Being an HIM Leader in a Sea of Change
Speaker

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- 35+ year HIM Professional & Leader
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Disclaimer

• This material is designed and provided to communicate information the HIM profession and leadership in an educational format and manner. The author is not providing or offering legal advice, but rather practical and useful information and tools to achieve compliant results in the area of leadership, change management, clinical documentation, data quality, and coding.

• Every reasonable effort has been taken to ensure that the educational information provided is accurate and useful. Applying best practice solutions and achieving results will vary in each hospital/facility and clinical situation.

• NOTE: The comments and opinion of the speaker of not those of CHIA or Kaiser Permanente
Goals/Objectives

• What is a leader?
• Understand the forces of change in healthcare and HIM
• Learn how to better prepare and to lead
• Create steps for improved leadership in HIM to drive excellence
• Question/Answers
"Courage is what it takes to stand up and speak; courage is also what it takes to sit down and listen."

~Winston Churchill
Many Challenges and Pressures

- Rising health care costs
- Shrinking budgets
- Shortage of qualified applicants for professional positions
- Tighter regulations
- Ever increasing audits (RACs, ZPICs, etc.)
- News of growing solvency issues in facilities across the country
- Growing demand for services by the uninsured or underinsured patients
- The coding process is growing more complex by the day with PQRI, MS-DRGs, POA, NCD/LCD, CCI edits
- AND ICD-10…
Healthcare Affordability

• ACA is driving growth in the self-pay and HCC payment methodologies for receivables. 80% of HIX enrollees have chosen silver or bronze plans.

• In 2013, U.S. hospitals provided 46.4 billion in uncompensated care.

• In 2013, Americans named cost of urgent health problems as top priority. 33% put off medical attention due to cost.

• 40% of consumers have medical debt.
Today

- Medicare is 50 years old this year!
- Over 70 million citizens are enrolled! Largest insurance plan in the U.S.
- As of 2012, about half of all adults—117 million people—had one or more chronic health conditions. (Source: CDC)
- A comparison of chronic disease prevalence in the United States and in 10 European countries reveals a markedly lower prevalence in Europe of heart disease, hypertension, diabetes, obesity, and arthritis. (Source: Healthcare Affairs)
President Lyndon B. Johnson at the signing ceremony July 30, 1965, at the Truman Library in Independence, Missouri.

“No longer will older Americans be denied the healing miracle of modern medicine. No longer will illness crush and destroy the savings they have so carefully put away over a lifetime so they might enjoy dignity in their later years. No longer will young families see their own incomes, and their own hopes, eaten away simply because they are carrying out their deep moral obligations.”
### Number of People Receiving Medicare (2013): *

<table>
<thead>
<tr>
<th>Category</th>
<th>Total</th>
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<tbody>
<tr>
<td>Total Medicare beneficiaries</td>
<td>52.3 million</td>
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<tr>
<td>• Aged</td>
<td>43.5 million</td>
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<tr>
<td>• Disabled</td>
<td>8.8 million</td>
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<tr>
<td>Part A (Hospital Insurance, HI) beneficiaries</td>
<td>51.9 million</td>
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<tr>
<td>• Aged</td>
<td>43.1 million</td>
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<td>• Disabled</td>
<td>8.8 million</td>
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<td>Part B (Supplementary Medical Insurance, SMI) beneficiaries</td>
<td>47.9 million</td>
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<tr>
<td>• Aged</td>
<td>40.0 million</td>
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<td>• Disabled</td>
<td>7.79 million</td>
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<td>Part C (Medicare Advantage) beneficiaries</td>
<td>14.4 million</td>
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<td>Part D (Prescription Drug Benefit) beneficiaries</td>
<td>39.1 million</td>
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HIM of Today

• AHIMA’s Core Purpose
• These aspects of AHIMA’s culture serve to drive the organization and act as a filter for opportunities and engagements, ensuring activities remain dedicated to AHIMA’s core purpose and the expectations of member and profession.

• **Mission:** AHIMA leads the health informatics and information management community to advance professional practice and standards.

