

# Milliman Webinar Series

## ICD-10 Critical Success Factors

### Session #2

- # 4 Train and educate: deliver the right message, to the right people, at the right time
- # 5 Ensure effective communications

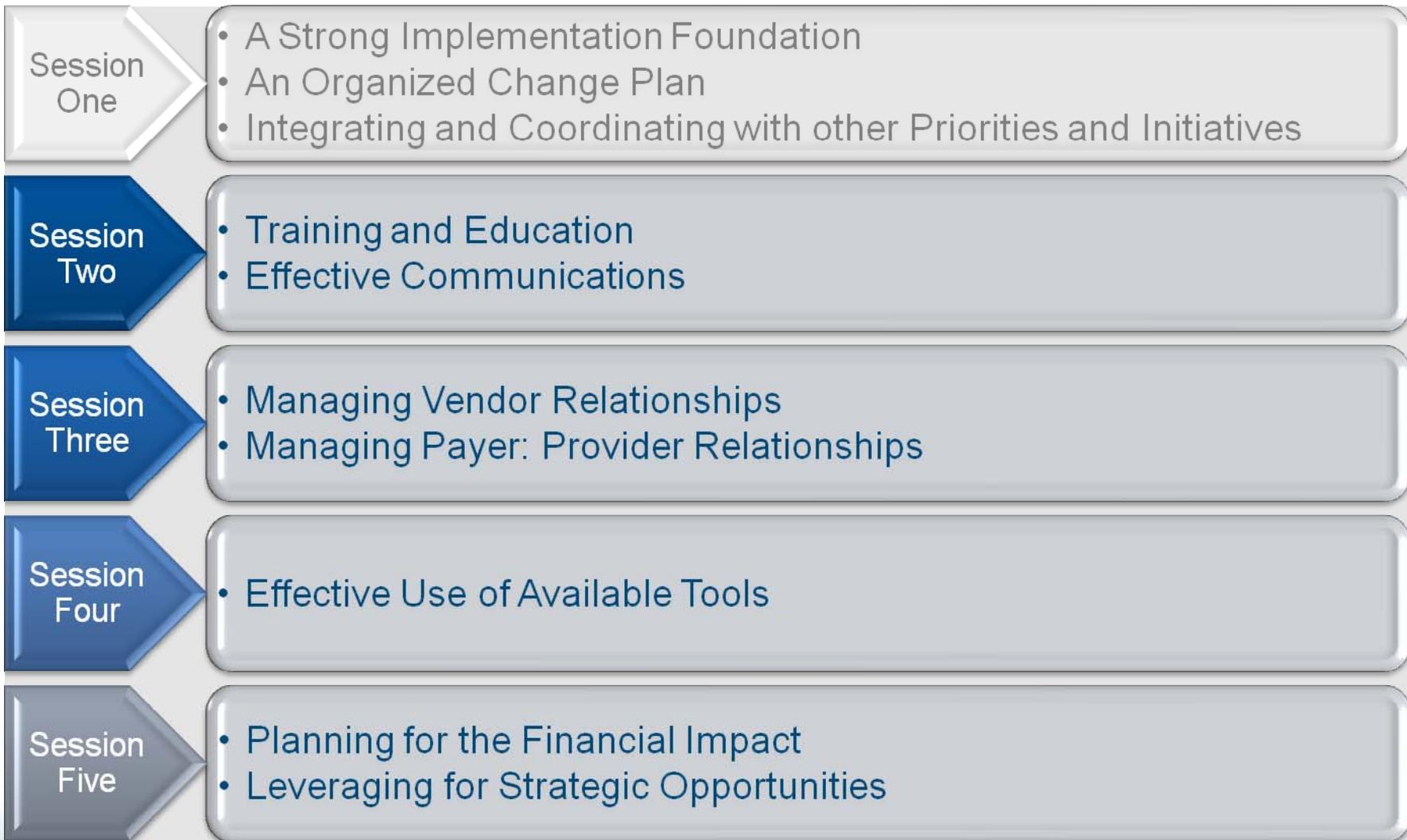
*Presented by:*  
*Donna McDonald and Andrew Naugle*

December 8, 2009

# Housekeeping

- If you have any trouble with the Webinar, press \*0 at any time
- A recording of the session will be available within a few days
- Everyone's lines are muted
- Please type questions at any time
  - Questions will be visible only to the Presenters
  - Presenters will take some time at the end of the session to respond to questions submitted

# Ten Critical Success Factors



## Session # 2 Objectives

Attendees will gain enough understanding to stimulate thinking and planning for:

