists will work with the customer to perform a PulseCheck Chart Audit/ROI analysis. The chart audit will be performed on 100 ED outpatient records prior to the go-live of ED PulseCheck's charge-by-documentation module. An audit and findings analysis will be provided prior to go-live.

Chart Audit Review and Analysis: After the customer's charge-by-documentation go-live, a chart audit for correct documentation and charge capture on 50 ED records will be conducted on a daily basis for four weeks to assist with the chart audit process. Analysis and follow-up needs documented per clinician and submitted to client weekly.

Charge Master Review: A review of the current ED charge master with correction and enhancement recommendations to optimize functionality using ED PulseCheck's charge-by-documentation features. Analysis and recommendations submitted to customer.

Clinical End-User Documentation Training: A highly effective two hour, onsite training session conducted by a Coding and Revenue Solution Specialist will focus on the documentation requirements, facility best practice policies, as well as the E/M guideline and charge master content for optimal charge capture during each patient encounter. Class size will depend on training facilities, but should be maintained at a maximum of ten clinicians per session, each with access to a personal computer. Total number of classes will depend on the facility's number of clinical end-users.

Charge-by-Documentation Optimization: This service focuses on ROI building and includes a one day onsite visit for:

- Billing process analysis
- Chart audit documentation analysis
- Charge master and E/M guideline analysis
- Onsite documentation re-education for clinical end-users
- Ongoing weekly chart audit analysis and recommendation
- Weekly onsite re-education sessions with clinical end-users for four weeks
- Follow-up visit for process change analysis

Deliverables

- Flowchart of current billing process and future process recommendations
- Chart documentation audit
- Charge master and E/M guideline analysis
- Onsite documentation training will focus on charting for best practices and correct charge capture based on facility policies, as well as E/M guideline and charge master content
- A summary analysis

Optimization Program

Picis understands that customers purchase solutions with stated goals and objectives to meet business needs. Over time, organizations need to refocus their investments in technology to fully reach the potential the solutions have to offer today. Picis finds customers need additional optimization services to reach this potential. The average customer over time will only utilize 35–40% of a solution's functionality. This program is designed for organizations that seek to understand:

- How effectively the organization is using ED PulseCheck functionality
- Whether the organization has implemented "Best Practice, Best Use of ED PulseCheck" workflow
- What functionality is available in ED PulseCheck that is not being used, and the benefit that could be derived from implementing functionality

Deliverables

Picis will work with the responsible staff to transfer knowledge and make recommendations relative to the ED PulseCheck application.

As a first step, an assessment of the use of the ED PulseCheck application and its alignment with current business processes will be performed. This assessment is crucial to understanding whether the improvement opportunities have not been realized due to the utilization and capabilities of the system or the alignment of workflow with the capabilities of ED PulseCheck.

In addition, an assessment will be made relating to utilization and documented issues, improvement opportunities, and system acceptance recommendations. Each finding and recommendation will be categorized by its root cause including functional deficiency, functionality not implemented, system set up, data integrity, user education or workflow change.

Picis will also include a recommendation for resolving issues and improving the workflow and user acceptance. Wherever possible, Picis will attempt to resolve the issues immediately. Picis includes services in the engagement to start the recommended changes with the customer, so we provide not just recommendations but actual change as a benefit.