• **Vision:** AHIMA…leading the advancement and ethical use of quality health information to promote health and wellness worldwide.
Be Strategic and Still Manage the Tasks

- Leadership: Develop HIM leaders across all healthcare sectors.
- Public Good: Empower consumers to optimize their health through management of their personal health information.
- Innovation: Increase thought leadership and evidence-based HIM research.
- Information Governance: Transform data into health intelligence.
- Be recognized as the experts in health information governance.
# Health Information Careers - Career Mapping

<table>
<thead>
<tr>
<th>Health Information Careers</th>
<th>Compliance / Risk Management</th>
<th>Education / Communication</th>
<th>Informatics / Data Analysis</th>
<th>IT / Infrastructure</th>
<th>Operations Medical Records Administration</th>
<th>Revenue Cycle Management Coding &amp; Billing</th>
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Industry Careers: Current ● Emerging ◼ Promotional Path —— Transitional Path —— Featured Career Paths —— View FAQ

**Sponsored by HealthPort**
“Non-Provider” Category

Graphic 4. Non-Provider Settings

- Vendor of HIM Products or Services (27%)
- Corporate Compliance (24%)
- Government/Public Health Agency (19%)
- Insurer, Managed Care (14%)
- Third-party Billing Company (7%)
- Association or Agency (6%)
- HIM Staffing Company (3%)
- Pharmaceutical Company (1%)
Top 10 Trends Impacting HIM in 2016

1. Clinical and business process leaders increasingly need to own the EHR and other technologies in order for these technologies to be successful.
2. Some level of information management is a basic competence for most who work in healthcare.
3. HIM functions are distributed and embedded throughout organizations, with greater focus on support of patient care and population health mission.
4. There is greater recognition of the importance of managing the Records Management/Information Management aspects of digital information through its lifecycle. Critical functions will include data integrity, legal health record, e-discovery, privacy and access and authentication management.
5. Plans for broad payment reform are coalescing as a result of risk- and outcomes-based payment pilots and demonstrations under the 5-year old Affordable Care Act (ACA).
Top 10 Trends Impacting HIM in 2016

• 6. Health systems continue to work at reducing overall costs by 20% to remain financially viable.
• 7. The linkage between improvements in quality and improvements in financial performance is well documented.
• 8. An increasing number of people rely on technology and information to assist in self-management and select providers who deliver cost-effective care.
• 9. Clinicians require and use tools and information to anticipate the outcomes and cost consequences of their clinical decisions at the point of care.
• 10. The design of ICD-11 is being evaluated, and planning for implementation by WHO is projected for 2017 for the U.S.…maybe in 2026.

ICD-10
RAC & Regulatory Scrutiny
MACs, MICs, QICs, ZPICs
MAC, MIC, ZPIC, CERT, QIC, and ADR

- MAC = Medicare Administrative Contractors
- MIC = Medicaid Integrity Contractors
- ZPIC = Zone Program Integrity Contractors
- CERT = Comprehensive Error Report
- QIC = Qualified Independent Contractor
- ADR = Additional Documentation Request
Multi-Tasking
Greater Adoption of EHRs

EHR Adoption Way Up in Hospitals

By Emily P. Walker, Washington Correspondent, MedPage Today
Published: February 17, 2012

WASHINGTON -- The number of hospitals using health information technology has more than doubled in the past two years, Health and Human Services (HHS) Secretary Kathleen Sebelius announced.

From 2009 to 2011, the percentage of U.S. hospitals that had adopted electronic health records (EHRs) went from 16% to 35% according data from a new survey conducted by the American Hospital Association and announced by Sebelius during a Friday speech at a community college in Kansas City, Mo.

And 85% of the responding hospitals said they intend to take advantage of incentive payments made available through the Medicare and Medicaid EHR incentive programs.

The Health Information Technology for Economic and Clinical Health (HITECH) Act, which was part of the 2009 economic stimulus package, authorized incentive payments through Medicare and Medicaid to clinicians and hospitals when they use EHRs in a meaningful way that significantly improves clinical care — referred to as "meaningful use" regulations.

The program will make available incentive payments up to $44,000 per clinician over five years through Medicare and $63,750 per physician over five years through Medicaid.

So far, CMS has paid a little more than $3 billion in incentive payments to more than 2,000 hospitals and more than 41,000 physicians and other healthcare providers who have started to use EHRs in a "meaningful" way.

