



cid management

# Technology, Utilization Review & You



*how software can vastly cut  
your workers' compensation  
costs*

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CID Management



## An Ineffective Method

*tired of being ...*



delayed  
overcharged  
late  
confused  
annoyed  
disappointed  
penalized  
hassled  
misinformed  
unprepared?



## An Invaluable Process

*The value of Utilization Review would seem second only to fee schedule changes in helping to manage medical costs*

Bickmore Risk Services 2006

*If THIS is true*

*Then THIS must stop*

*Utilization reviews are so cumbersome and misused that patients are not getting the treatment they obviously need.*

Jack Lewin, MD  
Former CEO of the CMA



# Crisis!

(cri·sis)

*And that means we have a serious crisis*

A crucial or decisive point or situation; a turning point;

An unstable condition [...] involving an impending abrupt or decisive change;

A point, when a conflict reaches its highest tension and must be resolved.

*The only way out of a crisis is to STOP DOING WHAT YOU'VE BEEN DOING IN THE PAST*

*Or as Albert Einstein put it:*

*The significant problems we face cannot be solved at the same level of thinking we were at when we created them.*





# The Solution Technology & Process Driven Utilization Review

*Up to 60% of the effort involved in performing UR is administrative*

- *Transmitting documents to experts*
- *Generating correspondences*
- *Applying guidelines*
- *Tracking status*
- *Packaging decisions*
- *Coordinating activities*



*Overburdened and poor technical administration of the UR process limits communications and compromises patient care.*

The solution is to apply a technology foundation and avoid simply supplying more labor



## What communications problems?



Faxes, FedEx's,  
& Communication  
Failures



# Avoiding Miscommunications



Traditionally UR request is taken via a non-standard fax or via phone - problems:

1. No common request format
2. No formal receipt process
3. Labor variations

The requesting physician often contacts the claims examiner, who then hands over the request to a nurse.

Claims examiners, physicians and nurses submit reviews directly via e-mail, fax, mail, Web or phone.

All communications flow to the same system - benefits:

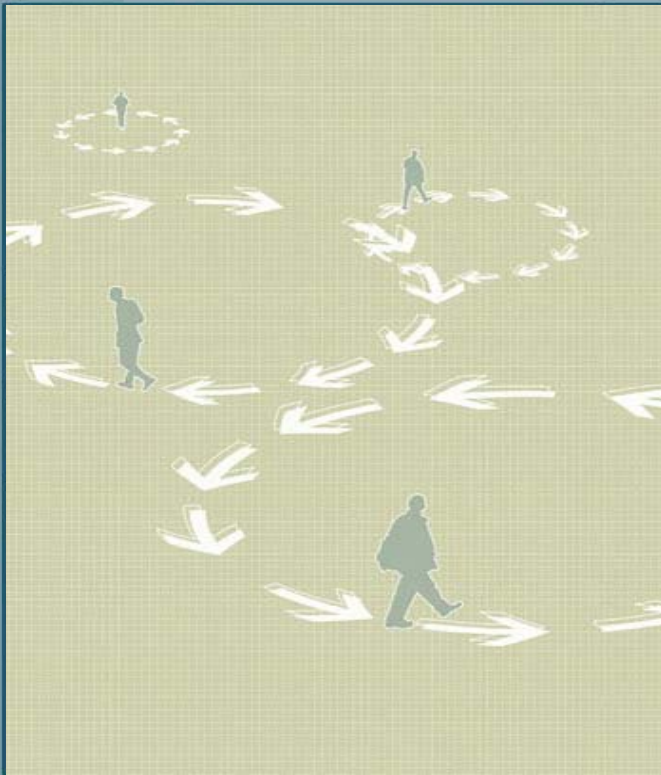
1. No lost communications
2. Faster processing
3. Capacity is not constrained



You MUST have multiple channels to receive information



## Unknown decision process



Who is looking at  
what, making  
which decision?





# Formal Decision Processes



Many different parties may decide on the request with no formal process - problems:

1. Increased timeframes & costs
2. No audit trail for QA/QC
3. Over/under use of resources

The nurse then must overnight or fax the request to a peer reviewer...

