

# Performance Improvement Road Map

## COST

### Performance Measure

### Why Measure Is Relevant

### How to Direct Future Efforts

Labor & Outsourcing cost per adjusted medical record

Indicates staff productivity and operational efficiency

1. Have staff lead improvement initiatives
2. Develop interrelated staff goals to promote collaboration
3. Institute a staff pay-for-performance program
4. Provide daily measures with targets to help staff manage work
5. Schedule staff to facilitate completion of work
6. Rotate and/or cross-train staff to enhance flexibility
7. Develop short-term strategies to eliminate backlogs
8. Include penalties in vendor contracts for unmet targets
9. Determine what information is needed by end user
10. Maximize on-line documentation and/or optical imaging
11. Hold multidisciplinary meetings with all revenue cycle areas
12. Stop delivering paper records to physicians' offices for completion
13. Develop on-line physician profiles for when to send medical records for ED and clinic patients
14. Cease printing on-line documents unless requested

Average number of days of untitled records

Promotes prompt billing for reimbursement

1. Use aggressive discharge control to receive records within 24 hours of discharge
2. Scan records within four to eight hours of receipt
3. Code from electronic documents
4. Begin coding when record first arrives in department
5. Automatically place record in coding queue when necessary documents become available
6. Use daily reports to help set priorities
7. Assign more record completion staff and coders to heavy discharge days
8. Develop short-term strategies to eliminate backlogs
9. Use computerized discharge summary for short stays to eliminate delays for dictated discharge summaries
10. Automatically provide documentation required for billing purposes

Unbilled dollars as a percentage of A/R

Promotes prompt billing for reimbursement

1. Develop short-term strategies to eliminate backlogs
2. Have staff lead improvement initiatives
3. Drop file loose filing to eliminate filing backlogs
4. File loose documents on the evening shift
5. Maximize on-line documentation and/or optical imaging
6. Cease printing on-line documents unless requested
7. Eliminate unnecessary documents sent as loose filing

Average number of days of unfiled loose documents

Indicates the availability of current patient information for the delivery of patient care

Average number of inches of loose filing per 100 medical records

Minimizing loose documents decreases rework of record assembly

**CYCLE TIME**

**Performance Measure**

**Why Measure is Relevant**

**How to Direct Future Efforts**

Inpatient record completion time

Makes patient information available for the delivery of patient care

1. Maximize on-line documentation and/or optical imaging
2. Develop short-term strategies to eliminate backlogs
3. Redesign process from customer perspective
4. Use aggressive discharge control to receive records within 24 hours of discharge
5. Scan records within four to eight hours of receipt
6. Code from electronic documents
7. Begin coding when record first arrives in department
8. Automatically place record in coding queue when necessary documents become available
9. Use daily reports to help set coding priorities
10. Assign more record completion staff and coders to heavy discharge days
11. Have on-line editing available
12. Automatically notify physicians of missing documentation
13. Use physician folders for documents with pending signatures
14. Have physicians report to department weekly to review records
15. Develop medical and administrative leadership support to enforce sanctions and promote physician record completion
16. Decrease delinquent record definition to two weeks
17. Keep medical staff informed of delinquency rates by service and physician
18. Use a computerized discharge summary for short stays to eliminate delays for dictated discharge summary
19. Include penalties in transcription vendor contracts for unmet targets
20. Hold multidisciplinary meetings with all revenue cycle areas

Transcription turnaround time

STAT record retrieval time

Makes patient information available for the delivery of patient care

1. Maximize on-line documentation
2. Promote the use of on-line documentation vs. paper record by end users
3. Develop on-line physician profiles for when to send medical records for ED and clinic patients
4. Set rule stating when paper record can leave the department
5. Fax needed documents from off-site storage to expedite record retrieval
6. Stop delivering paper records to physician offices for completion
7. Include penalties in storage vendor contracts for unmet targets

Record retrieval rate for scheduled clinic visits

Release of information (ROI) turnaround time

Makes patient information available for customer needs

1. Maximize on-line documentation
2. Develop short-term strategies to eliminate backlogs
3. Have staff lead improvement initiatives
4. Include penalties in ROI vendor contracts for unmet targets
5. Make copies for ROI requests in early morning and evening
6. Automatically provide documentation required for billing purposes

Source: University HealthSystem Consortium, Oak Brook, IL.