Education & training needs

Education & training budget

Communication needs

Communication budget

# Scope of The Regulatory Requirements

## HIPAA covered entities

- Health Plans
- Providers
- Clearinghouses

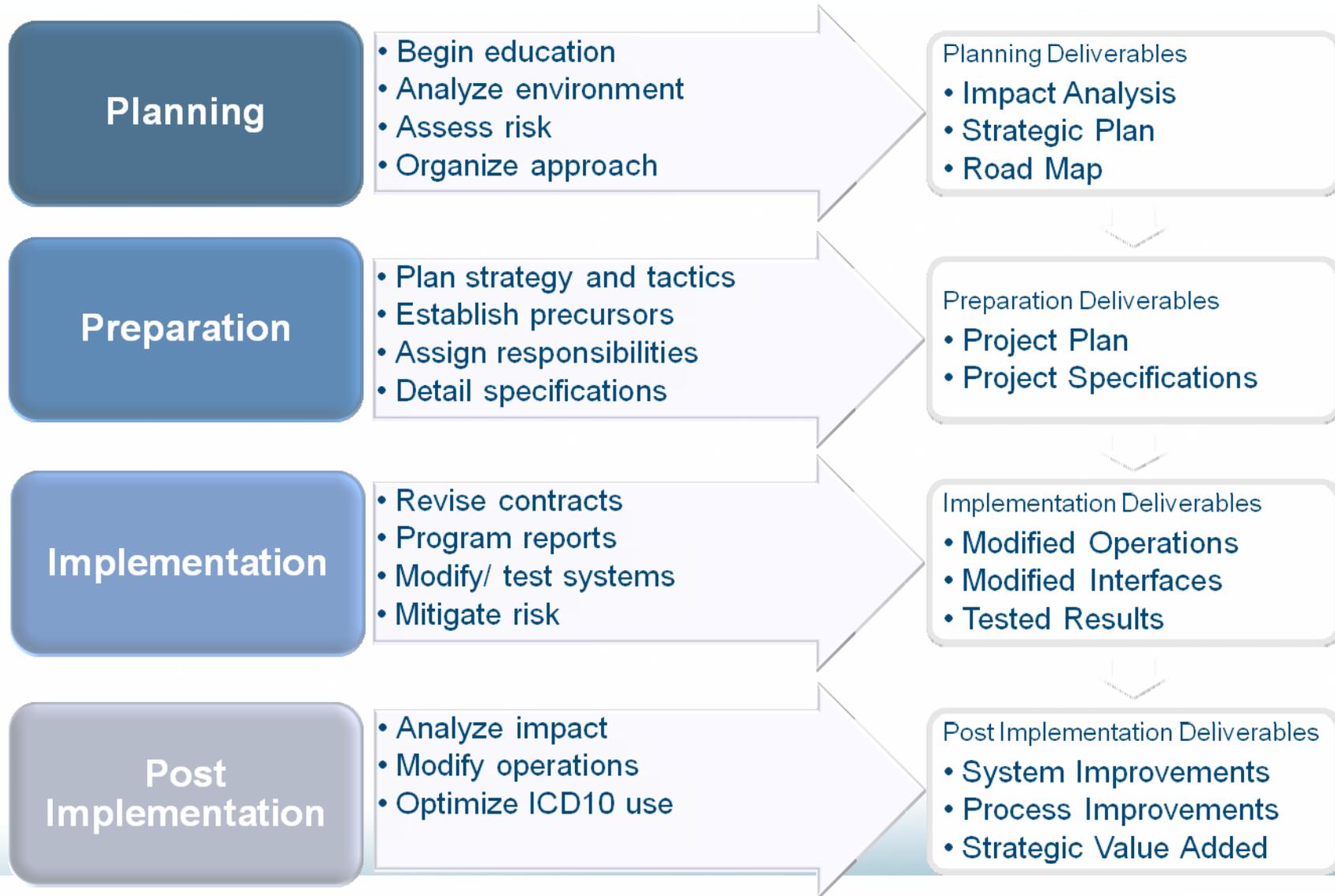
## ASCX12 transaction standards, Version 5010

- January 1, 2012 implementation
- Small health plans have an additional year (January 1, 2013)

