



## Eastern Wisconsin Division of HSHS

### IOD's Services and Software Ease the Load on Centralized HIM Department

#### Provider Profile:

- Three Acute Care Facilities
- 10,000 Annual Requests Processed
- 500,000 Annual ROI Pages Released

#### Results:

- Increased available HIM staff for EHR initiative
- Efficient ROI, audit and RAC inquiry management
- Proactive HIM workload balancing
- Best practice and workflow training for ROI

#### Background:

The Eastern Wisconsin Division of Hospital Sisters Health Systems (HSHS) is a Catholic based, non-profit hospital system serving the Northeast areas of the state. The three facilities share common goals and challenges, particularly as they relate to health information management (HIM).

All three HIM departments have experienced workload-balancing challenges. Similar to other HIM departments nationwide, they must comply with governmental mandates while adjusting staffing, workflows and processes accordingly. As part of a continuing effort to optimize workflow, reduce expense and increase productivity, the three HIM groups centralized their operations—providing standardization and economies of scale.

#### Challenge:

As a forward thinking institution, the Eastern Division HIM departments are almost completely electronic and use technology as much as possible. HIM is deeply involved in the electronic health record (EHR) and legal guardian of all paper record documents that remain.

The three locations wanted to centralize and standardize HIM operations without adding any new FTEs, especially for the ROI function. These challenges were combined with the implementation of the Epic EHR system and spikes in recovery audit activity throughout Wisconsin.

HIM was forced to find new ways to alleviate workload while maintaining high quality standards and a long track record of meeting Discharged Not Final Billed (DNFB) targets. Some of the day-to-day HIM operations had to be delegated—and soon.

Multiple solution scenarios were evaluated ranging from increased in-house staffing to outsourcing. The team methodically evaluated:

- Staffing levels and availability
- Budget constraints
- Turnaround time requirements
- Current and projected HIM demands

#### Solution:

The answer to the problem was obvious to all three HIM departments: outsource some of the HIM workload to a trusted, proven partner, IOD Incorporated. IOD already had a release of information (ROI) partnership with two of the hospitals, St. Vincent and St. Nicholas, providing service since 1982.

The decision to use IOD for outsourced HIM support paid off. The value that the three hospitals received by having IOD provide reliable and scalable services, includes:

- Release of information processing
- Staff training
- Highly qualified staffing augmentation

**“Their quality people, process, and technology as well as their attention to detail and turn-around-times are as good as it gets in the industry.”**

Jodi Kaftan, MS, Director,  
Health Information Management  
Clinical Documentation Management Program  
HSHS Eastern WI Division





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### Results:

Jodi Kaftan, MS, Director, Health Information Management and Clinical Documentation Management Program, heads the consolidated HIM effort. She created a seamless environment whereby her internal hospital staff works in tandem with outsourced IOD resources.

### Balanced Resource Management

IOD offers a blend of resources that is optimized for the needs of each location. Two of the HSHS sites utilize IOD employees as their front desk, customer service personnel, in addition to staffing the back office ROI functions. "Those patient facing resources act like hospital employees and if there is an issue, they bring the problem to our attention along with a potential solution," Kaftan adds. Furthermore, IOD offers the flexibility to modify staffing needs on an on-demand basis. Given IOD's highly trained HIM staff, the on-demand model integrates smoothly with existing workflow without disrupting HIM operations. "The quality and professionalism of IOD's staff make these ad hoc staffing adjustments work extremely well," states Kaftan.

"IOD's staff members have a complete customer service perspective where they will always find a way to meet our needs," mentions Kaftan. There have been no complaints whatsoever and they are very conscious of our turnaround times. We monitor this metric closely and IOD has consistently exceeded our expectations."

### Training Needs Met

Kaftan also plans to use IOD for ongoing training of the ROI staff. "We plan to utilize on-site and on-line courses offered through the IOD Learning Institute to train our internal staff that periodically performs continuing care ROI, 14 people between the three hospitals," she mentions. By utilizing the best practices and education offerings of the IOD Learning Institute, Kaftan will ensure that both the internal and external release of information functions are following a consistent set of workflows and delivering comparable service levels.

### Quality ROI Services...and More

In addition to third party ROI requests, IOD is fulfilling all of Kaftan's audit and RAC requests. The three hospitals utilize IOD's PRISM™ ROI software to monitor and maintain timelines and workflow as well as provide real time reporting on the status of all ROI requests.

Finally, IOD's flexibility in the type of services they can perform is a key to success for Kaftan. "We also utilize IOD to accommodate our paper storage at all three facilities and for document scanning support at St. Vincent Hospital as needed," she mentions.

"IOD is a lifesaver for our HIM department. With our EHR going live and other issues bubbling up to the top of the priority list, it is great not to have to worry about the ROI function and the other areas that IOD services," Kaftan concludes. "We trust them and they are on top of everything they do."



**"We trust IOD and they are on top of everything they do. It is one less thing for us to worry about."**

Jodi Kaftan, MS, Director,  
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