"Healthcare professionals and hospitals are taking advantage of this unprecedented opportunity to begin using smarter, new technology that improves care and creates the jobs we need for an
Managing a Remote Workforce

Effective virtual team members:
• Believe strongly in the achievability of the team’s goals
• Understand the value of their own role and contribution
• Recognize the value of other team members (whether key specialists or entry-level assistants)
• Are naturally collegial
• Work collaboratively, sharing thoughts, ideas and concerns
• Possess coaching and counseling abilities for interacting with junior members
• Listen actively to absorb ideas and advice from other team members
• Communicate clearly in written and verbal formats
• Celebrate successes, so as to breed more
Ask Yourself What Can and Can Not be Moved to Remote/Virtual…Think Outside the Box

- Transcription
- Coding
- Analysis – EHR
- Assembly – EHR
- Delinquency
- Management/Supervision
Virtual Teams

By establishing a virtual team with the right people, resources and guidelines, distances shrink, relationships develop and work progresses.
A Strong Set of Team Rules

A strong set of team rules answers these questions:

• How will the team hold meetings and what are the standards for participation?
• How will the group gather data and feedback from team members and other stakeholders?
• How will team members be held accountable?
• How will the team make decisions?
• How will the team solve problems?
• How does the team define respectful behavior?
• How will team members communicate with each other? Email, instant messaging, same time
Consolidation

- Look for further consolidation of HIM functions
- Multiple facility oversight
- Corporate structure
- Centralization
- Standardization
AHIMA has defined Computer-Assisted Coding (CAC) as the use of computer software to "read" clinical documentation and automatically generate medical codes for review and validation by a trained human coder.

Not called “KAK”
Clinical Documentation Improvement, Compliance and Quality Assurance?
How can HIM professionals position themselves as the Chief Information Officer, Chief Knowledge Officer or Data Integrity Executive?
Healthcare and Medicine is Changing

Virtual care models across a variety of specialties including diabetes management, tele-ICUs, ocular, pediatrics, and telehealth.

Population Health
Future Medical Peripheral Devices

- Heart rate monitor/analyzer
- Digital stethoscope
- Galvanic skin response monitor
- Skin dryness measuring device
- Blood pressure cuff
- Skin microscope
- Sweat analyzer
- Body fat measuring devices
- Hair quality analyzer
- Personal EKG

- Stress level tester
- Foot pressure analyzer
- Portable ultrasound wand
- Intra oral cameras to inspect teeth
- Ingestible camera
- Blood analyzer
- Oxygen level tester
- Digital thermometer
- Caloric intake monitors
- PH level testing device
- Vitamin deficiency monitor
Many Generations and the Gap

• The Explosion of “Self”
• The future of healthcare will be far more oriented around the concept of “self” – self-diagnostics, self-monitoring, and self-medication.
Project Management

• Planning, organizing, securing, and managing resources to achieve specific goals.

• Project managers can have the responsibility of the planning, execution, and closing of any project.
Leadership

• Every time you open your mouth, you create a culture.
• These conversations are more important to results than most other conversations you have as a leader.
• They can be formal or informal; short or long.
• You are having them already, whether consciously or not.
• Look constantly for opportunities to turn a normal conversation into a leadership conversation.
• Think before you speak; ok to say “I don’t know.” Follow with “I’ll find out.”
• Always complete your commitments.
• Be ethical and honest.
Leadership

Leadership is fostering creative change to organizations that are being challenged to raise the bar on the quality of patient safety and service while bringing new efficiency to their operations.
Leaders will Lead by Example

• As a leader, you are the face of the organization. Everything you do and say is under increased scrutiny, internally and externally.
• Your actions, conduct and personality set the tone for the entire organization.
• Not only is every employee looking to you as the most public expression of the organization’s vision, so is the community. Lead accordingly.
• Only by example can your vision be properly understood and ultimately embraced.
• Communicate, communicate
• Honesty; openness
Leaders Build Strong Teams

- As healthcare continues to evolve into Accountable Care Organizations and patient-centered medical homes, it will continue to require increasing collaboration.
- It is imperative to know how to properly allocate talent and build effective teams – and to have the confidence to let those teams do their work. Effective teams reflect a variety of skills and experiences.
- Successful leaders recruit individuals who complement each other’s leadership skills and bring together varying experiences, perspectives and ideas.
- Leaders give the team the freedom to explore new possibilities.
  - The “right stuff”
  - Having the staff who function as a team and think as a team; bringing expertise and the right staff
Culture within the Team

