

CASE STUDY: HEALTHCARE POLICY MANAGEMENT
Cedars-Sinai



Overview

In healthcare organizations large and small, policies and procedures are a critical part of the foundation for success. They must be current, accessible and reliable to users because they contain the key procedures and processes that produce excellence.

Ask any compliance professional and you will learn that outdated, inaccessible, or poorly communicated policies and procedures are often at the root of a quality or compliance issue. For this reason alone, every organization should assess their policy management activities and consider options for automating the process.

This study looks at Cedars-Sinai Health System's (CSHS) path to an effective and efficient policy and procedure management system. It will review their document management challenges before installing NAVEX Global's Policy & Procedure Manager® (PPM) as well as the internal processes that made way for the positive changes and quality results.

Gap Analysis

Like many other healthcare organizations, Cedars-Sinai recognized that their hybrid approach to policy management needed an overhaul. As they grew in both size and scope, so did the number of policies and procedures – compounded by the increasing complexity of document management requirements. There were an estimated 10,000 documents that were authored, reviewed, approved and published as part of the conversion to PPM.

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CEDARS-SINAI ANSWERS THE QUESTION:

Why Does an Organization Need Policy Management?

“Our employees are happy knowing that they can count on finding the most current information in Policy Procedure Manager® (PPM). No more delays in publishing a new or revised document or hunting for the latest version. Once it’s approved and in effect, it’s immediately available to our users”

Mary MacGran, Manager
Corporate Compliance - PMO
Cedars-Sinai Health System

Challenges:

- **ACCESS.** Cedars-Sinai had an intranet site for policies and procedures, but shared drives, paper manuals and personal desktops were also used to varying degrees.
- **QUALITY.** Document management was controlled at the department level. This resulted in variation in quality, timeliness of review and sometimes even resulted in the creation of multiple documents for the same process.
- **ACCOUNTABILITY.** Department heads had no clear, uniform method for ensuring that affected staff read, understood, and agreed to the rules set by the company.
- **EFFICIENCY.** Management’s ability to assess compliance with all aspects of document management was largely a manual process, and most assessments were reactive when they occurred.
- **COMPLEXITY.** An onerous alphanumeric system had been developed to categorize documents but often failed to deliver the intended benefit.

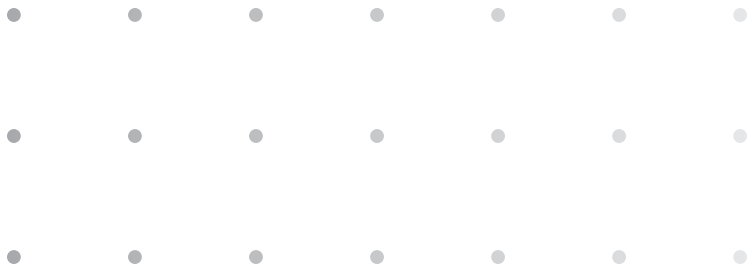
One too many times, a glitch in the document management process had an impact on the CSHS mission to provide the highest quality patient care services. In 2008, in spite of the ongoing implementation of a system-wide electronic medical records management system, the policy management project was given top priority status by leadership.

The Wish List: Defining the Ideal State

It was agreed that both the implementation and ongoing management of a new system would become an added function within the Department of Corporate Compliance. In concert with information technology services, the request for proposals (“the wish list”) was developed and refined. It consisted of all the features lacking in the current hybrid model including the following:

- Centralized control over the document management and publishing process
- Automated versioning and document numbering
- Quick and easy access to the documents for all staff members
- Easy process for collaboration between key experts in the authorship phase
- Automatic archival of previous versions so that only the latest approved documents would be available to staff
- Automated notification to users with reading, reviewing and approval responsibilities
- Reporting options so management could quickly and completely assess compliance with review and approval requirements, as well as readership and comprehension

After reviewing several products, the selection committee agreed unanimously on NAVEX Global’s Policy & Procedure Manager. It offered the best solution for Cedars-Sinai and satisfied all requirements. The team’s decision was further reinforced when they became aware of PPM’s exclusive endorsement by the American Hospital Association (AHA), whose mission is “to foster operational excellence in hospitals.”



