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
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

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

FY 2021

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

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

Organization facts & figures

<table>
<thead>
<tr>
<th>Hospitals</th>
<th>Level 1 Adult &amp; Pediatric Trauma</th>
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<tbody>
<tr>
<td>Beds</td>
<td>484</td>
</tr>
<tr>
<td>Employed providers</td>
<td>800</td>
</tr>
<tr>
<td>Employees</td>
<td>7000</td>
</tr>
<tr>
<td>EHR</td>
<td>Epic</td>
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</tbody>
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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

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

**Chargemaster file updates**

**Provider documentation template updates**
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, UCHealth 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

<table>
<thead>
<tr>
<th>Organization type</th>
<th>Independent physician practice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Locations</td>
<td>Five locations and one surgery center, and 14 area hospitals served</td>
</tr>
<tr>
<td>Employed providers</td>
<td>53</td>
</tr>
<tr>
<td>Employees</td>
<td>242</td>
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<tr>
<td>EHR</td>
<td>Centricity</td>
</tr>
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</table>

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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