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texas gulf coast chapter

ILLUMINATING THE



SAN LUIS RESORT, GALVESTON, TX
SEPTEMBER 19-20, 2024

TEXAS GULF COAST HFMA SUMMER CONFERENCE

FUTURE...

INSPIRING OTHERS TO FOLLOW

Unleashing Your RCM Potential; The Data Modeled Approach

Presented by: Derick D. Perkins & Keith Booher

Agenda

- **Introductions/Backgrounds**
- **Scoping Questions**
- **Current Challenges for Healthcare Entities**
- **Integrating data from Disparate systems**
- **Rapid & Robust Assessments**
- **Ongoing Real-Time Performance:**
 - **A/R Metrics and Denials**
 - **Payer Scorecards, Contracts, Under-Payments**
 - **Integrated Workflows and Staff Productivity**
- **Case Study**
- **Summaries**
- **Q&A**

“If we have data, let's look at data. If all we have are opinions, let's go with mine.”

- James Barksdale (Former CEO of Netscape)



Scoping Questions

- **What Reporting Software do you currently use?**
- **How many organizations have a Data Analyst Team?**
 - Do you trust them?**
- **Are you able to effectively combine and leverage data from various systems?**
 - *Billing System(s), EMR/EHR, Clearinghouse, etc.*
- **Do you use data for contract negotiations?**
 - *Analytics, contract mgmt., workflows, productivity?*

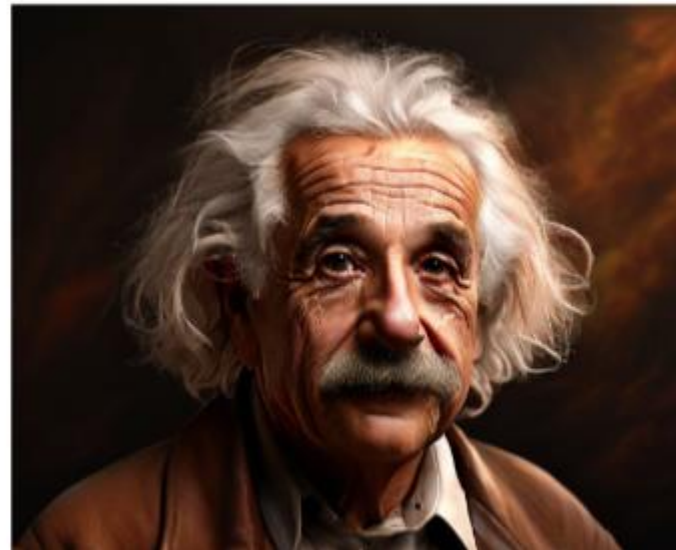


**Scoping
Questions**

What Problem Are You Trying to Solve?