“We went from 400+ documents to just 100 during our conversion to PPM! We took a critical look at our policies and procedures and eliminated lots of unnecessary or duplicative documents.”

Pamela Roberts, Ph.D.
Manager Rehabilitation and
Neuropsychology
Cedars-Sinai Health System

Implementation

- Policy Management Office (PMO) was created
 - » Reporting to Division of Corporate Compliance
 - » Responsible for implementation of PPM and ongoing management
 - » Resource allocation: PMO Manager, IT liaison, 2-3 temporary staff
- Departmental team leaders appointed, January 2009
 - » Coordinate document conversion
 - » Act as liaison to PMO
- Strategic Planning Retreat - April 2009
 - » Evaluate software
 - » Gather input from Department team leaders regarding system parameters, conversion timeline, resources needed
- Conversion: Two-phase conversion for policies and procedures over 18 months in consideration of the EHR implementation
 - » Phase 1: May 1 – December 31, 2009
 - » Phase 2: January 1 – June 30, 2010
- Training: Fall 2009 – Users provided classroom training by PolicyTech
- SYSTEM GO-LIVE at completion Phase 1: JANUARY 1, 2010
 - » Transitional maintenance of the legacy intranet page was continued as Phase 2 documents were uploaded to PPM

THE RESULT

- Currently over 8,000 documents – or roughly 97% of all policies, procedures, forms and job aids – reside in PPM
- The Policy Management Office consists of a manager and a management assistant, with technical support provided by their enterprise information services department.
- Technical support requires less than 5 hours per week, and the manager spends about 60-80% of their time involved in policy management activities.
- Resources include a web page, Help Desk, twice monthly 2-hour classroom training and an optional PPM User’s Group forum once a month.
- Classes in technical writing and are currently planned for document authors.

PROJECT SNAPSHOT

CUSTOMER PROFILE

Cedars-Sinai has grown over the past century from a small, local 12 bed hospital to one of the nation's top four medical centers. They currently house thriving patient care and research practices. They are always on the lookout for state-of-the-art solutions to the ever-changing challenges of healthcare in today's world.

CHALLENGE

Cedar-Sinai recognized that their hybrid approach to policy management needed an overhaul. As the organization grew and expanded services, so did the number of policies and procedures compounded by the increasing complexity of document management.

SOLUTION

Efficiency and managerial control increase when employees know their jobs and how to do them most effectively. Policy & Procedure Manager reduces stress and brings peace of mind to the complicated job of policy management.

Benefits of PPM Implementation

- No more delays when new or updated documents are approved. They publish as soon as they are approved and effective. Before PPM, posting documents to the old policies and procedures intranet page required additional lead time.
- Managers are able to monitor requirements for reading documents and have the ability to test comprehension.
- Staff working with inspectors note the ease with which documents can be accessed compared to previous years.
- Interdepartmental communication regarding policies and procedures has improved significantly and many duplicative documents have been removed.
- Departmental web pages with document links take users directly to the most current version of a document in PPM. There is never a need to update the URL when the document is revised.
- Built-in reminders and notifications via email have proven to be valuable techniques for keeping reviews on track.
- If a subject matter expert in one department needs to provide input about a procedure, it's as simple as adding them as a "reviewer" and PPM handles all the notifications.
- Reports that query the database provide the data for monitoring and process improvement.
- Departmental team leaders continue to provide significant assistance in their roles as liaisons to the Policy Management Office.

The benefits of organized policies extend beyond just meeting regulatory requirements. Efficiency and managerial control increase when employees know their jobs and how to do them most effectively. PPM reduces stress and brings peace of mind to the complicated job of policy management.

TRUST NAVEX GLOBAL:

Navex Global is trusted by more than 7,500 clients in over 200 countries as their expert ethics and compliance partner. Our policy management, hotline, case management, training and advisory services help organizations identify and address business risk, safeguarding employees and partners while protecting financial and reputational assets.

NAVEX Global's Policy and Procedure Manager® (PPM) has become the industry leader in policy management software. It is the only policy and procedure management solution that has been endorsed by the American Hospital Association (as PolicyTech).

More information about how we create and strengthen ethics and compliance programs can be found at www.navexglobal.com