



JCAHO Information Management Standards and TIER®

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Overview

Organizations that are JCAHO accredited, or are preparing for accreditation, must carefully consider effective and efficient ways to comply with requirements of the Accreditation Manual for Hospitals (AMH) and Accreditation Manual for Behavioral Health Care Organizations (BHC). Compliance is now particularly important in response to HIPAA requirements. A comprehensive integrated software system is a vital organizational resource to collect, manages, and utilizes data for important management functions and related compliance requirements.

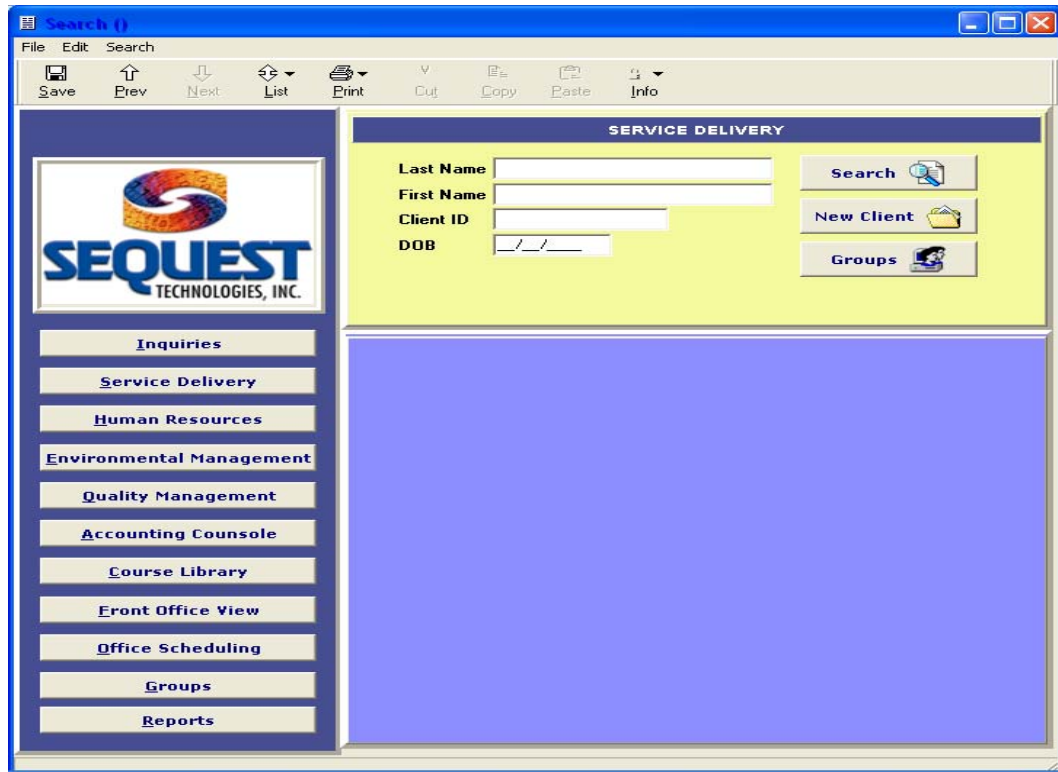
Sequest's TIER® Workflow System is a comprehensive integrated software solution to meet organization management needs and accreditation compliance requirements. Sequest utilized its extensive experience (25 years and evaluation of 1700 organizations) and knowledge of JCAHO standards to determine requirements for development of the TIER® Workflow System. The JCAHO standards for on Information Management provide a solid foundation for TIER® Workflow.

Information management is one of five organizational management chapters in the AMH and BHC manuals. Information Management consists of six functions: **Information Management Planning; Confidentiality and Security; Information Management Processes; Information-Based Decision-Making; Knowledge-Based Information and Client-Specific Information.** These functions are fully supported in TIER® Workflow. The following summary represents a cross walk between the JCAHO Information Management functions and functionality of TIER® Workflow.

Information Management Planning

Information Management Planning requires that organizations establish a comprehensive information management planning process that addresses internal and external needs including long term (strategic) and annual (operational) needs. The planning process should also incorporate infrastructure, hardware, software applications, confidentiality and security, data management and analysis, and reporting. Most organizations include information management as a key part of their strategic and annual operational plans especially since an important planning focus now must also encompass HIPPA compliance.

The TIER[®] Workflow System is a significant resource to implement organization information management goals. TIER[®] Workflow is a comprehensive integrated system that automates four key management functions: **Service Delivery** (including patient records); **Human Resources** (including personnel records); **Environmental Management** (including building and environmental management records); and **Quality Management** (including multiple performance monitoring and outcome measurement records) while also addressing JCAHO, CARF and HCFA standards. A copy of the main search screen for TIER[®] is below.