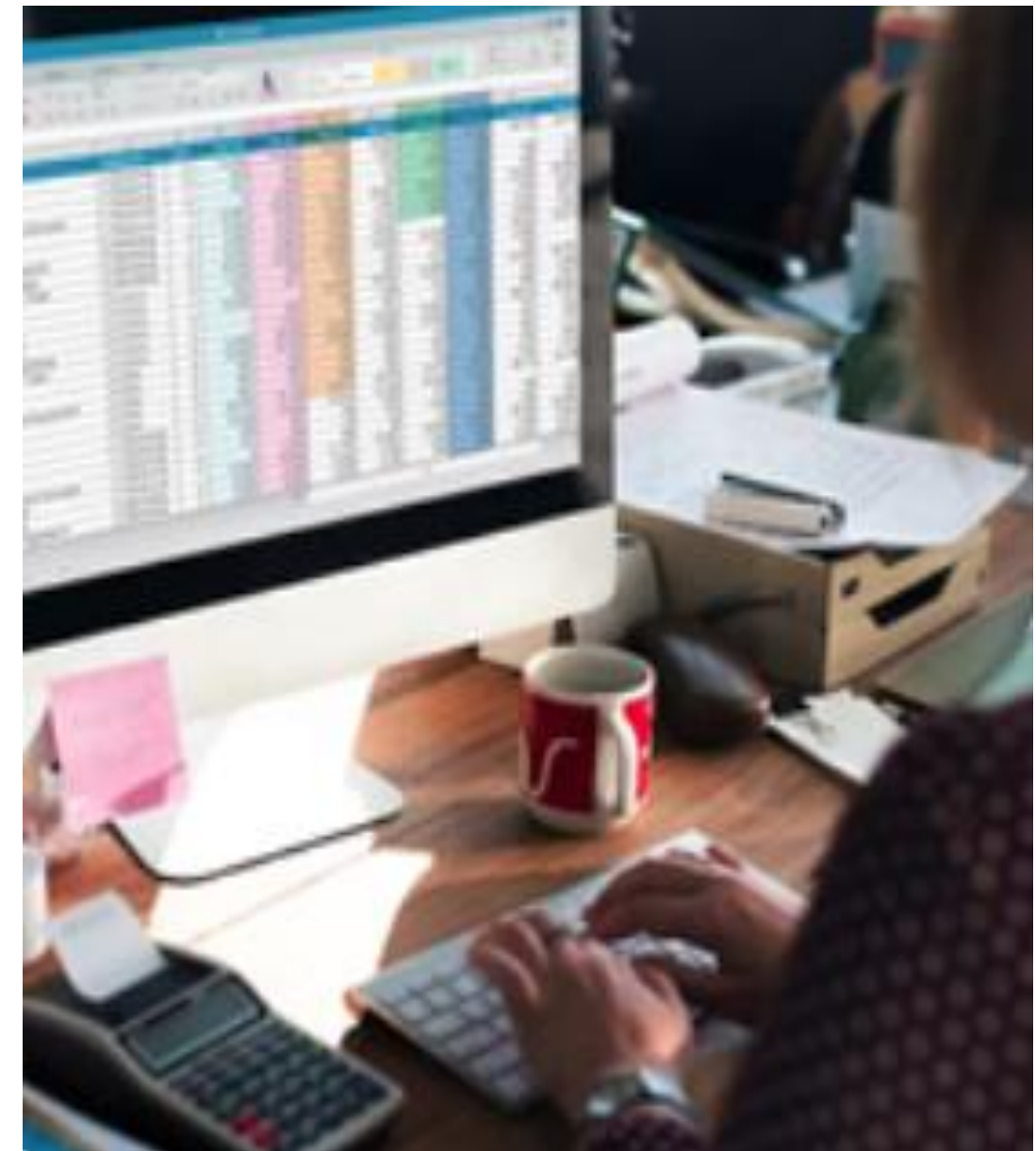
If I had an hour to solve a problem, I'd spend 55 minutes thinking about the problem and 5 minutes thinking about solutions.

- Albert Einstein



Current Challenges

- **Data Integrity issues, consistency across departments.**
- **Multiple spreadsheets can be confusing for Healthcare Leaders and Clinical Staff.**
- **Staff spending more time compiling reports instead of interpreting the data and creating action plans to improve processes.**
- **Providers do not use data to negotiate better rates with payors.**
- **Health systems unable to effectively integrate and normalize data from multiple acquisitions.**



Integrating Data From Disparate Systems

Ad-hoc vs. Data Modeled Approach

- Simply put, disparate data simply means:

“All systems have different field names and ways of storing / retrieving data”

- Integrating data can be done in two ways:

