

# GAP ANALYSIS

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## Agenda

- What is a Gap Analysis
- SWOT Analysis
- Tools and Resource
- How can PMG Help?

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## Speaker: Gervean Williams, VP of Consulting

Gervean Williams is the Vice President of Consulting for PMG Consulting, Inc. She brings a diverse background in health center finance and operations management. In her current role at PMG, she provides training and consultation for CHCs from coast to coast. She has presented nationally as a NACHC spokesperson, facilitated webinars on healthcare issues with HRSA and CMS, as well as served as an expert panelist for sustainability in healthcare with the MacArthur Foundation. She has over 15 years of experience in community-based health center finance.

Prior to joining PMG, Ms. Williams served as the Director of Financial and Business Practice Support at the National Association of Community Health Centers, the Chief Financial Officer at Samuel Rodgers Health Center before serving as the Chief Financial Officer for Shawnee Mission Physician's Group. She holds a Bachelor of Science in Accountancy from the University of Missouri.

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## Where Are You?

- Project Lead Selected
- Team Identified
- Communication Plan in Place
- Readiness Survey
- Discovery Process

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## What is a GAP analysis?

- GAP analysis is defined as a technique that entities use to determine what steps need to be taken in order to move from the current state to the desired future state
- Health centers conduct these often
- In the project to transition to ICD-10, the GAP analysis should be conducted once the Business Process Analysis is complete

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## What is a GAP analysis?

- GAP analysis consists of:
  1. Listing of characteristic factors such as performance levels of the current situation. "What is"
  2. Listing factors needed to achieve future objectives. "What should be" and then,
  3. Highlighting the gaps that exist and need to be filled
- At this stage, the health center should know what changes need to be made to improve both clinical and non-clinical areas in order to move to ICD-10-CM

\*BusinessDictionary.com

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## Current vs Future State

### Current state

- where the health center is now to future state – ending point – what the health center will be when processes are changed

### Future state

- where you want to be when the project is complete



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## Gap Analysis Steps

- Identify your current state
- Identify your desired future state
- Develop steps to get you to your desired future state

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## How do you get there?

### **From Discovery**

- Organize the data in a way that combines similar tasks
  - If ABN's need updating in all areas, pull all ABN's and do all at one time

### **To the Gap**

- Identify the need for the update,
- the priority of the update, and
- the cost of the update.
- Consider the resources, who will be assigned. (this will assist in building the action plan)

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## Analyze Your Current State

Current State	Future State	Next Actions/Steps to get to future state
Assessing clinicians: complete a template and sequence diagnoses based on the clinic visit— assessments are mostly checklists and do not provide a lot of narrative clinical information.	Improved documentation to support skilled care. Improved cues/prompts for gathering information on the Assessment.	Have clinician/coder team review current assessments to ensure adequate prompts are in place for improving documentation and specificity.

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## Analyze Your Current State

Current State	Future State	Next Actions/Steps to get to future state
Documentation in compliance for ICD-10-CM is 10%	Documentation in compliance for ICD-10-CM is 90%	<ol style="list-style-type: none"> <li>1. Conduct quarterly ICD audits.</li> <li>2. Identify weaknesses and audience for training</li> <li>3. Identify specific training in your education plan</li> <li>4. Schedule and provide training</li> </ol>

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Impact Assessment: Information Technology								
List all vendor software applications including interfaces	How are ICD-9 codes used?	How are codes entered? Manually or another system?	Capability – character length, decimal, alphanumeric	House both ICD-9 and ICD-10?	Codes, code descriptions and support documentation machine-readable format?	Able to map forward from ICD-9 to ICD-10 & backward from ICD-10 to ICD-9 for historical data? (GEMS)	How do systems interface?	Next Steps
NextGen EHR	Coding/ Chart/ Billing	Manually	Up to 7 digits  Includes decimal  Alpha numeric possible	Yes	yes	Separate software to map codes	Integrated with NG PM	Vendor
NextGen PM	Billing	Through NG EHR	Up to 7 digits  Includes decimal  Alpha numeric possible	Yes	Yes	Yes	Integrated with NG EHR	
Crystal Reports	Reporting	Pulled from data tables	Yes	Yes	N/A		NG database	Review all reports with ICD-9 and update with ICD-10

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## SWOT Analysis (1 of 2)

- SWOT – Strengths, Weaknesses, Opportunities and Threats
  - Strengths
    - What activities does the health center do well?
    - What advantages does the health center possess?
    - What resources or assets does the health center have?
    - How is the health center perceived?
  - Weaknesses
    - What can the health center do better?
    - What is the health center at risk?
    - What has the health center been scrutinized?

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## SWOT Analysis (2 of 2)

- SWOT – Strengths, Weaknesses, Opportunities and Threats
  - Opportunities
    - Is there any opportunities the health center can take advantage?
    - What opportunities does the health center possess to improve process(es)?
    - What can the health center capitalize?
  - Threats
    - Does the health center's weaknesses jeopardize our financial health?
    - How significant is the change for our health center?
    - What external forces threaten the health center's progress?
    - How will the implementation of ICD-10 affect the financial stability of the health center?

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## Tools & Templates Used

- Spreadsheets gathering data to include:
  - Impact Analysis – Clinical & Non –Clinical
  - Impact Analysis – Information Technology
  - GAP Analysis
  - Benchmarks
  - Coding Audit sheets
- Complete
  - Business plans
  - GAP Analysis
  - Outcomes Measuring

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## Summary

- Measure what you can and what is important.
- Consider your objectives and make sure they are measurable
- Plan your programs and measurement tools together.
- Know your baseline and benchmarks before implementation
- Periodically refine your ICD-10 implementation to meet goals and objectives
- Outcomes measurement is important for the successful transition to and compliance with ICD-10-CM

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## Final Thoughts & Questions



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