Confidentiality and Security

This function requires that organizations establish procedures and related mechanisms that address privacy and confidentiality of information. The capture, storage and retrieval processes for data and information should be timely, complete and accurate while also supporting protection of privacy and confidentiality. Therefore, safeguards should be established such as: orientation and training of staff; use of audit logs to track access to and use of data and information; removal, as much as possible, of personal identifiers; adherence to HIPAA rules and regulations. TIER[®] includes a comprehensive security program that limits access to client records and other information only to those staff that are authorized. TIER[®] also includes an audit log that tracks access to and use of data and information.

Information Management Processes

Organizations must also develop processes to effectively managing overall information data capturing, reporting, processing, retrieving, dissemination and display of clinical and no-clinical data and information. These processes should support specific activities

related to the planning, management and control functions of the organization. Other activities should include establishing uniform data definitions and capture methods, use of approved standardized abbreviations, and implementation of quality control systems to monitor data integrity. TIER[®] provides several resources to facilitate management of information. Mandatory data entry can be set for any data field in TIER[®] to ensure that required data is captured. Forms are included to facilitate both quantitative and qualitative review of clinical records and a wide array of reports are included to support information processes.

Information-Based Decision Making

This function addresses the need for comprehensive aggregation and analysis of data and information to support use of information in decision making activities. The organization's information management system must support timely and effective decision making related to the JCAHO clinical chapters of **Rights, Provision of Care and Medication Management** and organizational management functions of: **Quality Management; Leadership; Environmental Management; Human Resources Management; and Infection Control.**

Typically, most organizations prepare a "Reporting Matrix" or similar method to describe types of reports, purpose, time frames, staff assignments and methods utilized by the organization. Organizations are encouraged to organize basic reports according to the three commonly accepted essential leadership responsibilities of planning, management and control. However, the standards are flexible as to method and approach provided that organization leadership has developed a viable and functional reporting process.

This function also addresses integration of data across all functions of the AMH and BHC standards. For example, aggregation and analysis of environmental management, quality improvement, and infection control data is scored under this standard rather than in the respective functions for each of those areas. TIER[®] Workflow enables use of drill down reports and other management reports to implement internal and external reporting requirements along with graphical presentation of data to facilitate interpretation and analysis. The drill down function of TIER[®] allows for real time information and data for management decision support. Flexible report writing tools allow for user-defined reports, representing a reduction on outside consultation costs and time delays.

This function also requires that organizations establish methods to analyze longitudinal and cross-sectional performance at key reporting periods over time. It is anticipated that scoring by JCAHO surveyors will toughen now that ORYX is fully implemented and that greater emphasis is placed on outcome measurement and performance benchmarking against state, regional or national data.

TIER[®] Workflow's Quality Management module enables automation of: customer satisfaction questionnaires; standardized clinical assessments for outcome measurement; risk management; service delivery; staff performance and similar "process" vs. "outcome" measurement activities. In addition, all performance improvement projects can be automated and continuously monitored and all key data collection and analysis functions required by the AMH and BHC standards can be compiled. Besides the basic reports included with TIER[®] Workflow, additional standardized reports can be developed using Seagate's Crystal Reports software.

Knowledge-based Information

This function addresses requirements for education and training resources for both staff and patient education. Few organizations have completely automated their patient and employee education processes. TIER[®] Workflow's Human Resources module includes multiple resources to support compliance with this function and related standards for **Patient and Family Education** and **Human Resources Management** functions. For example, TIER[®] enables automation of patient and staff education and training curriculums along with a course library. TIER[®] also tracks and reports on all educational activity including mandatory training for licensure, certification or clinical privileging. Tests (including Pre and Post tests) can also be automated.

Client-Specific Information

This function addresses significant documentation requirements in the clinical record. An organization's software system should automate methods to comply with each standard under this function. In addition, the software system should support compliance with standards related to the clinical functions of **Rights, Provision of Care, and Medication Management** that are linked to the Information Management function.

The TIER[®] Service Delivery module is designed from a continuum of care model that incorporates levels of care with appropriate treatment settings and complete automation of the JCAHO clinical functions and related workflow processes. The Service Delivery module is derived from national practice standards as well as the extensive national consulting experience gained by our sister company, Sequest Consulting, Inc., Pismo Beach, Ca.