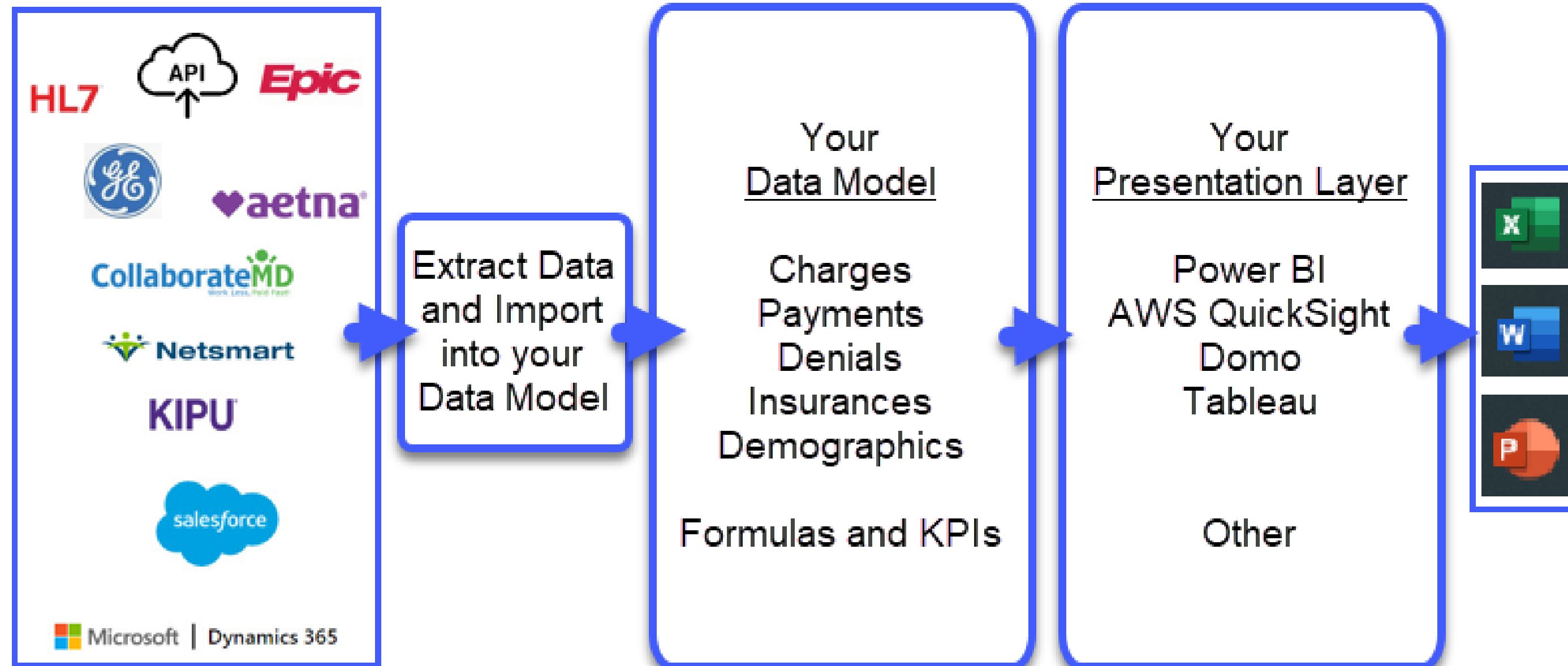
Ad-hoc: Extracting available files or reports, manipulating via Excel (or similar), and presenting via Excel/Word/PowerPoint.

Data-Modeled: Extracting/mapping data into a normalized database which has common metrics and dashboards already established.

A **Data-Modeled** approach offers speed, consistency, and the ability to easily modify and customize reports. This data is stored securely and accessible 24/7 on the cloud. Also, this data and can be used for meta-analysis across all clients (industry trends, KPI's, etc.)

Integrating Data From Disparate Systems

Ad-hoc vs. Data Modeled Approach



Rapid and Robust Assessments

- A Data-Modeled approach provides for a “Rapid and Robust” assessment of your client’s billing, RCM, and other metrics your firm has established within days, using 4 consistent steps:
 - 1) Retrieve necessary data using built-in report/exports or other direct connections (API, ODBC, SQL) the software vendor has in place.
 - 2) Data team will map, normalize, ingest data into existing tables.
 - 3) Business analyst will review existing dashboards and provide customization that fits client’s engagement priorities.
 - 4) Consultant will share findings via live dashboards and/or PowerPoint or Excel created using proprietary dashboard objects.

Real-Time Performance: A/R Metrics and Denials

In a Data-Modeled approach, you will develop and store a plethora of formulas and KPIs to add or replace on any dashboard. This allows a custom approach to each client. Some sample KPIs you may establish:

ADMISSIONS

- Bed Occupancy Rate (ADC)
- Length of Stay (ALOS/TALOS)
- AMA and Readmissions
- Leads > VOB > Admits
- Cost and Revenue per Admit (CPA) by Channel and Source

PATIENT

- Revenue Per Patient/Day/Level and % collected
 - Patient Financial Responsibility (PFR) vs...
 - Insurance Financial Responsibility (IFR)
- PFR Collected Pre-admit, In-house, Post Discharge
- % Scholarship, Hardship Adjustments

INSURANCE

- Top Denials and appeals overturned
- Gross and Net collections %
- Days to Bill, Days to Pay
- ADO (AR Days), % over 120
- \$ Past Due, Unbilled
- % of Forecast under/over

Real-Time Performance: A/R Metrics and Denials

Payment Forecast & Review

Forecast From 2022/07/01	Forecast To 2022/09/30	Past Due (y/n) All	Est. Ins Pays Rema... \$0	Original Estimate \$3,525,894	Ins Pays Posted \$3,491,676	Forecast% 99.0% ●	Forecast (Ins Pays) \$3,491,676
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Weekly Forecast