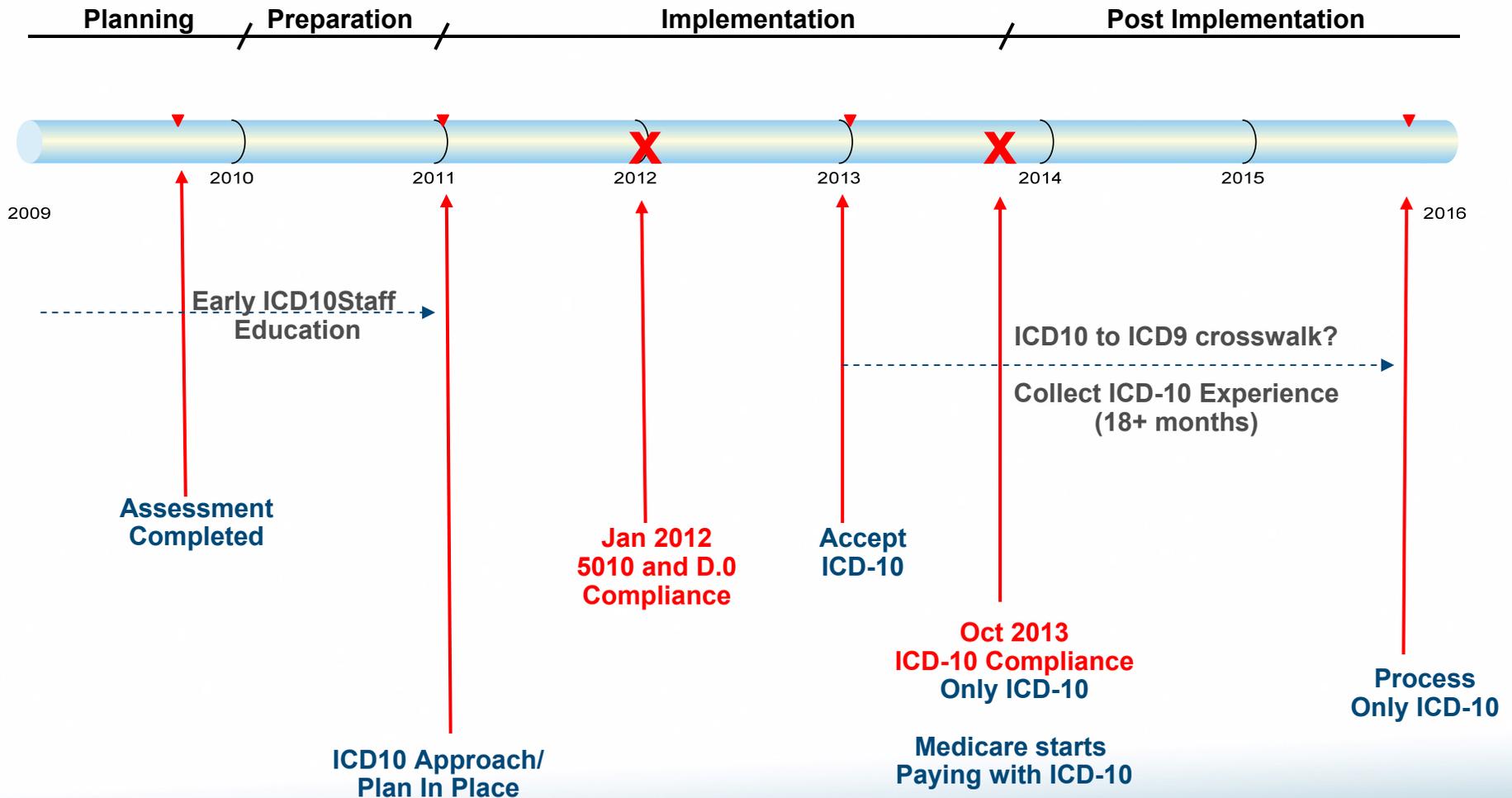
## ICD-10

- October 1, 2013 implementation effective with the date of service
- ICD-10-CM replaces ICD-9 volumes 1 and 2 for reporting diagnoses
- ICD-10-PCS code sets replace ICD-9-CM volume 3 for reporting hospital inpatient procedures
  - Not to be used in outpatient transactions
  - CPT codes will continue

# Four Major Implementation Stages



# The Time Line



# Why Educate and Communicate?

## Effective education/training and communication

- Essential to successful implementations and change management
  - Promotes “buy-in”
  - Helps move stakeholders through the four stages of change:
    - Denial
    - Resistance
    - Exploration-Emerging
    - Commitment
  - Assists stakeholders in performing optimally
- The range of education/ training and communication needs is broad and varied and depends on the organization and audience
- Delivering the right message to the right audience at the right time is challenging, but critical

