



CDI SOLUTION IMPROVES DOCUMENTATION INTEGRITY AND CODING ACCURACY AT SETON

CHALLENGE

In 2017, Seton Healthcare Family, based in Austin, Texas, was reviewing the quality of its clinical documentation improvement (CDI) solution that supports its coding services. As part of an ongoing effort to meet health system goals, Seton wanted to improve documentation that would lead to superior clinical care. CDI services assist in improving the accuracy of medical record documentation — documentation that impacts ICD-10 code selection, severity of illness, resources consumed, and quality indicators. Seton's leadership team understood that — even with a quality coding solution — reliable CDI services help improve documentation accuracy at the time of discharge and support claims being dropped sooner. They also knew they were struggling to retain and attract qualified CDI specialists.

SOLUTION

Seton leadership reached out to Navigant to discuss its CDI capabilities.¹ For more than 10 years, Navigant had provided Seton with overflow coding services, recovery audit contractor diagnosis-related group (DRG) appeals, and had implemented a successful training program to help outpatient coders become inpatient coders.

Navigant performed an onsite CDI assessment for five Seton acute care facilities and provided a proactive, concurrent review and query approach to accurately capture care provided, severity of illness, and resource consumption. In coordination with Seton leadership, the Navigant team specifically focused on:

- Assessing CDI staff knowledge
- Building an outsource model
- Physician education

“Our partnership with Navigant addressed the changing regulatory and documentation needs and has been successful in providing real-time education to our physicians as well as real-time interventions with physicians and HIM coding.”

DAVID W. MARTIN, MD, FACS,
CHIEF MEDICAL OFFICER, SETON HEALTHCARE

1. Business process management services described herein are provided by Navigant Consulting, Inc.'s wholly owned subsidiary, Navigant Cymatrix Corporation.

About the Seton Healthcare Family

The Seton Healthcare Family is a faith-based nonprofit healthcare system founded in 1902 by the Daughters of Charity. Seton strives to expand access to high-quality, low-cost, person-centered care and services. Seton is a part of Ascension, the largest nonprofit health system in the U.S. and the world's largest Catholic health system. Seton operates more than 100 clinical locations, including four teaching hospitals that are training sites for Dell Medical School at The University of Texas. For more information, visit: <https://www.seton.net/>.

About Navigant

Navigant Consulting, Inc. (NYSE: NCI) is a specialized, global professional services firm that helps clients take control of their future. Navigant's professionals apply deep industry knowledge, substantive technical expertise, and an enterprising approach to help clients build, manage and/or protect their business interests. With a focus on markets and clients facing transformational change and significant regulatory or legal pressures, the Firm primarily serves clients in the healthcare, energy and financial services industries. Across a range of advisory, consulting, outsourcing, and technology/analytics services, Navigant's practitioners bring sharp insight that pinpoints opportunities and delivers powerful results. More information about Navigant can be found at navigant.com.

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The assessment found that Seton did not have a dedicated CDI manager or have CDI staffing on weekends, causing inefficient processes and missed opportunities. Seton decided to outsource all its CDI functions to Navigant. The change provided a CDI solution for five of the system's facilities: Seton Medical Center Williamson, Seton Northwest Hospital, Seton Medical Center Austin, Seton Medical Center Hays, and Dell Seton Medical Center at the University of Texas.

Seton and Navigant partnered to rebadge and transition all the CDI staff at each of the facilities and hired six additional employees to fill existing open CDI positions. A dedicated, experienced CDI manager was also hired to manage the day-to-day work of the CDI specialist and to work directly with the chief medical officers at each facility to develop consistent, structured approaches to physician education.

Together, Seton and Navigant established key performance indicator metrics to help measure and monitor the success of the outsourced CDI solution. In addition, Navigant helped revise the CDI review strategy and expanded the focus to include all patient refined DRGs, as well as implemented a coder/CDI reconciliation process.

RESULTS

In the first year, Navigant helped Seton achieve the following results that met or exceeded corporate goals:

1.77
AVERAGE
CASE MIX INDEX
(FOR THE FIVE
FACILITIES)

88.05%
PHYSICIAN
AGREE RATE

117 AVERAGE
MONTHLY PHYSICIAN
INTERACTIONS

92.7%
AVERAGE
MONTHLY
PHYSICIAN
RESPONSE RATE

AVERAGE INITIAL
REVIEW RATE
87% YTD; 91.4%
ONCE FULLY STAFFED
(CORPORATE
GOAL IS **90%**)

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