



Healthcare Business Insights™

2022 Fall member retreat

Innovation lab:

Aligning the physician revenue cycle
(including coding, documentation, and charge capture)

Philip E. Roudabush

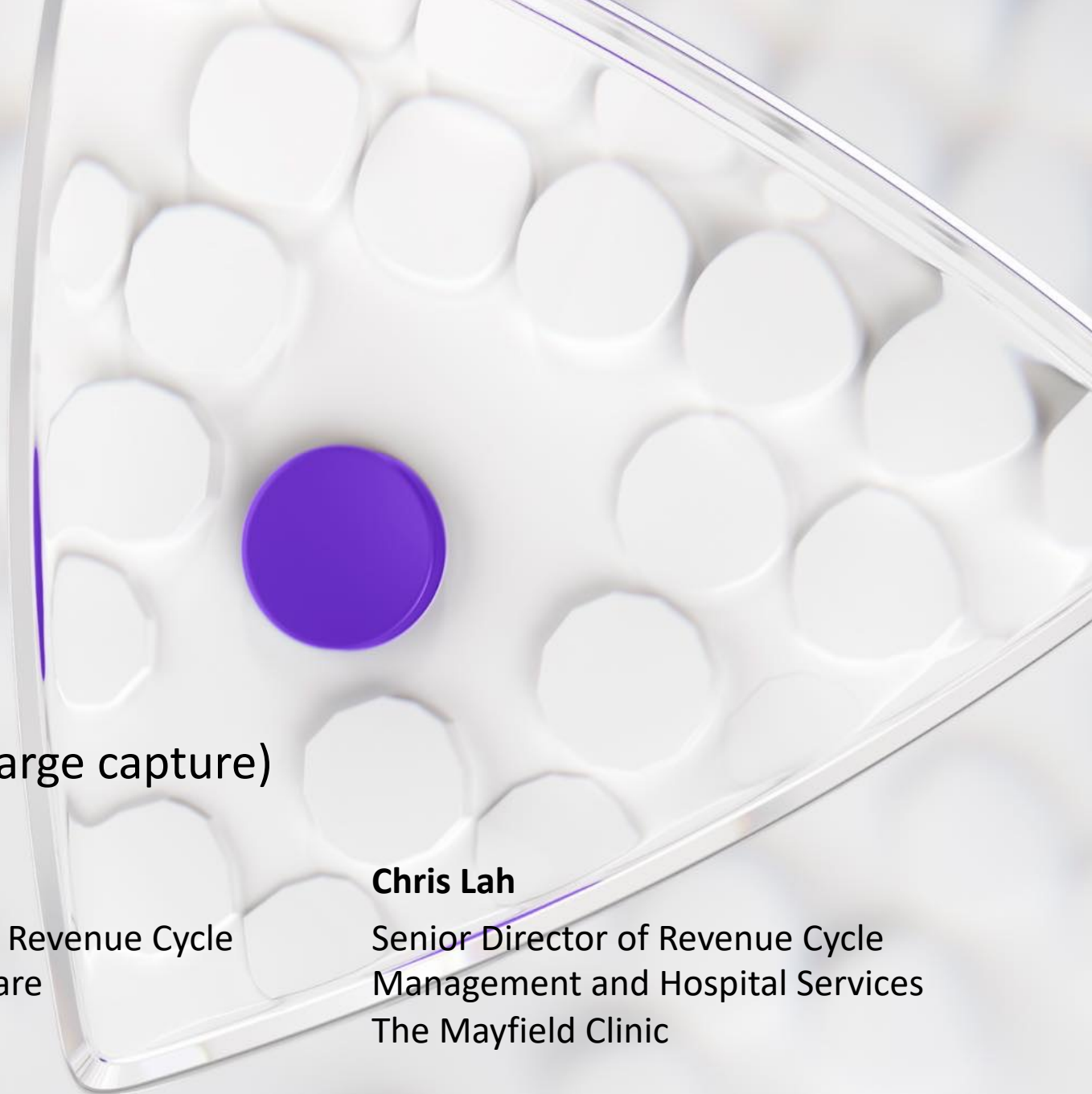
Assistant Vice President,
Revenue Cycle Management
University of Iowa Hospitals
and Clinics