# Education & Training: The Very First Step

## Create Awareness

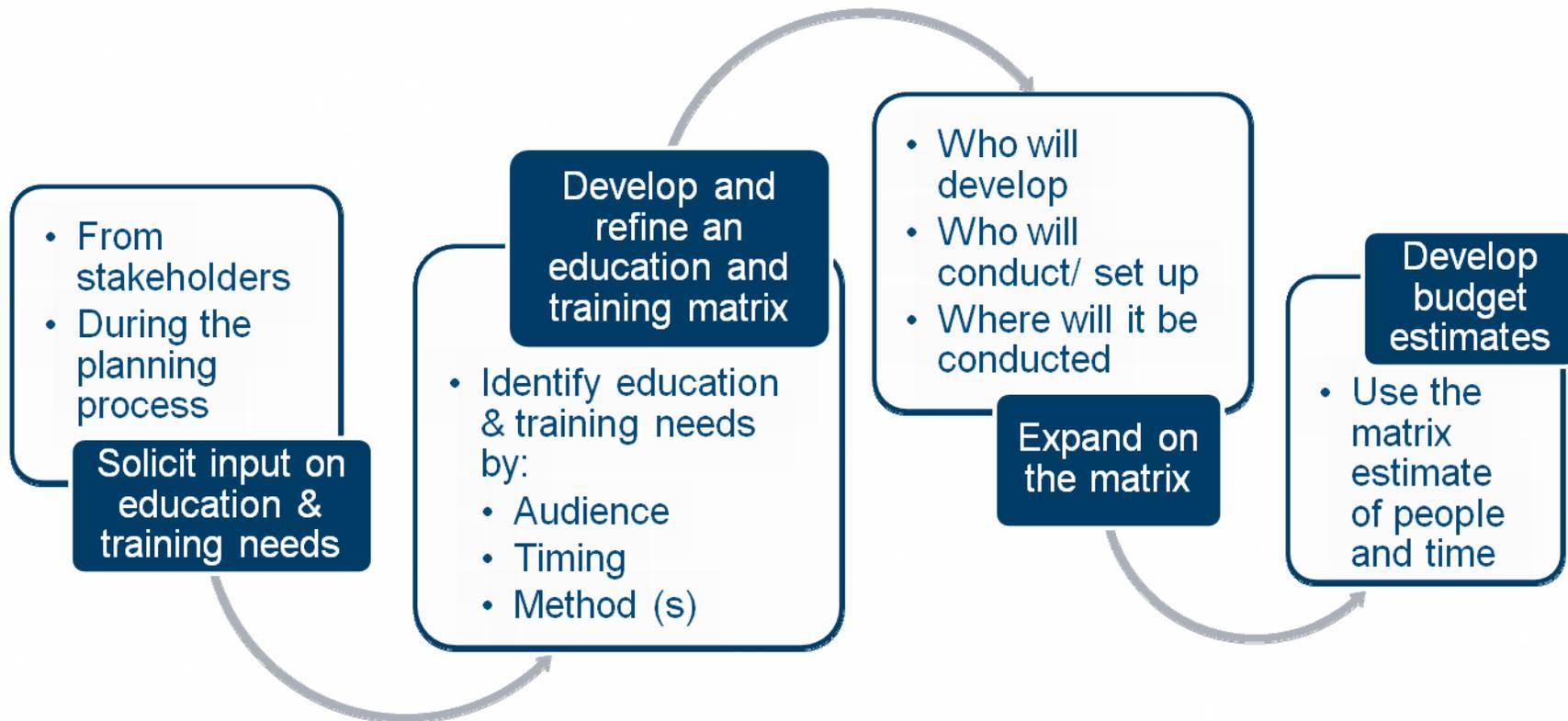
- Begin education prior to the 1<sup>st</sup> phase (planning) of implementation
- Educate senior managers, then educate all internal stakeholders

## Provide Information

- ICD-10 overview
- Available tools
- Potential impact to people, processes, technology
- Potential risks/opportunities
- Mechanism to ask questions & get more information
- Timeline and next steps

