

LYNX Customer Story

CHRISTUS Health Attains Profitable Outpatient Compliance



CHRISTUS Santa Rosa
Hospital–Westover Hills

Quick Profile

CHRISTUS Health

Institution profile: An international Catholic, not-for-profit health system headquartered in Dallas and comprised of almost 350 services and facilities, including more than 50 hospitals and long-term care facilities, 175 clinics and outpatient centers and dozens of other health ministries and ventures in more than 60 cities in Texas, New Mexico, Louisiana, Missouri, Georgia, Utah and Mexico. The system has approximately 750,000 patient visits in the ED per year and more than 2 million outpatient visits annually. CHRISTUS Health is listed among the top 10 Catholic health systems in the U.S.

Key business/clinical drivers:

Inconsistent charging across outpatient settings created a need to improve compliance and recover unrecognized revenue.

LYNX solutions: E/Point® and C/Point®

Interoperability:

Meditech for registration and charging.

Results:

- Implemented LYNX solutions in more than 20 facilities in 32 weeks
- Increased revenue by more than \$30 per patient visit
- Processed more than 450,000 patient visits to date
- Trained 800 employees
- Uncovered and addressed inefficiencies in the charging process
- Facilitated updating of chargemaster
- Enabled consistent and compliant charging across 24 facilities



► LYNX Implements More than 20 CHRISTUS Health Facilities in 32 Weeks

As a large Integrated Delivery Network (IDN) with hospitals and other facilities spanning six states and Mexico and a net patient revenue of \$2.8 billion, CHRISTUS Health needed consistent charging for the care it provides and wanted to recover unrecognized revenue across its facilities. The organization also sought a coordinated effort with the entire revenue cycle including HIM, ED, admitting and the business office to capture revenue more effectively. The answer to these needs was LYNX E/Point®, a software solution that promotes consistent and compliant charging for procedures and facility visit levels provided in the emergency department (ED). Similarly, LYNX C/Point® applies a presenting problem-based methodology in order to capture services and resources used in hospital-owned clinics.

LYNX Selected

CHRISTUS selected LYNX because it provides:

- Consistent and compliant outpatient charging methodology that encompasses both the ED and clinics
- Strong customer base
- Easy-to-deploy, easy-to-use applications
- A comprehensive service package including implementation of the product, customer support, and assistance in the event of a payer audit
- Experienced operations and IT staff who have implemented LYNX applications in hundreds of hospitals
- Proven success in large-scale IDN implementations
- A compelling fee structure

Within weeks, even before implementation was complete, CHRISTUS increased net revenue by \$8.7 million. This previously unrecognized revenue was attained in hospitals that had vastly different patient mixes and acuity levels. The projected recovery was more than \$30 per patient encounter.

Smooth Implementation with LYNX

Software implementations have the tendency to be extremely challenging and resource-intensive projects for any enterprise; this is especially true for large, multi-hospital systems. This was not the case for the CHRISTUS implementation with an experienced LYNX team. LYNX provided an overall implementation project manager, a technical project analyst and multiple coding process coordinators. When feasible, work was done remotely, saving time and effort for the CHRISTUS

IT team members. Each facility had a LYNX coding process coordinator providing the planning, training and onsite go-live support. Although CHRISTUS assigned corporate and hospital resources to the process, no outside or dedicated resources were needed. The joint CHRISTUS and LYNX team kicked off the project in August 2008. Reggie Allen, RN, BSN, System Director, Quality and Clinical Operations said, “I was very

impressed with the professionalism and thoroughness of the LYNX implementation. It was evident that they are very knowledgeable and experienced with implementing their solution and possess a good depth of project management skills.”

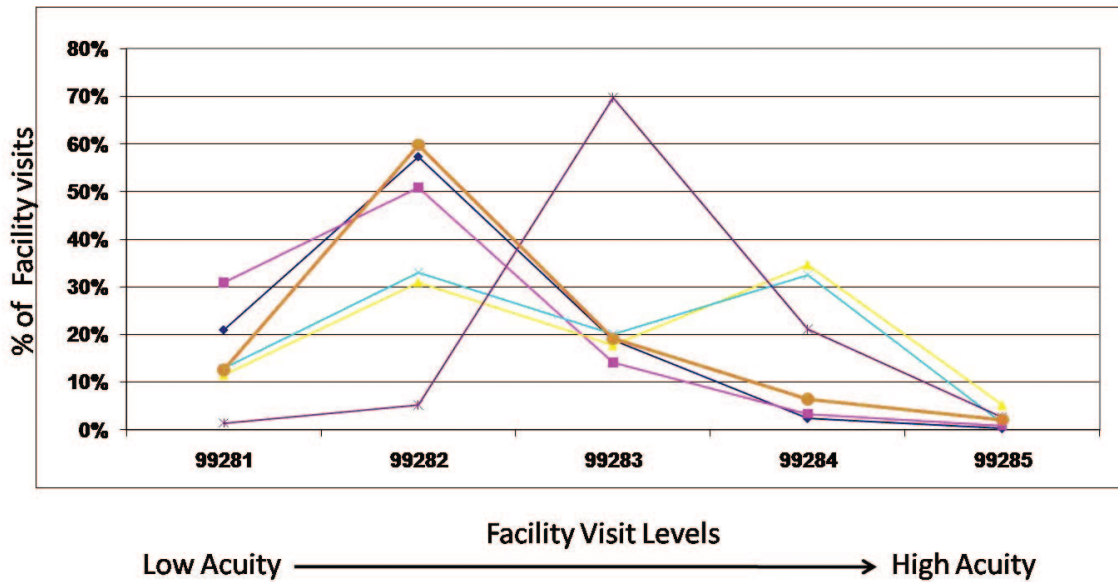
The LYNX team, together with CHRISTUS, managed the implementation of E/Point by using the CHRISTUS regions, which consist of six or fewer facilities. The core team started meeting in September 2008 to plan and execute all phases of the implementation. In 32 weeks, 800 employees were trained and 21 facilities were live with the solution. In the spring of 2009, LYNX released a new version of E/Point and subsequently upgraded 22 CHRISTUS facilities at once. This upgrade included a new Infusion and Injection Services Module