Denise Huffman

Director of Middle Revenue Cycle
Hennepin Healthcare

Chris Lah

Senior Director of Revenue Cycle
Management and Hospital Services
The Mayfield Clinic



🌐 When poll is active, respond at **PollEv.com/jericahopkins145** 📄

📄 Text **JERICA HOPKINS145** to **22333** once to join

Has your organization provided physicians with education on how to contribute to timely charge capture?

Yes, as part of general revenue
cycle training

Yes, but we do not train them on
other revenue cycle topics

No, and do not plan to

No, but plan to within 12 months

Unsure

Learning objectives

Aligning the physician revenue cycle (including coding, documentation, and charge capture)

1. Listen to peers overseeing revenue cycle departments share their key tactics for bringing physicians into the reporting fold and influencing change and behavioral buy-in
2. Learn from organizations that have been able to bridge the gap between clinical and financial when it comes to care quality, organizational performance, and the patient experience
3. Compare strategies, engage in discussion, and ask questions to derive new solutions and strategies surrounding your most pressing integration challenges



Introducing your first panelist:



Our next panelist



Philip E. Roudabush

Assistant Vice President,
Revenue Cycle Management

University of Iowa Hospitals and Clinics

Philip Roudabush is an alumnus of the University of Iowa and serves as the Assistant Vice President for revenue cycle management at the University of Iowa Hospitals and Clinics (UIHC).

- Mr. Roudabush was born and raised as an Iowan and has been associated with the University for 25+ years. He provides leadership and oversight for close to 480 employees within revenue cycle operations including Admissions, Registration, Claims and A/R, Payment Posting and Patient Billing.
- Philip began his career in the Joint Office of Patient Financial Services at UIHC. Once he established himself as a competent manager, he was subsequently hired in the Department of Orthopedics and worked as both a research assistant and as a financial administrator. During a portion of that tenure, he served as an Interim Clinical Department Administrator to the Chair for the Department of Neurosurgery.
- In 2005, he returned to Patient Financial Services in a management role. While thoroughly enjoying the nuances of everything that is revenue cycle, Philip upholds key interests in data and reporting.
- Outside of work, Phil can be seen doing anything that is outdoorsy like kayaking, running with a preference for obstacle course races, and cycling while entertaining such vices as sarcasm, Netflix, and sugar.

University of Iowa Hospitals and Clinics

And its **three-part mission:**



Education

Teaching and training
tomorrow's healthcare
providers



Research

Bringing new discoveries
and new treatments



Patient Care

Providing high-quality
primary and specialty
care services

University of Iowa Hospitals and Clinics

And its **education:**

Innovation, integration, and individualization are guiding principles at the University of Iowa Carver College of Medicine



1,369

faculty members



813

residents, fellows and
dentists in training



300+

graduate students



612

medical students



72

physician
assistant students



134

physical
therapy students



University of Iowa Hospitals and Clinics

And its **research:**

Changing medicine by providing new insights
into human health—and new therapies for injury
and disease



