

Catholic Health builds momentum for CDI excellence with early ROI success

Organization profile

Catholic Health Long Island has been caring for Long Islanders for over 100 years, delivering exceptional clinical care. The organization is committed to becoming the premier health system on Long Island, transforming healthcare delivery through state-of-the-art, patient-centered care for every person, every time. The organization's focus on innovative problem-solving enabled it to fully leverage Solventum's solutions and tools, further enhancing its capabilities. This partnership's success is a testament to the faith, compassion and innovation already embedded in Catholic Health's approach to care.



6 acute care hospitals



86,000 admissions



1,900 beds



3,650 physician partners



Solventum solutions leveraged

- [Solventum™ Advanced CDI Transformation Program](#)
- [Solventum™ Performance Data Monitoring \(PDM\)](#)
- [Solventum™ Performance Advisory Services \(PAS\)](#)
- [Solventum™ 360 Encompass™ System](#)

Challenges facing Catholic Health

Catholic Health faced barriers to achieving a high-performing clinical documentation integrity (CDI) program, including operational gaps and workflow inefficiencies. If a case was reviewed by CDI, coders were required to send the case back to CDI for final review and bill drop, which contributed to high discharged-not-final-billed (DNFB) rates and missed opportunities for collaboration with coders and education to make final decisions regarding final codes.

Coders also had no access to CDI findings, creating silos and inefficiencies. Their legacy encoder lacked key functions like auto-sequencing, patient safety indicator (PSI) and hospital-acquired complication (HAC) flagging and relied heavily on human memory and manual processes.

These challenges had downstream impacts. Severity of illness (SOI) and risk of mortality (ROM) metrics were underutilized, limiting Catholic Health's ability to capture the complexity of its patient population. At the same time, provider engagement was inconsistent, leading to documentation gaps that weakened quality scores and reimbursement.

Partnership-driven CDI transformation

Catholic Health needed more than just new technology: It needed a more integrated approach, one that would promote collaboration, improve documentation quality and enhance financial outcomes. The health system sought a partner who could provide a comprehensive approach to CDI transformation, with a few non-negotiables:

- Unified training and education program for CDI, coding, quality and provider teams
- Seamless integration of CDI and coding on a single platform
- Auto-sequencing and quality flagging to reduce PSI/HAC exclusions
- Shared accountability and commitment to measurable goals
- A clear, trusted pathway to ROI

Catholic Health's strong foundation and open-minded teams partnered with Solventum launching a comprehensive consulting engagement anchored by Solventum ACT, Solventum PAS and Solventum PDM.



Redesigning processes for efficiency and accuracy

Consultants worked with Catholic Health to restructure workflows and shift from retrospective to prospective review. Coders were empowered to drop bills once documentation met standards, reducing DNFB and accelerating revenue capture. Quality monitoring also shifted from reactive to real-time, using improved processes for PSI and HAC tracking.



Building capability through education and training

Solventum ACT provided targeted education, workflow redesign and hands-on shadowing for CDI specialists, coders and providers. Physician-to-physician education improved engagement and query response, while project managers and solution advisors ensured sustained accountability. Training was unified across CDI, coding, quality and providers, aligning all teams around shared goals.



Contract signed
July 2023

Project planning
August -
October 2023

Assessment chart review
September -
October 2023

Assessment findings report out
November 2023

Implementation training and shadowing
December 2023 -
January 2024

Quality training
February 2024

P2P training
February 2024

Solventum 360 Encompass go live
(with Engage One Query delivery and Evidence Sheets)
May 2024

Shared accountability minimum financial objective met
August 2024



Achieved 157% ROI goal

Follow up chart review and findings education
May - June 2024
November - December 2024



Driving accountability through data and insights

Solventum PDM gave Catholic Health visibility into its data and key financial and quality metrics, including case mix index (CMI), SOI, ROM and diagnosis related group (DRG) capture opportunities, using national benchmarks, peer groups and cohorts from client comparative benchmarks, to measure performance and uncover high-impact areas. The platform also equipped leaders with the ability to track progress, monitor improvements over time, and deliver clear reports to key stakeholders.

“We anticipated that it could take us up to a year to realize our return on investment due to the number of process changes required. We were surprised that within four months we were able to realize and exceed our shared accountability.”

Julie Kapoor, senior vice president of revenue management and managed care, Catholic Health

Real results

The partnership with Solventum helped Catholic Health achieve an impressive level of impact throughout the first year:



157% of ROI target for consulting services achieved in just **4** months

Year one results

456%

of ROI target



\$15.3 million

in program impact

2.14%

increase in CMI

2.2%

increase in SOI

16.9%

improvement in ROM

- Coverage rates improved from **~50%** to over **90%** across hospitals
- Query rates improved for 4 of 6 facilities with all facilities far exceeding best practice of **35%**
- Query response rates above **90%**, with provider agreement rates over **98%**



Strengthened collaboration across CDI, coding, quality and providers



Proactive quality management through real-time PSI/HAC flagging

Conclusion

Catholic Health's early success highlights the strong foundation and the high performing team's willingness to buy into the value of a consulting-led partnership for CDI transformation. With Solventum ACT and Solventum PDM, the organization quickly built a stronger, more collaborative program, achieved rapid ROI and laid the groundwork for sustained financial, quality and operational improvements.

"Now, because of the education and software capability, we query for SOI and ROM impacting diagnoses, which has improved our statistics and quality scores. Our CMI has improved because we're reviewing cases concurrently and querying the provider in real time, obtaining MCC and CCs where appropriate."

Mary Mastrandrea, system director of CDI/DRG appeals, Catholic Health

Want to hear more from Mary about Catholic Health's CDI transformation? Check out these video testimonials detailing the organization's journey and results:



[From uncertainty to ROI – Embracing change and reaching new heights at Catholic Health](#)

[Building buy-in through physician-to-physician education and training](#)

[Elevating quality metrics: Real-time CDI transformation](#)



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