- Team (staff) culture can be the root cause of a wide variety of issues that make a manager’s job more difficult.
- Culture is the unwritten set of rules for “how we do things here.”
- Issues with team culture are often the outcome of one or more violations of cultural values or rules.
- An unhealthy culture can lead to lost productivity—plus small issues may go unvoiced and become big problems.
- Then you as the leader (director and/or manager) are stuck with trying to handle the fallout.
Leaders Encourage Participation

• Successful leaders strive to create a culture of inclusion and security, because they recognize that good ideas can come from anyone.
• By nurturing an environment that encourages participation, these leaders establish a wider pipeline of creative thinking.
• The most successful healthcare organizations have established a culture that embraces the administrative team, physicians, staff and the community.
Think Like a Teacher

• A successful leader is, by nature, a great teacher.
• Leaders know how to offer guidance, direct talent and provide honest, constructive feedback.
• Effective leaders are constantly interacting with their team members, nurturing individual development and providing instruction – and praise – when needed.
• Learn and be aware; share your knowledge and expertise.
Leadership will Challenge Conventional Thinking

• Successful leaders must consider innovative and unconventional ideas if they are to truly improve healthcare.

• Leaders challenge the status quo and push those around them to do likewise. These leaders understand that innovation can come from anywhere – and anyone.

• Innovation has to be nurtured in an environment that encourages people to embrace new ideas and take calculated risks.
Leaders Measure Everything

• In this data-driven digital age, measuring your progress has never been more accessible, more accurate or more expected.
• Like any other industry, outcomes count in healthcare.
• Measuring everything you do is the only way to precisely benchmark your successes and identify areas for improvement.
• Measuring protocols can also provide valuable tools for recognizing and awarding achievers, as well as identifying those who need guidance.
Leaders Know How to Take Action

• Changes in healthcare are inevitable.
• Successful leaders know how to manage change and take action. They are quick decision makers who consistently render good judgments.
• Leaders rely on their own intellect and experience to direct and trust the human intelligence around them to solve problems. Nothing robs an organization of steam power faster than festering issues that go unresolved.
• Effective leaders set into motion solutions that can address problems as they arise.
Leaders Must Be Accountable

• Successful leaders demand accountability, not just from their teams, but also from themselves.
• Leaders realize that accountability leads to better performances, and by being accountable to the entire organization, they’re serving as positive role models for others.
• Ok to admit that you need to change courses or change direction.
• Take ownership.
Understand and Use Change Management

• When it comes to change, communication is critical.

• Change communications are the planned and targeted messages designed for specific audiences to fill specific objectives or goals.

• HIM needs to utilize change management techniques.
Professional Core Values Means…

• QUALITY
• LEADERSHIP
• RESPECT
• INTEGRITY
• In 2005, 133 million Americans had at least one chronic condition. Prevention and management of chronic disease are best performed by multidisciplinary teams in primary care and public health.

• However, the future health care workforce is not projected to include an appropriate mix of personnel capable of staffing such teams.

• To prepare for the growing chronic disease burden, a larger interdisciplinary primary care workforce is needed, and payment for primary care should reward practices that incorporate multidisciplinary teams.

• Teams that include information management, governance, clinical data management, data analytics, etc.
Summary

• Through HIM LEADERSHIP we can bring value to efforts to improve the accuracy of clinical documentation and coded data.

• Technology leadership sees and embraces the replacement of clerical work in HIM services. Skilled technical work such as transcription and coding is computer assisted, leading to a need for upgraded skills and a change in the workforce.

• Leadership is being in HIM enterprise management roles that are finding new ways to ensure that information and records management policies and practices are the industry best practices.
Summary

• Embrace change and enhance project management leadership skills
• Keep regulatory and compliance awareness and knowledge in the forefront
• Apply strategic and critical thinking skills
• Collaborate more extensively with clinical leaders and IT
• Be proactive rather than reactive
• Bring HIM expertise to the table; have the “I can do it” approach and attitude; doors will open!
“The call and need of a new era is for greatness. Tapping into the higher reaches of human genius and motivation requires leaders to have a new mind-set, a new skill-set, and a new tool-set.”

- Stephen R. Covey
Questions
Thank you
References/Resources

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