\$283M

external funding



286

NIH grants including
158 R01 grants



14

members of the National
Academy of Medicine



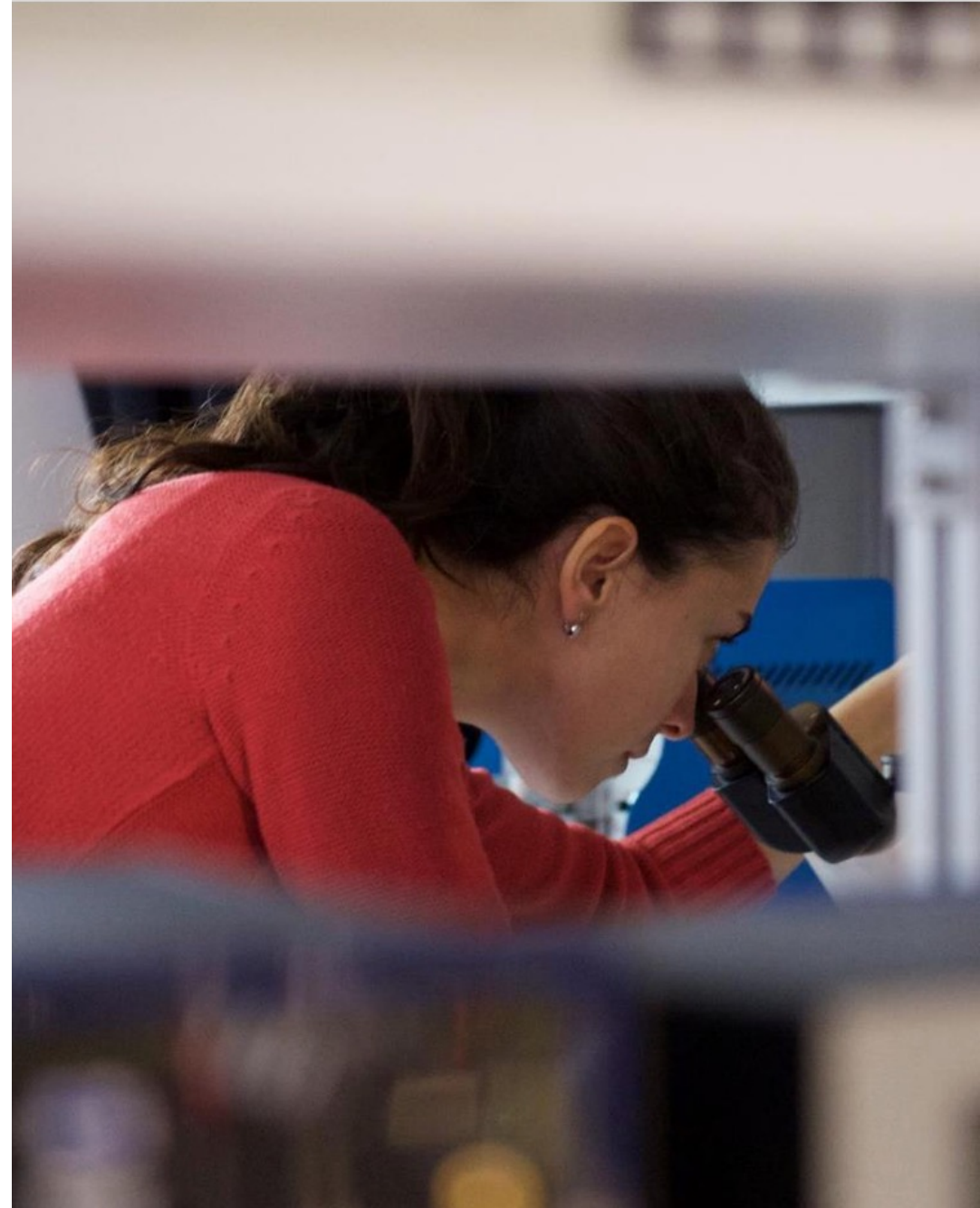
280+

research
laboratories



22

research centers
and institutes



University of Iowa Hospitals and Clinics

And its **patient care:**

Providing world-class healthcare with a devotion to innovative care, excellent service and exceptional outcomes



676

adult inpatient beds



1,104

staff physicians
and dentists



3,592

nurses and
nurse practitioners



32,067

total admissions



1.3M+

clinic visits



48,655

emergency
department visits



PATIENT CARE AND SERVICE

FY 2021

University of Iowa Health Care provides life-changing primary and specialty care and expertise to patients and families, comprehensively and compassionately.