Consider an ICD-10 intranet or internet site or both

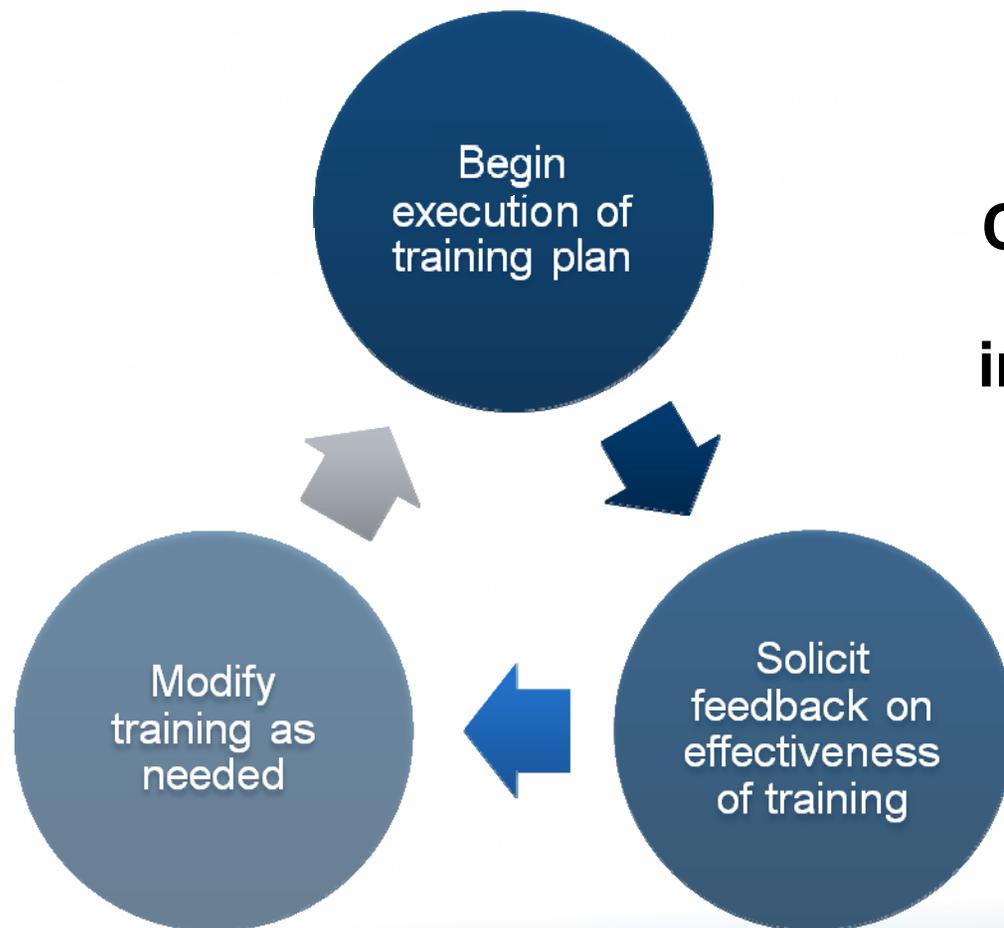
# Education & Training: What Next?



# Sample Education Matrix

Educational Needs	Audience	Timing	Method
Familiarity with ICD-10 and the potential impact on people, processes, and technology	Senior management Systems analysts	Immediately prior to the impact assessment	Didactic, remote
Adequate understanding to use ICD-10 and the coding tools	Report specification writers Claims analysts	Immediately prior to process modification	Interactive, face to face
Detailed understanding to apply and interpret ICD-10 coding	Claims managers that resolve payment issues	Immediately prior to implementation	Hands-on, independent study

# Education & Training: Ongoing Steps



**Continue training well into the post-implementation phase**

# Education & Training: Considerations

## Optimize training budget by:

- Incorporate training into existing training
- Work with internal training resources
- Determine if there is an advantage to training certain vendors, partners, etc.
- Take advantage of external resources

## Optimize initial training by:

- Build on past experiences
- Match training method to audience
- Use training aids to ensure training concepts get incorporated into the work
- Include testing as part of certain training; set minimum grade thresholds
- Some audiences may need more training or repeated training

