

# Baptist Memorial Health Care Memphis, TN

*Baptist Memorial Health Care is an award-winning network regarded as one of the premier healthcare systems in the nation. Baptist is dedicated to providing compassionate, high-quality care for patients at its 14 affiliate hospitals throughout the Mid-South.*

## THE CHALLENGE

**Baptist Memorial Health Care's** existing facility-driven Clinical Documentation Improvement (CDI) programs were delivering stable results. However, leadership recognized an opportunity for further improvements to Case Mix Index (CMI), financials, and overall work and documentation culture through additional standardization of documentation processes.

## OUR APPROACH

**Baptist engaged Huron Healthcare** to create and implement a system-wide, standardized CDI process and tracking solution. Through improved CDI processes, training, and reporting, the project delivered sustainable improvements to reimbursement accuracy and CMI, as well as manager and staff performance.

**Increasing reimbursement:** Huron's system-wide CDI solutions improved the accuracy of reimbursement for services provided by ensuring Baptist's documentation consistently captures severity of illness and risk of mortality. Huron also established a process for validating and reporting facility financial benefit. These and other steps generated a \$3.8 million per year CDI benefit.

**Enhancing processes and performance:** Collaborating with leadership and staff across 11 Baptist hospitals, Huron worked to instill a more proactive, accountable work culture through training and mentoring, improved processes, and measurement tools with actionable metrics. The engagement increased staff satisfaction and met leading practice benchmarks within the first six

months. Results include a 4.5% (92.1% to 96.6%) increase in physician response rates across the system, demonstrating increased support for Baptist medical staff. This ensures accurate and compliant documentation in each medical record.


**Standardizing processes:** Huron implemented a standardized CDI process and tracking program that is supported throughout the system. This includes a consistent and sustainable approach to record review, decision-making, query generation, and communication with medical staff. In addition to delivering increased consistency and achieving buy-in with managers, staff, and physicians, the engagement improved accuracy of risk of mortality scores through a new process that ensures second level review of high-risk records.




“ The Huron engagement elevated our existing CDI program to the next level, standardizing CDI processes across our facilities and meeting program financial targets. With centralization of CDI program management we are able to demonstrate a higher visibility of results and model industry best practices for documentation integrity.”

**Bill Griffin, CPA, FHFMA**  
Vice President of Corporate Finance  
Baptist Memorial Health Care

## RESULTS & BENEFITS

**\$3.8M**   
**CDI improvement, in addition to the existing CDI program**

 **4.5%**  
**improved MD response rate (92.1% to 96.6%)**

 **4.7%**  
**average CMI improvement**

*Titles reflect positions at the time of our engagement.*

Clinical | Revenue | Expense | Advisory | Technology  
huronconsultinggroup.com/healthcare 1-866-229-8700

**HuronHealthcare**  
EMPOWERING POSSIBILITY<sup>SM</sup>