Week	Orig Estimate	Posted in period	Forecast Delta	EIVP Met	Still On Time	Past Due
9/25/22	\$242,962	\$270,864	\$27,902	97.0%	\$0	\$8,690
9/18/22	\$300,564	\$337,301	\$36,737	96.9%	\$0	\$15,379
9/11/22	\$349,322	\$246,883	-\$102,439	97.3%	\$0	\$16,421
9/4/22	\$336,791	\$418,655	\$81,864	96.4%	\$0	\$10,381
8/28/22	\$334,338	\$314,751	-\$19,587	90.9%	\$0	\$10,108

Payor Response

Insurance Name	Exp Days	Actual Days	EIVP	%EIVPmet	Past due
UPMC HEALTH PLAN COMMERCIAL	36	48	\$29,696	27.5%	\$22,604
ALLIANCE COAL HEALTH PLAN	19	21	\$23,561	14.8%	\$19,181
HUMANA MEDICAID	7	6	\$23,589	62.6%	\$9,326
BEACON HEALTH OPTIONS	22	69	\$8,179	12.2%	\$7,094
BCBS OF PA - BCBS HIGHMARK - INST	20	20	\$282,278	97.1%	\$6,859

Substance		10/16/2022	10/9/2022	10/2/2022	9/25/2022
ALCOHOL	#Pts	268	271	267	286
	UNITS	984	1,152	1,132	1,200
	TotalLOS	20.3	25.1	35.8	27.6
	eGCR%	31.5%	32.1%	32.6%	32.4%
COCAINE	#Pts	28	26	25	28
	UNITS	100	102	115	149
	TotalLOS	19.3	40.5	31.2	17.0
	eGCR%	34.4%	32.2%	31.8%	25.8%

Denials Posted by week - past 30 days

Denial Reason	Denial Date			
	10/23/22	10/16/22	10/9/22	10/2/22
No Auth	\$243,301	\$14,000		\$37,578
Misc	\$95,514		\$9,834	\$3,600
Eligibility		\$9,750	\$5,600	\$27,000
Non-Covered			\$39,739	
ELIG	\$2,800			

Denial Rate (% claims Billed)

4.6%

Ins Bal on denied chgs

\$2,356,804

Est. collectible on denied Chgs

\$294,964

Real-Time Performance: Payer Scorecards, Contracts, Underpayments

- Providing an accurate assessment (or ongoing management) of contract performance to payor payments and allowables is very critical, yet nuanced.
- A Data-Modeled approach requires a custom set of tables to properly load the nuanced payor contract terms and accurately compare these to the client data you are receiving.

The benefits are significant:

- Efficiently appeal/recover revenue on under-paid claims
- (Re)Negotiate contracts based on actual payor revenue
- Ability to drill-down and extract underlying data
- Forecast revenue and manage A/R efficiently



Real-Time Performance: Integrated Workflows and Staff Productivity

- Many organizations have manual and disconnected workflows. This causes significant amount of costs and is also a compliance risk.

Examples: Collections, adjustments, coding fixes, appeal letters, manager reviews

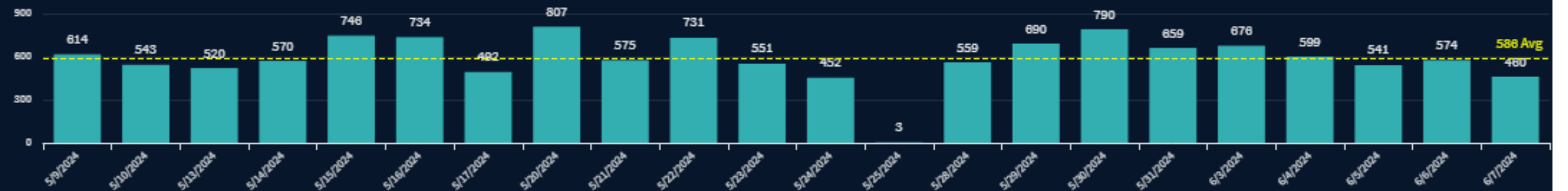
- If you can provide a solution for tasks to flow across the organization timely and intelligently, you can solve this problem.
- Real-time dashboards that covers the entire open A/R accurately and to drill down to the underlying claims immediately.
- Other queues and rules that effectively guide your team to minimize reworks, mistakes, and delays. This results in a long-term positive transformation focused on results, accountably, and yes, profitability!