10,932

Total
Hospital Staff
Members



3,592

Nurses and
Nurse
Practitioners



1,104

Staff
Physicians
and Dentists



780

Resident
and Fellow
Physicians



676

Total Adult
Inpatient
Beds



190

Total
Pediatric
Inpatient Beds



U.S. News & World Report Rankings 2021-2022

#7	Ophthalmology	#41	Pediatric Diabetes
#23	Ears, Nose and Throat	#42	Pediatric Nephrology
#25	Neonatology	#47	Cancer
#35	Pediatric Orthopedics	#50	Pediatric Neurology and Neurosurgery
#41	Gynecology		

Recognition

- UI Hospitals & Clinics is ranked the **No. 1** hospital in Iowa by U.S. News & World Report.
- UI Stead Family Children's Hospital is the **only** nationally ranked children's hospital in Iowa by U.S. News & World Report.
- UI Holden Comprehensive Cancer Center is the **only** cancer center in Iowa designated by the National Cancer Institute as a comprehensive cancer center.
- UI Hospitals & Clinics has achieved Magnet® recognition for nursing excellence **four times** from the American Nurses Credentialing Center.

Services

1,348,060
Clinic visits

32,067
Patient admissions

48,655
Emergency
department visits

205,364
Surgical operations

1,059
Critical care transports

Locations

112
Adult and
pediatric
primary and
specialty
care clinics

32
Iowa locations

13
Child Health
Specialty
Clinics



**Onto the
next panelist:**



Our next panelist



Denise Huffman

Director of Middle Revenue Cycle

Hennepin Healthcare

Denise Huffman, BS, CPC, is the Director of Middle Revenue Cycle at Hennepin Healthcare Systems (HHS) located in Minneapolis.

HHS is a nationally recognized Level 1 Adult and Pediatric Trauma Center serving as Minnesota's Safety Net Hospital. It is a 484-bed academic hospital with a large outpatient clinic and specialty center along with a network of clinics across the metro and downtown areas.

- Denise has held multiple roles in the revenue cycle giving her extensive knowledge and experience in areas including but not limited to coding, billing, revenue integrity, CDI, and physician education.
- Denise is an active member of American Association of Professional Coders (AAPC) and American Health Information Management Association (AHIMA), Healthcare Financial Management Association (HFMA), Minnesota Administrative Uniformity Committee (AUC) and other leading revenue cycle associations.

Hennepin Healthcare at a glance



Organization facts & figures

Hospitals	Level 1 Adult & Pediatric Trauma
Beds	484
Employed providers	800
Employees	7000
EHR	Epic

Company profile

- The largest of only two critical burn centers in the Upper Midwest and the state’s only 24/7 emergency hyperbaric oxygen chamber
- 3rd largest medical research non-profit in Minnesota, top 7% nationally of all institutions receiving research grants from the National Institutes of Health
- Teaching hospital serving graduate and undergraduate medical education, residency programs, accredited fellowships and a state-of-the-art interdisciplinary simulation center
- Community Paramedic program serving 14 cities in Hennepin County
- MN Poison Center handles calls from all 87 Minnesota counties
- Center of Emergency Preparedness for the region
- Training first responders from rural communities with EMT, paramedic & Tactical Emergency Medical Peace Officer training

Documentation & coding guideline changes

2023 CPT/CMS updates

How do we keep up with the constantly changing guidelines?

HHS's education and deployment strategy:

Partnership



Across the organization with key stakeholders:

- IT/EHR
- Revenue integrity
- Compliance
- Provider services
- Finance

Appoint team



To follow the updates
(*Proposed Rule, Final Rule, payer updates, AMA, etc.*)

Projections



Need to be established as appropriate

Chargemaster file updates



Provider documentation template updates



Communicate, communicate, communicate!

- Provider town hall meetings
- E-learning with documentation and coding changes
- Department meetings to host education sessions
- Provider tech portal housing a repository of tip sheets, procedures and FAQs





**Onto the
next panelist:**



Our next panelist



Chris Lah

Senior Director of Revenue Cycle
Management and Hospital Services

The Mayfield Clinic

Lah has over 30 years of leadership experience in healthcare and business operations.