to help CHRISTUS be well positioned in this important area of focus in Recovery Audit Contractor (RAC) audits. Months later, CHRISTUS opened two new facilities, installing C/Point in its Minor Care Center, and E/Point in CHRISTUS Santa Rosa Hospital–Westover Hills. The benefits continued beyond the well-managed implementation; CHRISTUS leveraged the work with LYNX to update its chargemaster, thus accomplishing another goal. LYNX worked with the Meditech hospital information system to set up inbound and outbound interface transformations for the various facilities, meeting CHRISTUS’ requirements.

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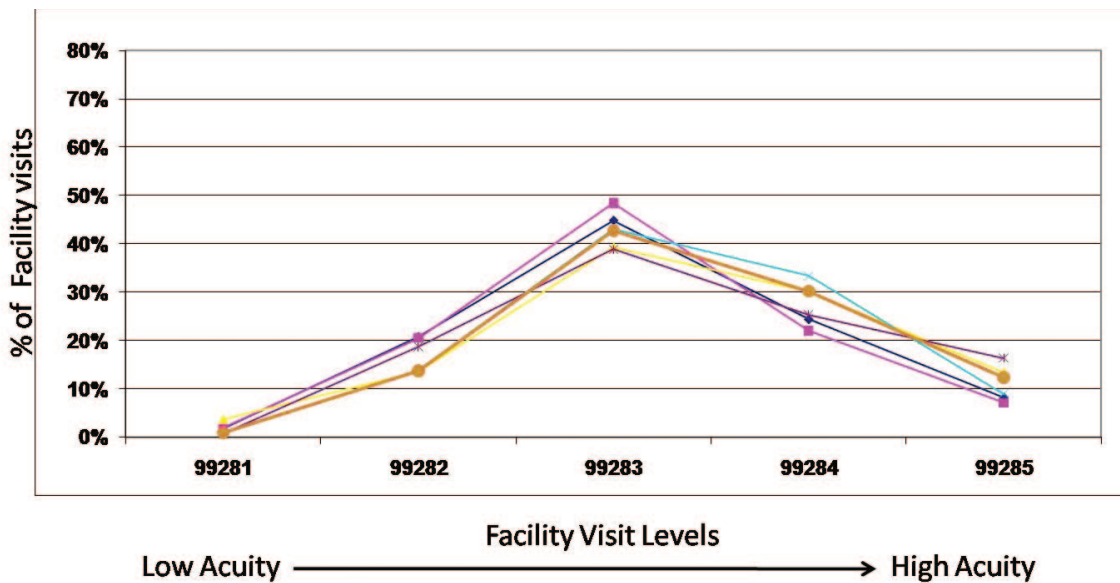


► Consistency of Facility Level Distributions



Before implementation:

The facility level distributions were inconsistent (the graph depicts seven of the CHRISTUS hospitals with each line representing a facility).



After implementation:

The facility level distributions show much greater consistency between hospitals and reflect the expected bell curve.



► Compliant, Consistent, and Measurable Outcomes

LYNX provided a thorough evaluation of the entire charging process by examining everything from patient flow to paper flow. The evaluation uncovered inefficiencies and gaps that affected outcomes in the charging process and directly impacted the bottom line.

The following were measurable outcomes:

- Implemented E/Point in 22 hospitals and C/Point in two clinics
- Recovered previously unrecognized revenue of more than \$30 per patient
- Processed more than 450,000 patient visits through LYNX
- Prepared for payer audits going forward with quarterly benchmarking analytic reports to monitor consistency with charging
- Trained 800 employees
- Uncovered and addressed inefficiencies in the charging process through a complete examination of the entire charge process
- Facilitated an update of the chargemaster that was done simultaneously with the LYNX implementation
- Enabled consistent and compliant charging across all 24 facilities

Another result that CHRISTUS discovered was a “trickle over” effect with revenue capture. The nursing staff is more aware of the entire charging process because of what they learned through the LYNX implementation. While numbers were not quantified, the effect was significant enough for the financial staff to notice improved revenue capture throughout the whole system, not only in the outpatient settings of the CHRISTUS ministry. ■

About LYNX Medical Systems

LYNX Medical Systems, now part of Ingenix, provides software and services that help healthcare organizations obtain appropriate and defensible reimbursement for their services across the entire outpatient care spectrum. LYNX revenue management solutions reduce compliance risk and promote accurate and consistent charging practices. LYNX revenue management solutions currently help more than 1000 healthcare organizations manage more than 24 million patient encounters in the US annually.

For more information, visit www.lynxmed.com or call (800) 767 5969.