Real-Time Performance: Integrated Workflows and Staff Productivity

Last Updated:
6/7/2024 5:19 PM

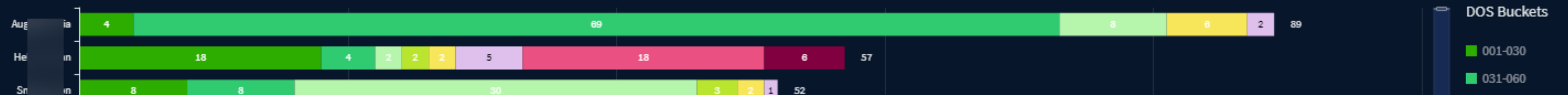
Past 30 days - Total claims worked per day (all users)



Productivity Stats by User (Today's work - updated hourly)

RoleName	UserName	FullName	TH	ArAffected	AvgBal	AvgAge	MRN	PCN#	Actions	MActions	NotWL	%NWL	WW15D	WW15D%
Collector	Tau...	Aug...	55.5	\$345,045	\$3,877	53	14	89	89	43	0	0.0%	0	0.0%
Collector	She...	Hele...	43.7	\$287,685	\$5,047	167	19	57	57	0	9	15.8%	0	0.0%
Collector	Asn...	Smil...	57.7	\$174,625	\$3,358	63	12	52	52	0	2	3.8%	1	1.9%
Collector	Lpa...	Paul...	107.1	\$203,650	\$4,243	55	11	48	48	0	7	14.6%	0	0.0%
Billor	Gku...	Kurr...	372.8	\$194,450	\$4,137	87	9	47	47	24	0	0.0%	0	0.0%
Collector	Cta...	Taus...	39.6	\$92,835	\$1,975	101	14	47	47	0	0	0.0%	2	4.3%
Collector	Ely...	Lyss...	60.0	\$202,500	\$4,500	45	16	45	45	0	0	0.0%	0	0.0%
Medical Records ...	Gm...	McC...	500.0	\$81,000	\$4,500	63	4	18	18	0	4	22.2%	0	0.0%
Medical Records ...	Sp...	Poit...	500.0	\$63,000	\$3,706	152	12	17	17	0	2	11.8%	0	0.0%
Billor	Am...	Man...	500.0	\$56,695	\$3,513	103	3	16	16	0	0	0.0%	0	0.0%
			150.2	\$1,770,614	\$3,849	97	117	460	460	85	37	8.0%	10	2.2%

Age from DOS, at time worked (Today's work only)



Case Study

Problem

A Psychiatric inpatient facility on the West Coast had an inferior EMR and PM system. The previous billing team was affiliated with the EMR company, and they did poor job following up on claims. The CEO reached out requesting a billing assessment because his team was not receiving any meaningful performance reporting.

Solution

We met with the software vendor, and because they were also the billing company, they were not accommodating to our request for KPI reporting. Keith and team quickly gained system access to pull reports together and import these using a Data Modeled approach. Within two weeks we were able present several key findings and we ultimately won the work.



Case Study

Revenue Trends by DOS mo (Accrual Basis)

	11/2023	12/2023	1/2024	2/2024	3/2024	4/2024	Total
# Patients	1,349	1,280	1,339	1,325	1,321	1,374	4,236
UNITS	16,495	15,290	16,549	16,898	17,100	16,616	98,948
Billed Charges	\$52,166,335	\$48,416,076	\$56,129,373	\$56,170,637	\$56,214,932	\$53,326,923	\$322,424,275
Expected GCR%	20.1%	19.9%	18.5%	20.2%	19.8%	16.0%	19.1%
GCR%	18.5%	18.1%	15.1%	17.4%	16.7%	13.5%	16.5%
Net Revenue	\$10,390,465	\$9,550,067	\$10,309,894	\$11,194,313	\$10,979,282	\$8,278,524	\$60,702,546
%ENDNP	13.9%	15.7%	20.6%	17.6%	21.4%	31.1%	20.0%
Payments Posted	\$9,668,583	\$8,782,643	\$8,482,311	\$9,745,032	\$9,373,201	\$7,175,621	\$53,227,391
% Expected Met	92.2%	90.9%	81.6%	86.1%	84.2%	84.1%	86.5%
EIVP Net Remain	\$862,158	\$917,161	\$1,782,420	\$1,723,424	\$1,536,159	\$1,399,142	\$8,220,463
\$ To meet expected	\$825,455	\$876,382	\$1,930,403	\$1,587,747	\$1,768,069	\$1,356,911	\$8,344,968
Expected Delta	\$36,703	\$40,779	-\$147,983	\$135,676	-\$231,911	\$42,231	-\$124,505
Deductible	\$163,250	\$159,403	\$411,025	\$250,960	\$149,322	\$155,072	\$1,289,032