Formal process for authorization and escalation:

1. Increased trust from stakeholders
2. Formal continuous improvement process (CIP)
3. Appropriate use of peer reviewer



**THE TECHNOLOGY WAY**

Client-set triggers automatically approve simple requests.

An efficient system has well defined pathways



## What's the RIGHT expertise?



I understand he stubbed his toe, but isn't six month of PT a bit excessive?





# How to allocate the right resources

## THE LABOR WAY



A reviewer may not have the specific expertise required to analyze the issue - problems:

1. Over approval due to time constraints
2. Constant delays for more information
3. Inaccurate denials

The peer reviewer may or may not be a physician, or an expert in the medical discipline.

Specialist matched peer reviewers are allocated appropriately:

1. Decisions have increased trust
2. Lower litigation rates
3. No delays due to resource availability

## THE TECHNOLOGY WAY

Reviews are performed by specialist matched board-certified physicians.



You **MUST** have an automated way to assign and use specialist matched physicians



I've got those guidelines memorized



It's not in  
ACCOEM? What  
other guidelines  
do I need?





# Automated process for guideline management

## THE LABOR WAY



No formal process for guideline review or stacking procedures - problems:

1. Denials based on lack of guideline support
2. Extended approval rates due to difficulty in guideline analysis
3. Inconsistent decision quality

Most existing systems don't have a formal process for guideline management

Automated guideline workflows should be used to walk reviewers through stacked guidelines, such as: ACOEM, Presley Reed, Interqual, Millman, National Guidelines Clearinghouse

Guideline trees and workflows to support decision makers:

1. Higher quality decisions due to exhaustive guideline research
2. Lower appeal rates
3. Lower UR costs due to standard guideline interpretation

## THE TECHNOLOGY WAY



A minimal technology-based guideline process will provide a large portion of the automated guideline benefits



## Legal Considerations...



The DWC just called and requested all of our utilization reviews documents!





## Where did all the documents go?

### THE LABOR WAY



Decisions are transcribed and transmitted with no way to track or recall - problems:

1. Regulatory issues including fines
2. Legal exposure due to lack of audit trail
3. Inability to review past decisions for QA/QC and training

The reviewer often dictates the decision to be transcribed. Documents are re-created and no audit trail is provided

Medical, legal and administrative data are synthesized into final decision and are stored in a document warehouse for easy retrieval

Data warehouse maintains copies of all documents:

1. Lower cost of regulatory compliance
2. Lower cost and reduced time for ancillary parties
3. Ability to apply CIP

### THE TECHNOLOGY WAY



All documents, including in-house generated correspondence, should be maintained



## Unrealistic Expectations...



Don't worry, I know it's been four days, 23 hours, 59 minutes, but we can always get an expedited review, right?



# I was supposed to finish which case?



Manual processing of requests with minimal automated oversight - problems:

1. No insight into delays
2. No system to reallocate resources
3. Difficult patient/reviewer interactions due to uncertainty

The requesting physician, claims examiner, nurse, and patient don't know a review's status while it's in process.

Custom reports allow tracking of entire process and provide exception reporting to eliminate RUSH resource allocation.

Automated allocation and tracking reporting system:

1. End-of-day or periodic exception reporting
2. Efficiency and productivity measures
3. Reduced third-party frustration



An automated tracking system **MUST** be implemented with productivity and exception reports



## Out-of-Control Expenses...



What do you mean  
we're over the  
work comp' budget  
this quarter?





# Can I use the UR process any where else?



Reporting and analysis is only supported with a complete UR/claim review - problems:

1. Expensive/time consuming, rarely completed
2. No mechanism to connect with network
3. Difficult to tie UR to overall program cost

Most UR programs can only review progress by manually returning to files and performing an audit

Multiple point data capture:

1. Connection with network performance
2. Ability to tie to overall claim costs
3. Use data to support HR and productivity measures

**THE TECHNOLOGY WAY**

Custom reports inform executives of provider tendencies and success rates, allowing customization of provider networks overall workers' compensation strategies.



Tracking all the important data points in a UR program expands the overall value



## Wrong Documentation ...



I was supposed to send that document to the patient also?