- Over this time period, he has filled roles at Cincinnati Children's Hospital Medical Center, UCHHealth and Anthem in addition to his current position at Mayfield Clinic.
- Additionally, he has served as the innovation program leader for TEDxPudongAve and TEDxSt.George.
- Lah currently leads a team of 25 staff that includes financial clearance, coding, (traditional) account billing and follow-up functions.
- He is currently focused on process optimization projects and reducing practice cost-to-collect across the entire revenue cycle.
- Lah also created a partnership with the Health Services Administration program at Xavier University and leads the practice's internship program.
- In his years at CCHMC, Lah built service-focused teams that have won national awards for excellence—including a J.D. Power certification for six consecutive years.
- He feels his greatest accomplishment was creating the first comprehensive charitable fund that helps families with their out-of-pocket medical expenses.

The Mayfield Clinic at a glance

Organization facts & figures

Organization type	Independent physician practice
Locations	Five locations and one surgery center, and 14 area hospitals served
Employed providers	53
Employees	242
EHR	Centricity

Mission

The mission of the Mayfield Clinic is to provide the best neurosurgical care for our patients.

We will accomplish this through:

- Superior clinical outcomes
- Compassionate patient care
- Education and research
- Innovation

Company profile

- The Mayfield Clinic of Cincinnati, Ohio, has treated thousands of patients since its establishment in 1937 by Frank H. Mayfield, MD
- Internationally recognized as a leader in neurological surgery, Mayfield Clinic has forged a rich and lasting heritage through technical innovation, research and a commitment to patient care
- Mayfield Clinic physicians are continuously recognized among the Best Doctors in America

Planning 2022-23 optimizations

Planning 2022-23 optimizations

Surgical and E&M coding, charge entry and quality assurance



Goal

- Create a feedback loop around missing information, poor documentation and other trends resulting in denials
- **Positions of focus:** physicians, coders and back-end staff



Measurements

- **Improve efficiency in:**
 - The pre-surgery scheduling and financial clearance process
 - Coding and charge entry processes
 - Audit and outcomes reporting processes



Steps

- Charge lag
- Dollars captured
- Charge capture efficiency
- Coding accuracy by provider, by case and by code
- Individual staff productivity
- Cost to collect
- Terminal denials
- Staff and stakeholder satisfaction



Timeline

- **90 days**

Planning 2022-23 optimizations

Denial prevention and contract adherence



Goal

- Reduce “terminal” denial percentage by **30%**



Measurements

- Terminal denial KPIs by category and by aggregate
- Initial denials by category, by aggregate and by source area
- Impact analysis on cost to collect



Steps

- Identify top three target areas:
 - Timely filing, pre-auths and medical necessity
- Efficiency across revenue cycle, providers, and top five payers
- Increase sustainability:
 - **Internal:** KPI monitoring, goal setting, education and communication, resource calibrating and auditing
 - **External:** accountable relationships with payers
- Engage staff, internal stakeholders, vendors and payers



Timeline

- **90-120 days**
- End of the fiscal year

Planning 2022-23 optimizations

Point of service collections



Goal

- Improve POS collections in FY 2022 by 10% to

20%

- In FY 2023, achieve an additional

10% to 20%



Measurements

- Establish benchmarking, KPIs and goals
- Partner with staff at front-end collection points
- Conduct a system and gap analysis
- Plan steps, educate staff and provide feedback
- Celebration and reward progress



Steps

- Tiered increase in the percentage of dollars collected
– **10%, 15% and 20%**
- Additional goals set and monitored by:
 - Product line (physiotherapy, pain management, etc.)
 - Collection, or specific office, site
- Monthly reporting to leadership and staff



Timeline

- Tiered approach:
 - Goal one by end of 2022
 - Goal two by end of 2023

Thank you

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