Case Study

Accounts Receivable

Defaults to FFS only. You can include HMO in drop-down above (CurrIns_FFsvHMO)

Ins. Class	Insurance Plan		000-030	031-060	061-090	091-120	121-180	181-18mo	Over 18mo	Unbilled		
[-] Aetna	1199SEIU	Rem Net Ins Bal									\$0.00	
		Pt Bal									\$0.00	
	Aetna	Rem Net Ins Bal	\$12,346.61	\$3,851.59	\$744.44	\$366.33	\$988.90	\$3,019.78	\$1,122.00			
		Pt Bal	\$1,449.90	\$2,397.92	\$1,623.28	\$2,634.00	\$1,577.26	\$3,620.81	\$1,764.00			
	Aetna Better Health of Virginia	Rem Net Ins Bal						\$272.09	\$78.45			
		Pt Bal						\$0.00	\$0.00			
	Aetna Choice POS	Rem Net Ins Bal	\$3,052.75	\$752.21	\$0.00	\$0.00	\$23.54	\$710.30	\$731.13			
		Pt Bal	\$174.10	\$686.35	\$94.25	\$113.74	\$168.50	\$1,109.95	\$144.30			
	Aetna Medicare PPO	Rem Net Ins Bal	\$3,544.62	\$446.43	\$156.07	\$288.65	\$1,783.38	\$943.49	\$236.21			
		Pt Bal	\$238.37	\$805.21	\$76.17	\$55.73	\$83.44	\$213.09	\$106.99			\$1,579.00
	Aetna Medicare Supplement Claims	Rem Net Ins Bal		\$36.24	\$17.47		\$0.00	\$0.00	\$13.00			\$66.71
		Pt Bal		\$0.00	\$20.00		\$0.00	\$0.00	\$0.00			\$20.00
	[+] AltaMed HMO	Rem Net Ins Bal	\$166.86	\$916.75	\$35.89	\$236.89	\$291.58	\$50.38	\$194.06			\$1,892.41
		Pt Bal	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00			\$0.00
[+] Applecare HMO		Rem Net Ins Bal	\$149.94	\$0.00	\$106.38	\$0.00	\$1,680.77	\$1,753.06	\$2,241.03	\$0.00	\$5,931.18	
Total	Rem Net Ins Bal	\$502,328.38	\$317,625.31	\$153,887.95	\$108,749.77	\$132,146.25	\$637,928.06	\$511,332.10	\$149.03	\$2,364,146.85		
	Pt Bal	\$10,543.54	\$37,636.84	\$18,079.91	\$13,855.11	\$22,094.92	\$106,933.97	\$29,814.76	-\$162,600.86	\$76,358.19		

Conditional formatting

Hide totals for rows

Unpin totals for rows

Hide totals for columns

Show subtotals for rows

Show subtotals for columns

Export to CSV

Export to Excel

Duplicate visual to ...

Actions

Delete

Data Mgmt. Summary – Keys to Success

- **Know Your Audience**
- **You Must Gain Their Trust (One Mistake Could be the Last Mistake)**
- **Spend at least half the time interpreting and developing action plans**
- **Let SMEs review prior to presenting**
- **Make Sure You Can Tell A Story**
- **Invest in Continuous Learning (Technology Enhancements)**
- **Pay for Top Talent (to Attract & Maintain)**

A Data Modeled Approach - Summary

- **System Agnostic (full Integration with EHRs, Lab Systems, CRMs, Clearinghouse, etc.)**
- **Accelerated Cash Flow and Lower A/R Days**
- **Forecasting & Root Cause Analysis**
- **Automate Denials, Rejections, Claim Status, VOB, etc.**
- **Vendor Mgmt.**
- **Better Staff Allocation, accountability**
- **Data-Driven Culture**
- **Long-term Revenue Stream**

Thank You!

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