

Inpatient Scanning Project

The Problem

There has long been a shortage of coders, especially in the Northeast, and BIDMC's HIM Department has chronically had open positions in the area of coding. The shortage of Coding Specialists, who apply ICD9 codes and CPT codes to a visit for reimbursement, created a backlog of coding and delays in billing. Work-at-home programs at other facilities have increased competition for these positions.

Aim/Goal

The immediate goal was to scan inpatient records and create a web-based record viewer so that coders would be able to work at home. We hoped this would allow us to hire a full complement of coders, which in turn would help reduce coding backlog, improve coding turnaround, and reduce "bill hold" (charges waiting for coding before they can be billed) from a starting point of \$30 million to a target of \$12 million. An additional goal was to make it easier for clinicians, QA and research staff to review inpatient records.

The Team

- Gerry Abrahamian, HIM Director
- Lauren Cohen, IS Project Manager
- Carolyn Conti, Decision Support
- Joe Cross, IS offsite Support
- Steve Diorio, IS Manager
- Caryn Franklin, IS Clinical Systems Manager
- Alvin Gayles, IS Data Services
- Linchang Huang, Web Applications
- David Lee, IS Technical Manager
- Olga Marcial, HIM Supervisor
- Jim Merullo, Information Systems
- Qiang Wang, Web Applications Manager
- Gail Wood, HIM Operations Manager

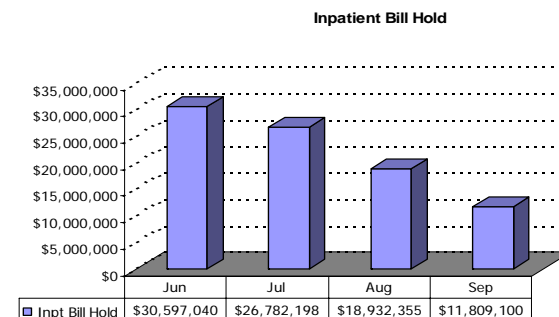
The Interventions

The Inpatient Scanning project was approved by John Halamka, John Powers and the IS Management Team at the IS Retreat in May of 2007. The project included:

- Scanning infrastructure – leverage and extend methods to capture, store, query and retrieve images that were developed in previous pilot work.
- Scanning process – Develop, test and implement procedures for HIM to collect, scan and QA inpatient records following discharge.
- Scanned record viewer – Develop, test and deploy a thin client viewer to allow use at home and to facilitate integration with BIDMC's web-based clinical applications
- Technical training - For IS programmers and analysts supporting the initiative.
- End user training – For coding specialists to use the program at home.

The Results/Progress to Date

- Pilot in May 2008. Full rollout to scan all inpatient discharges in July 2008. Integration with webOMR in Fall 2008
- All staff in the coding section work from home.
- We were able to fill all coding positions.
- We have coders working in New Jersey, on Cape Cod and in California.
- Others are using the inpatient scanned records to do quality review and for patient care.
- The Inpatient bill hold for coding went from \$30 million to \$11 million dollars.

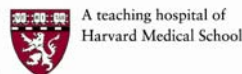


Next Steps

To have more people around the Medical Center use the on-line medical record so we can reduce paper and save money on record storage and printing.



Beth Israel Deaconess
Medical Center



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