# How to avoid too much documentation

## THE LABOR WAY



Documentation is generated for each review and then distributed by hand - problems:

1. Extremely time consuming driving up UR costs
2. Prone to errors and omissions
3. Increases probability to miss timelines

The originating nurse or claims examiner must then compose several decision letters manually.

Automated document generation and distribution:

1. Instant fulfillment minimizing overall UR costs
2. Process oriented reducing E&O
3. Ensures adherence to timelines

## THE TECHNOLOGY WAY

Client-specific correspondences automatically generated and sent to stake holders via: e-mail, fax, web portal, phone, US Postal Service



An automated document generation and delivery system provides some of the highest technology ROI



## Slow Progress...

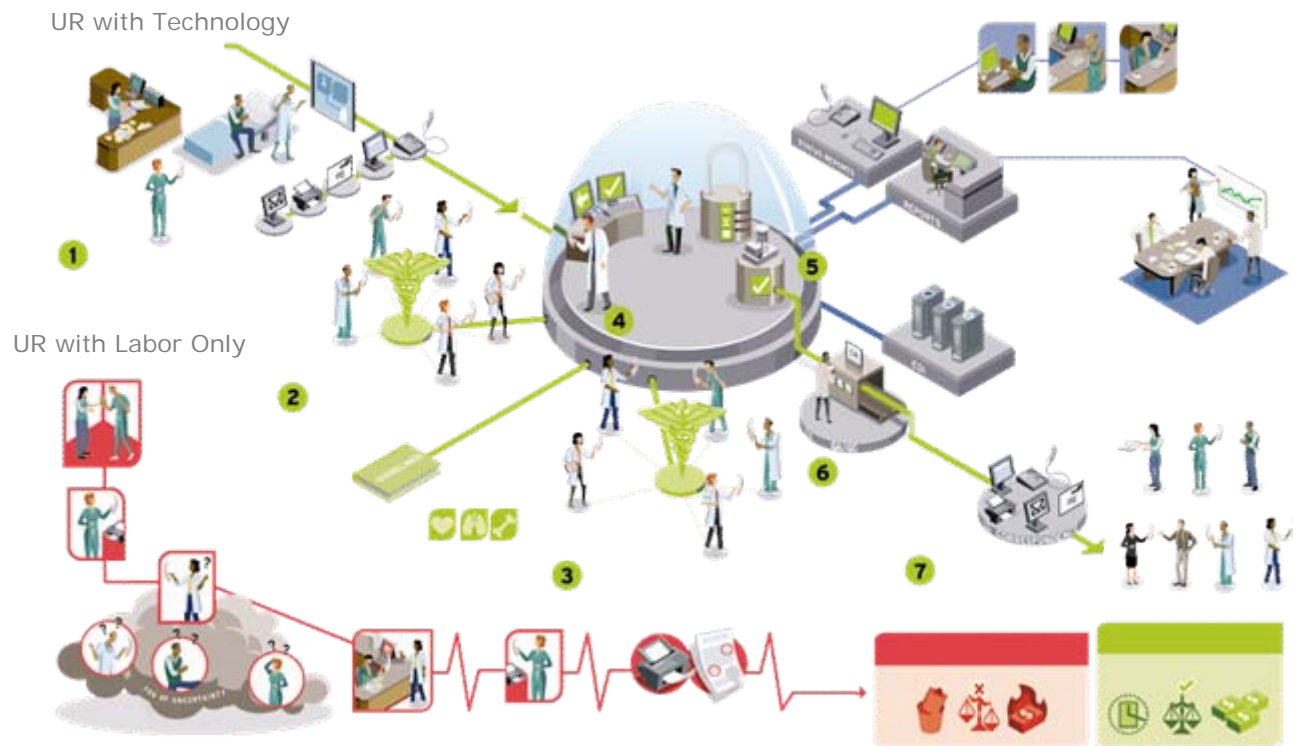


It's been three weeks since I requested a utilization review...





# The overall picture



Each additional technology component raises the value of the entire UR program



## Discover the UR Solution



Try our online  
automated UR system

[www.utilizationreview.com](http://www.utilizationreview.com)

Booth #539  
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866.301.6568