For example, the Service Delivery module includes a prompt-assisted treatment plan that also permits individualizing patient treatment problems, goals and objectives. TIER[®] Service Delivery includes a complete medical management process with physician orders and MAR. An automated special procedures management system is also included that integrates alternative interventions (or psychiatric advance directives) identified with the patient, upon admission, with order(s) for the procedure, family notification, monitoring log and debriefing record. Automation of special procedures is an important TIER[®] feature in response to the new JCAHO (and related HCFA) standards governing use of such procedures.

Compliance Implications

JCAHO standards will increasingly require that organizations embrace and address the inherent principal that essential data should be compiled, analyzed and trended for each of the eleven functions of the AMH and BHC standards. This expectation will intensify, in the future, as continued emphasis is placed on organizations to become full automated. Clearly, a comprehensive integrated software resource is required for organizations to become full automated while also complying with the AMH and BHC standards.

Furthermore, the organization's software system should automate all key workflow processes yet be fully modifiable and flexible to meet current and future organization management and accreditation compliance needs. The TIER[®] Workflow System has emerged as the most comprehensive integrated software solution now available to meet these needs and requirements and TIER[®] is especially powerful because each workflow module can be modified to meet an organization's exact needs and requirements for data collection, analysis and reporting.

To assist organizations in understanding the scope and emerging importance of data collection and analysis related to each JCAHO function a summary of key data sets for each function is provided below. However, it is important to note that while JCAHO has fully automated its standards and survey process, JCAHO is not requiring, at this time, that organizations become completely automated. However, complete automation is the long-range intent and direction of the standards, and organizations across the country are increasingly pursuing this goal.

Clinical Chapters

SBHC Chapter	Significant SBHC Data Sets
Ethics, Rights & Responsibilities	Tracking Consents
	Tracking Complaints
	Research Summaries
	Monitoring Patient Involvement
	Tracking Referrals
Provision of Care, Treatment and Services	Diagnostic Data
	Multiple Medication Data
	Special Procedures
	Special Assessments
	Patient Demographic Data
	Patient Clinical Profiles
	Frequency of Assessments
	Patient Laboratory Reports
	Basic Assessments
	Standardized Assessments
	Patient Treatment Problems
	Status on Treatment Goals
	Treatment Procedures
	Treatment Costs
	Patient Involvement in Treatment
Family Involved in Treatment	

	Treatment Complications
	Educational Screening Data
	Education Curriculums
	Tracking Educational Activities
	Monitoring Patient Learning
	Discharge/Continuing Care
	Case Coordination
	Utilization Review Data)
	Internal/External Referrals

Medication Management	Drug Procurement/ Prescribing
	Medication Storage Inspections
	Medication Administration
	Adverse Drug Reactions
	Medication Errors
	Medication Evaluation
	Medication System Effectiveness

Organization Management Chapters

Improving Organization Performance	Data Collection and Monitoring
	Data Aggregation and Analysis
	Sentinel Events (SE)
	Use of Data to Improve Patient Safety
	Proactive Patient Safety Program
	Failure-Mode-Effect-Criticality Analyzes (FEMCA)
	Process Improvement Projects
	Performance Measurement Activities
	Outcome Measurement Data
	Pattern/Trend Analysis
	Customer Satisfaction Questionnaires
Leadership	Long Range Planning Data
	Operational Planning Data
	Department Management Information
	Leadership Effectiveness Information
	Department Quality Control Data
Environment of Care	EC Planning (Seven EC Components)
	EC Implementation Data
	Potential Hazards
	Equipment Management
	Utilities Management
	Hazard Vulnerability Assessment
	ICES Data and Analysis
	Fire and Emergency Drills
	Worker Safety and OSHA Compliance
	Regulatory Compliance Information
	EC Annual Report (7 Components)
Human Resources	Staffing Effectiveness Data
	Employee Demographics
	Staff Availability

	Orientation, Training & Continuing Education
	Competency Evaluations
	Employee Orientation Records
	Employee Medical Information
	Analysis of Performance Evaluation
	Employee Licensure, Registration, Certification
	HR Cost Data
	ADA, OEO, and OSHA Data

Information Management	Privacy and Confidentiality
	Security and Data Integrity
	Continuity/Disaster Recovery
	Information Management Process
	Decision Support Data & Information
	Knowledge-Based Information
	Clinical Records Management
	Client-Specific Information
	Access to Clinical Record Information
	HIPPA Compliance

Infection Control	IC Prevalence and Incidence Data
	Infection Risk Data
	Infection Control Reports
	IC Surveillance Data

Conclusions

The above list is a summary of key data sets related to the functions of the AMH and BHC accreditation manuals. While JCAHO does not require complete automation, one can understand the importance and significant value to be able to fully automate this data and related workflow processes. TIER[®] is a comprehensive resource to achieve full integrated automation of the above data sets.