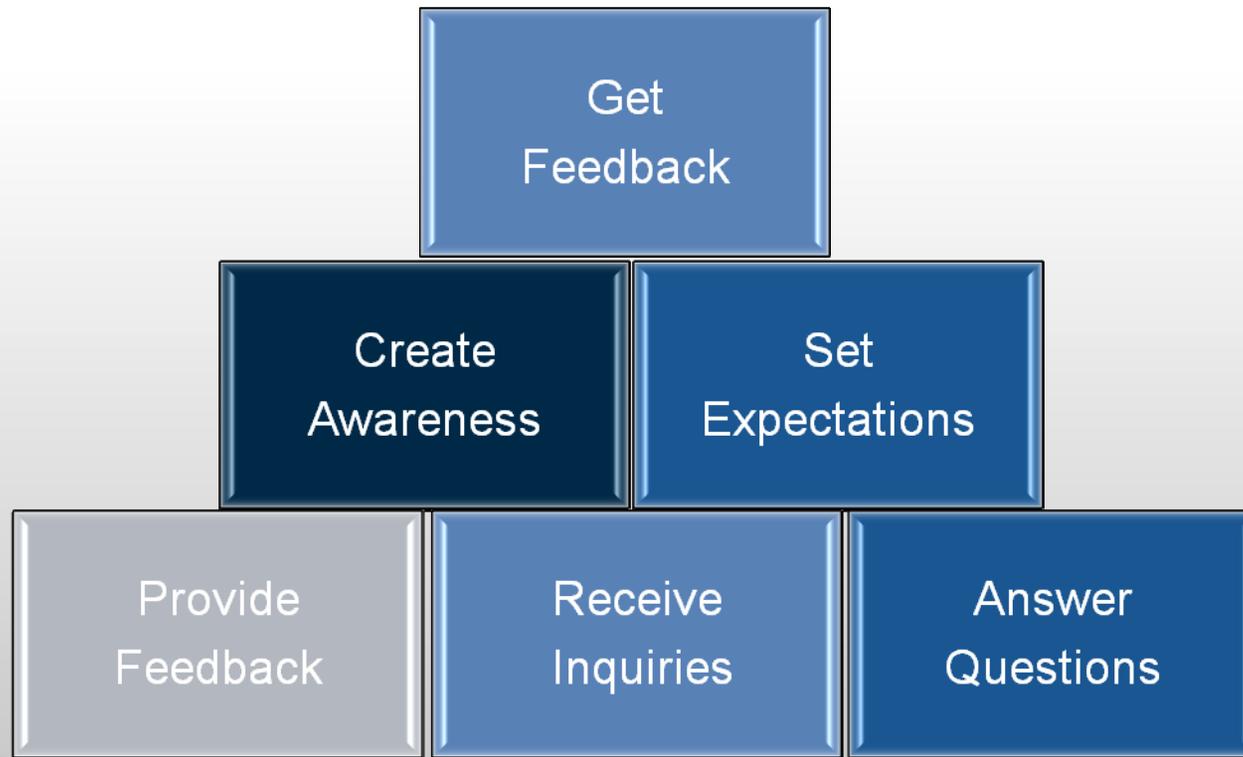
## Optimize ongoing training by:

- Modifying based on learnings post-implementation
- Modifying as changes occur

# Communication

*noun*; (kə-myü-nə-kā-shən) Process by which information is exchanged between individuals or entities

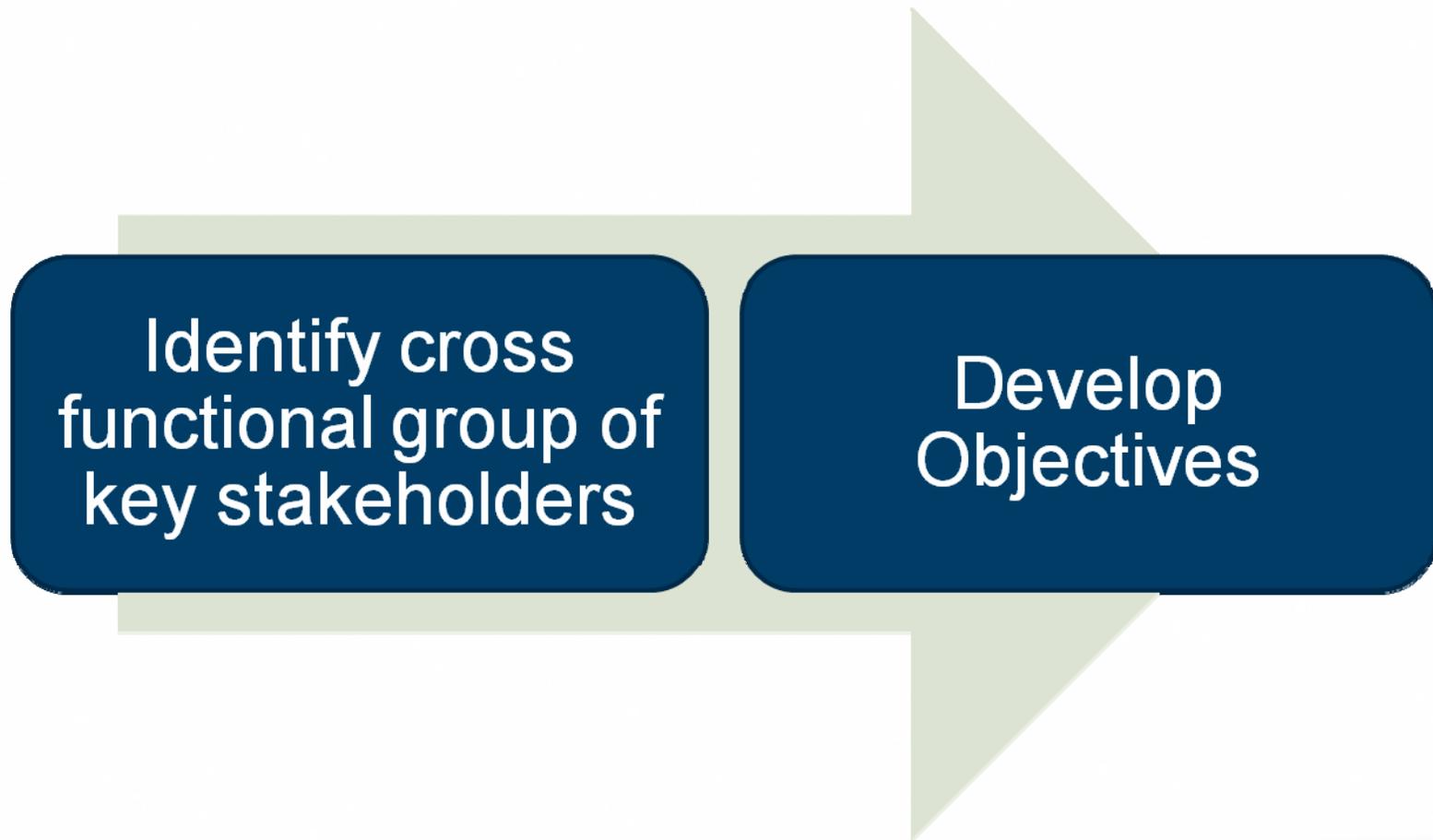
## Communication Builds A Solid Foundation for Change



