Physicians Connecting to Physicians Through Referral Management

Get Connected Knowledge Forum
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Session Speakers

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St. Joseph Health System Highlights

- $3.0 billion in revenues
- 14 hospitals in 3 states
- Licensed beds range from 47 to 851
- Home health agencies, hospice care, outpatient services, skilled nursing facilities, managed care operations, and multiple physician organizations
- In FY 2004, SJHS provided more than $310 million in community benefit and care for the poor services

The “Wait State” of Health Care

- Payer Verification
- Scheduling
- Voice to Voice Live Confirmation
- Manual Chart Storage & Retrieval
- Confirming Eligibility
- Checking, Re-checking Patient History
- Waiting for Confirmation
- Lower Patient Satisfaction
- Higher Cost
- Increased Errors
- Harmful Delays

Sick Patient

- Schedule
- Visit
- Lab
- Interventions
- Re-schedule
- Re-Visit
- Procedure
- Collected

Well Patient

Pain of Wait State

- Waste / Rework
- Patient Dissatisfaction
- Medical Errors
- Frustrated Care-Givers
- Unnecessary Costs
10 Year IT Innovation Strategy

Ubiquitous Access Goal

Provide 80% of the information required in the physician/clinician experience through secure browser based access
Strategic Theme Review

- Make it easier for physicians to practice medicine
- Make it easier for patients to receive care
- Provide timely information to all stakeholders
- Improve service quality and customer satisfaction
- Utilize information technology to unify the care delivery effort
- Maximize efficiencies to improve total performance

Initial goals were identified for the Referral Management Project

The Referral Management product allows for:

- Online referrals
- Electronic communication between referring and consulting clinicians
- Linkages to results and reports
- Sharing of ambulatory lab and radiology results
- PCP offices representing 78% of total SJHAP enrollment have been initiated to the process of Referral Management, and are creating and sending referrals on line. Specialist offices are in the rollout phase.
While the improved process efficiencies support SJHS Core Values*

- **Service** - "We design and evaluate our organizational systems and structures to assure that they meet the needs of those we serve."
  - Redesign of patient referral process to meet the needs of patients and physician staff.
- **Justice** - "We develop a work environment that promotes mutual respect, participation, equitable compensation, growth, and effective use of talents."
  - Automation of manual processes reduces excessive workload, and frees up resources for other tasks, making more effective use of talent, while providing time for personal growth and development.
- **Excellence** - "We work together to be effective and efficient in the use of resources and to provide a safe environment."
  - The improved process allows staff to work together more effectively and efficiently, and provides patients access to specialty care in a more timely manner.
- **Dignity** - "We share needed information and encourage decision making, responsibility, and accountability at all levels."
  - Better access to information through system integration better balances responsibility and supports decision making and accountability.

* Representative sample

Increased usage of the referral management application on the web can impact nearly 200,000 patients

**Member Population**

- **Current implementation schedule will impact 42% of Heritage Members (SJHAP)**
- **Long term strategy to implement across entire St. Joseph Heritage Healthcare Medical Foundation would potentially impact an additional 112,881 members... and could considerably increase efficiency gains.**

![Pie chart](chart.png)

- **Total Members: 192,264**
An additional benefit of the Referral Management program is reduced cycle time in a fully deployed model.

<table>
<thead>
<tr>
<th>Pre-Implementation*</th>
<th>Post-Implementation</th>
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<tbody>
<tr>
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<td>10 to 11 Minutes</td>
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<td>Manual - 3 minutes</td>
<td>Automated - 1 Minute</td>
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<td>Manual - 3 minutes</td>
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<td>Manual - 1 minute</td>
<td>Automated - 0.5 Minutes</td>
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<td>Manual - 2 minutes**</td>
<td>Automatic - 0 minutes</td>
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<td>Manual - 0.5 minutes</td>
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<td>Manual - 15 minutes</td>
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<td>Manual - 4 minutes</td>
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<td>Manual - 1 minutes</td>
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* Does not occur in all instances, or process time varies.
** Effective 2/1/05. Note: Measures taken in process of developing work flows, externally and internally.

...which is significant, given the large amount of monthly referral activities.

5,248 average monthly referrals generate considerable faxes, calls and other activities.

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St. Joseph Hospital Affiliated Physicians Referral Related Activities
October 2003 – March 2004

<table>
<thead>
<tr>
<th>Activity</th>
<th>Count</th>
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<tbody>
<tr>
<td>IDX Fax Out</td>
<td>9,089</td>
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<tr>
<td>Manual Faxes Out</td>
<td>5,660</td>
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<tr>
<td>Cust Svc Calls</td>
<td>1,170</td>
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<tr>
<td>UM Calls</td>
<td>2,177</td>
</tr>
<tr>
<td>Ref Pended Claims</td>
<td>433</td>
</tr>
</tbody>
</table>
Process Improvement Gains thru June 2006

By the end of June 2006 cumulative gained efficiencies could total 40 thousand hours.

Vision for the future...

By redirecting staff from a Manual Referral Management Process to an Integrated Dynamic System, all parties involved will benefit.

Opportunity to redirect staff

Physicians will be able to:
✓ Spend more time with patients
✓ Process patient referrals faster and with higher accuracy

Physician Office Staff (RPRA) will be able to:
✓ Spend more time making decisions, decreasing turnaround time and increasing accuracy
✓ Respond faster to provider/patient needs
✓ Decrease supply costs

Other HH Employees will be able to:
✓ Spend more time making decisions, decreasing turnaround time and increasing accuracy
✓ Respond faster to provider/patient needs
✓ Decrease supply costs
While using the Web for Referral Management, users may also connect (link) to results and reports.

Once on the Web Portal, physicians and clinicians may also use it for:

- Viewing patient insurance data
- Hospital lab results
- Transcribed reports
- Ambulatory lab information
- Patient hospital admitting
- Obtaining industry data and information
- Communication with patients
- Secure messaging
- Care management
- Imaging data (PACS)
- Ambulatory Radiology Results

156% Increase in users since “go-live” of Referral Management at SJHAP; 25% increase in physician usage.

216% Increase in web portal sessions since “go-live” of Referral Management at SJHAP.

Referral to User & Session-SJHO
PHYSICIAN CONNECT

Referrals with a view

The big picture

Alignment to SJHS Strategy:
- Improving physician relationships through Physician Connect
- Improve patient access to physicians and information
PHYSICIAN CONNECT - Linking outpatient and inpatient identifiers through EMPI

PHYSICIAN CONNECT - PACS - general view for physicians