

## Franciscan Health

### Franciscan Health Maximizes Patient Care While Ensuring Financial Success Using Harris Affinity Decision Support

Throughout 12 hospitals and many medical practices, Franciscan Health offers a number of nationally recognized Centers of Health Care Excellence. For 140 years, Franciscan Health has stayed true to its founding mission to care for everyone who comes through its doors. Franciscan treats patients with the best possible care by following the guiding ethical values embodied by its founding congregation, the Sisters of St. Francis of Perpetual Adoration. Always mindful of its Christian stewardship to the Roman Catholic Church, Franciscan Health ministers with joy, care and compassion according to the ideals of St. Francis of Assisi and its founder, Mother Maria Theresia Bonzel. Franciscan Health is located in Mishawaka, Indiana.

## The Challenge: Maintaining compliance while minimizing risk

In 2017, the Franciscan Health central region began participating in the Centers for Medicare and Medicaid Services (CMS) comprehensive care for joint replacement (CJR) bundle payment program. To ensure compliance with clinical standards while minimizing risk to reimbursement, Franciscan Health enlisted the Harris Affinity analytics team to develop comprehensive dashboards that incorporated clinical metrics with financial detail.

## The Solution: Merging clinical and cost data

The Harris Affinity analytics team leveraged the strengths of Franciscan Health's data and informatic solutions- merging the clinical data from Franciscan's patient accounting system with the cost data from Harris Affinity Decision Support (ADS). ADS' ability to provide detailed cost analysis at the encounter level equipped Franciscan surgeons and clinicians with critical insight into the true drivers of cost and quality for their total knee replacement patients. The resulting analysis provided Franciscan orthopedic teams with the information needed to maximize patient care while ensuring financial success under the new bundle payment structure.

Specific to one surgeon, initial analysis pointed to his practices as being exorbitant and thus an outlier. A more thorough analysis of his patient population showed his patients had greater co-morbidities (i.e., they were predominantly obese). Thanks to the encounter cost detail provided by ADS, the final analysis showed this surgeon's apparent "higher costs" (due to using revision surgical parts) were actually the most cost-effective approach for his patients to achieve high quality outcomes.

## The Result: Increased financial transparency

ADS has allowed Franciscan Health to grow the dashboard from three hospitals to all hospitals participating in joint replacement. The analysis can be quickly pulled by one analyst or transferred to an additional analyst. These dashboards and the data behind them have been a pivotal point of review for Franciscan's central Indiana region, allowing the hospitals to have more transparent conversations with physicians and vendors.

"ADS has allowed our subject matter experts to deliver in-depth analysis by physician, payer, procedure and other critical levels related to bundle payment methodology," says Jania Grimsley, director of financial analytics for Franciscan Transformation. "We are tracking our cost per case as well as our governmental spend as we fine tune our bundle payment models. The ADS system and the processes we develop using the data from it for orthopedics has helped us lead Franciscan Health into the BPCI [Bundled Payments for Care Improvement] arena. Today we are working on modeling our orthopedic work into 10 of the BPCI plans."

## Additional Benefits of ADS

Harris Affinity understands the hospital's financial ecosystem and delivers solutions that help drive increased revenue and reimbursements through quality data. ADS organizes data from virtually any source, including Electronic Medical Records (EMR) systems (both acute and MD), OR source systems, supply chain, pharmaceuticals or payor contracts and easily exports this data into your Enterprise Data Warehouse (EDW). Harris Affinity's unique, four-step data loading process ensures your data is clean, accurate and verified before entering the system.



## About Harris Affinity

Harris Affinity (Affinity) is a worldwide provider of software solutions to help healthcare organizations optimize the financial potential of their facilities and services. Through integrated and standalone solution options, Affinity's flagship product offerings combine a powerful calculation engine, prospective modeling and analytic tools to deliver financial details healthcare providers need to deliver high quality, cost effective patient care and support the strategic financial planning necessary to ensure the sustainability of the organization. Harris Affinity, a wholly owned subsidiary of N Harris Computer Corporation, is headquartered in Herndon, Virginia with licensed systems for use at more than 350 hospitals worldwide.