



How to Ensure Departmental Revenue Cycle Accountability and Ownership

National Rural Health Resource Center
Rural Hospital Performance Improvement (RHPI) Project

December 5, 2012

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How's your revenue cycle foundation?

Chargemaster



Front End

Back End

- Unclear responsibilities
 - Lack of communication
 - Unclear expectations
 - Inconsistent feedback
 - Assessment based on personality not ability
- Lack of challenge
- No opportunities for advancement
- Dissatisfaction results in:
 - Low morale
 - Lack of revenue capture
 - Compliance issues

- Feelings are usually top drivers for employee satisfaction
 - Feeling of inclusion
 - Feeling of appreciation
 - Feeling of respect
 - Money and advancement usually at the bottom of Employee Top 10 Surveys

- Develop an audit process
- Ask for feedback from the team
 - Production expectations
 - Quality expectations
 - Customer service expectations
 - Education and training opportunities
- Develop a comprehensive revenue cycle process
 - Create a mission for all teams
 - Ensure representative inclusion
 - Ensure proper participation

- Production goals by area
- Clinical departments
 - Average patient visits by modality per hour
 - Co-pay collection rates
 - Total revenue capture per patient
 - Average wait time for patients
- Business Office
 - Average encounters per day/hour
 - Average claims resolved per day/hour
 - Average remits posted per day/hour
 - Average calls handled per day/hour

Clear and Obtainable Quality Expectations

- Establish fair and realistic quality standards to be applied equally to each team
- Ensure that administration provides the information and resources necessary to perform tasks
- Quality expectations apply to:
 - Clinical interactions
 - Revenue cycle components
- Communicate expectations, rewards, and consequences
- Offer training in areas identified from team feedback

- Determine quality benchmarks
- Communicate expectations
- Develop objective audit mechanisms
- Provide feedback and training
- Evaluate for process improvement
- Repeat audits regularly
- Be consistent

- Who is responsible for contents of the order entry dictionary?
- Within the department, who owns the lab chargemaster?
- Who reviews orders to ensure proper revenue recognition?
- Who reviews, reconciles and ensures total revenue capture for electronic files
- Does the department hold revenue cycle meetings?
 - Are the meetings representative of their revenue cycle?
- Who provides CCI assistance
 - How are decisions made?
 - Are the decisions audited, if so by whom?

- The proper version of the encounter form is used
- Does the department fully complete their revenue capture responsibilities
 - Can the department prove that all patients are accounted for on a daily basis?
- Who reviews, reconciles and ensures total revenue capture for each patient?
- Does the department hold revenue cycle meetings?
 - Are the meetings representative of their revenue cycle?
- Does the department get feedback on denials?
 - If so, how are the denials resolved?

- The proper version of the encounter form is used
- Has pharmacy reviewed the encounter to ensure proper identification of codes?
- Does the department fully complete their revenue capture responsibilities
 - Can the department prove that all patients are accounted for on a daily basis?
- Who reviews, reconciles and ensures total revenue capture for each patient?
- Are drugs, units and administration routes reviewed before submission?
- Does the department provide training to other revenue cycle participants?
- Does the department get feedback on denials?
 - If so, how are the denials resolved?

- Charge Entry measured for:
 - Accurate Data Entry
 - Correct application of modifiers as indicated
 - Diagnosis Codes
 - Patient identification
 - Encounter reconciliation to schedule
 - Drug and administration reconciliation
 - Appropriateness of procedure to diagnosis codes

- Billing measured for:
 - Knowledge of payor specific guidelines
 - Rev Code or CPT/HCPC Assignment by Payor
 - Payor Specific billing requirements
 - Accurate and Effective Claim Checks
 - Scrubber resolution
 - Timely resolution and resubmission of scrubber errors
 - Accurate trending and training
 - Reduction of unsubmitted claims by reason

- Follow-up measured for:
 - Understanding of payer policies
 - Maintenance of payer library
 - Timeliness of appeal/corrected claim turnaround
 - Success rate of appeals
 - Trending and education

- Call monitoring measures:
 - Knowledge and understanding of billing notes and remits
 - Accuracy of information interpreted and communicated
 - Dropped calls
 - Adherence to HIPPA requirements
 - Resolution of calls and required follow-up
- Account documentation measures :
 - Notes should be clear, concise and accurate
 - Billing history should not be used as editorial

- Isolate opportunities
 - What strengths and weaknesses have been identified?
 - What steps were taken to address the issues?
 - Have best practices been identified?
 - If so, have the practices been shared with other departments?
 - Who can benefit from additional training?
 - How can necessary training and education be delivered?

- Be specific
- Identify peers to provide subject matter expertise
- Invite feedback from the team
- Offer support and encouragement
- Provide training and corrective action
- Consider quality incentive programs
- Repeat the process on a consistent basis

Next Presentation

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Implementation Tools and Strategies to Achieve ICD-10 Success

Date: 12/12/2012

Time: 11:00 – 12:00 pm CT