

UCSF BENIOFF CHILDREN'S HOSPITAL OAKLAND CASE STUDY



Cumberland[®]
consulting group



UCSF BY THE NUMBERS:

30+ Pediatric Subspecialties, from neurosurgery to sports medicine to urology

2,700 staff and **567** physicians

10,452 total inpatient admissions and **163,204** total outpatient clinic visits per year

Ranked among the **top 25** in eight of 10 pediatric specialties by U.S. News & World Report

99% retention rate among nurses

Mental Health and Child Development division includes **150** providers who manage **40,000** patient visits

CLIENT PROFILE

University of California—San Francisco (UCSF) Benioff Children's Hospital Oakland is a premier, not-for-profit medical center and is the only hospital in the East Bay 100 percent devoted to pediatrics. UCSF is a national leader in many pediatric specialties, including cardiology, hematology/oncology, neonatology, neurosurgery, orthopedics, pulmonology, and sports medicine. The hospital is one of only five ACS Pediatric Level I Trauma Centers in the state, and has one of the largest pediatric intensive care units in Northern California.



THE CHALLENGE

In 2013, UCSF was planning for a systemwide electronic health records (EHR) implementation in order to modernize business and clinical processes. At the same time, the hospital's Mental Health and Child Development division, which had been operating with a patchwork of process documentation, was looking for ways to streamline care delivery and to increase efficiencies across its nine subspecialty departments.

UCSF needed a strategic plan for combining the initiatives so it could leverage technology to achieve its patient access, clinical and financial goals organizationwide. This would be challenging for the Mental Health and Child Development division specifically, as it had to account for complexities such as robust patient privacy guidelines, unique payer dynamics and diverse patient populations during the IT implementation.



OUR APPROACH

UCSF engaged Cumberland Consulting Group to develop the strategic plan for implementing the EHR and redesigning the Mental Health and Child Development division's clinical and business processes simultaneously. Cumberland listened to the needs of the division and conducted a comprehensive assessment to guide the plan development.

CUMBERLAND'S STRATEGIC PLAN ADDRESSED THE FOLLOWING AREAS:

Practice consolidation/standardization: All nine Mental Health and Child Development subspecialties needed to be integrated to include access, scheduling, clinical documentation and shared quality standards.

Workflow redesign and system build: The plan included standardization guidelines for workflows and a process for enforcing the standards.

Patient privacy: In order to maintain privacy of mental health and substance abuse records, Cumberland helped UCSF create a hybrid patient access system.

Clinical documentation and customization: Cumberland oversaw the design and development of custom documentation tools to allow for easy point-and-click assessment documentation and other specialty-specific items.

Billing and payments: Cumberland completed a billing analysis and helped UCSF automate processes for entering payer billing information for quicker turnaround and significant error reduction.

“Undertaking a systemwide EHR implementation and a major operational redesign at the same time was a daunting task for our team. Cumberland stepped in and provided the third-party guidance and expertise we needed to complete both initiatives successfully. The firm listened to our needs and created a strategic plan tailored to our specific processes that ultimately helped us meet our financial, operational and clinical goals.”

– **Jesse Tamplen**, MSW, LCSW, MHA, FACHE

Practice Administrator of Mental Health and Child Development at UCSF Benioff Children's Hospital Oakland



OUTCOMES AND RESULTS

UCSF was able to achieve remarkable results in key financial, operational and clinical metrics by combining both practice standardization and care redesign along with an EHR system implementation. Additionally, provider satisfaction improved through the process.

-  During the year of implementation and go-live, **revenue increased by \$1.2 million.**
-  **80 percent** reduction in claim denials.
-  New patient appointments **increased by 40 percent**, and registration errors **decreased by 80 percent.**
-  Achieved goals of **standardizing processes and improving efficiencies** in the Mental Health and Child Development division.
-  Standardized documentation, integrated clinical schedules/pathways, and enhanced workflow and operations across all nine specialties.
-  Decreased audit risk for Early and Periodic Screening, Diagnosis and Treatment (EPSDT) and supplemental specialty mental health services, and increased real-time productivity measures.
-  As a culmination of the project and its success metrics, UCSF received a **\$500,000 grant** for Integrating Mental Health and Primary Care HRSA.