# Communication Plan

- Identify Stakeholders
- Develop Objectives
- Identify Audiences
- Develop Messaging
- Develop Tactics
- Handling Feedback

## Getting started....



# Identify the Audiences



- Identify the stakeholders for the ICD-10 implementation
- Include internal as well as external stakeholders
- Ensure communication can be two-way

# ICD-10 COMMUNICATION



## General

Some of the messaging will vary from stakeholder to stakeholder.

Ensure that communication can be two-way.

Develop messaging which is applicable to each stakeholder, taking into account their point of view.

## Specific

Messaging should tell stakeholders:

- What you are doing
- Why you are doing it
- How you are doing it
- How it will affect them: 'WIIFM' - What's in it for me?
- What you expect from them
- When you are doing it
- How they can find out more information
- How often you plan to provide updates
- How you are progressing
- How they can provide feedback

## Other Information to Include

Definitions for terminology.

Language understood by the stakeholder.

Positive messages about progress and recognition of stakeholder's effort.

## Tactics: From Planning to Action

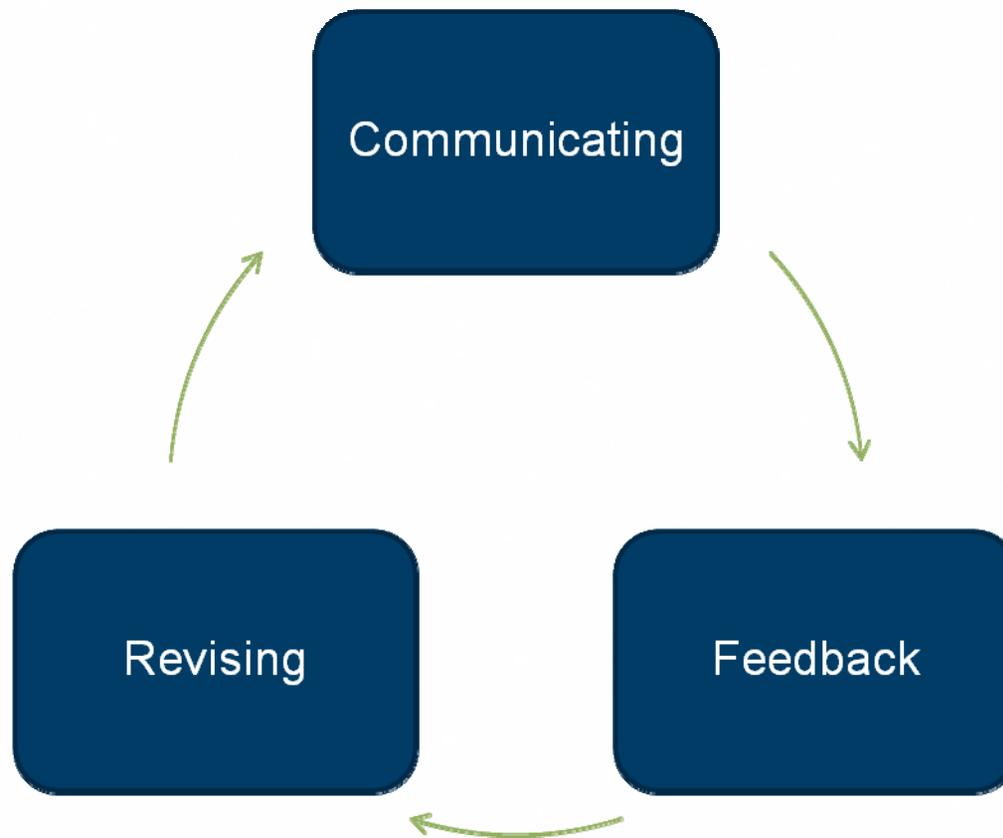
Explore all communication vehicles (email, Internet/ Intranet, newsletters, face-to-face, letters, brochures)

Leverage existing communication channels (provider newsletter, employee intranet, fax-blast, listserv, etc.)

Depending on the audience, some tactics will be more effective than others

Some audiences will need communication using more than one tactic

# Handling Feedback



# Communication Plan: An Example

- Identify Stakeholders
- Develop Objectives
- Identify Audiences
- Develop Messaging
- Develop Tactics
- Handling Feedback

# Communication Plan Budget

Define Activities



Identify Resources



Develop Budget

# Communication: Considerations

## Optimize Communications

- Use to reinforce corporate values and citizenship
- Build on past experiences
- Develop an ICD-10 project logo so stakeholders can easily identify ICD-10 communications
- Use graphics to show project progress
- Keep communications concise; make them clear
- Extend through all implementation phases, including post-implementation

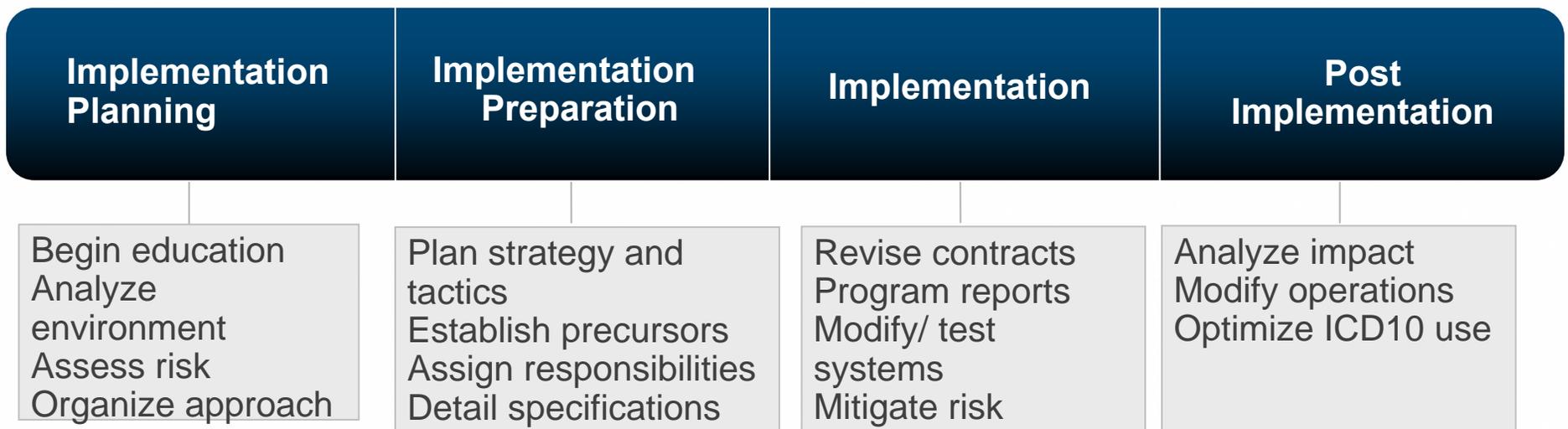
## Optimize Communications Budget

- Need for communication can be underestimated
- Budget for communication often first to be cut; have a fall-back plan

# Milliman 5010/ ICD-10 Consulting Services

- Assist organizations in understanding the potential effects of 5010/ ICD-10
- Guide early efforts to prepare for 5010/ ICD-10
- Assist operational areas in implementing 5010/ ICD-10

Healthcare analytics    Healthcare management    Provider contracting & management  
Actuarial, finance and underwriting    Claims administration    Information Technology



Milliman website <http://www.milliman.com/expertise/healthcare/services/ICD-10-readiness/>



# Closing Comments

- A recording of the session will be available within a few days
- Upcoming sessions

January 19, 2010

- Manage Vendor Relationships
- Manage Insurer: Provider Relationships

February 9, 2010

- Effective Use of Available Tools

March 16, 2010

- Plan for the Financial Impact
- Develop Strategic Opportunities

# Disclaimer

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