

Charles A. Cannon Jr. Memorial Hospital Linville NC



CMH

- 25 bed CAH
- 10 bed DPU – Behavioral Health
- 2 construction/remodel projects underway:
 - New construction of 8 bed CAH - to be completed February 2020
 - Remodel of existing CAH beds to be converted into an additional 27 behavioral health beds (total 37 BH beds) To be completed June 2021

CMH after construction and renovations



ORH Grant

- December 2018 – grant recipient notification
- Mid January: Reviewed with CFO the special projects scoping
 - Financial performance
 - Revenue Cycle performance
 - Demand based staffing
- Late January: Determination of high-level revenue cycle and chargemaster review
- February: Received written scope of project

Project: Revenue Cycle and Chargemaster Review

- Consultant assigned: John Behn
- Chargemaster and 2018 utilization reports sent to consultant for review

Initial high-level review of opportunities

- Increased departmental control over chargemaster descriptions
- Review of codes that are <2-3% of Medicare and those that are substantially higher than Medicare rates
- Review of all charge codes with price of \$0.00
- ED acuity and revenue capture seem to be at odds based upon utilization

Digging into the weeds

Consultant on site in May

- Met with department leaders from Radiology, Laboratory, Emergency Department, M/S, Purchasing, Pharmacy, Rehabilitation, Ambulatory Infusion, Respiratory Therapy, Coding and Business Office
- Goal of the meetings was to gauge revenue cycle participation levels, identify knowledge levels / gaps and determine steps necessary to increase departmental accountability of process and ownership of result
- Resounding themes – little input into chargemaster processes, limited revenue cycle functionality employed and scant denials data available to department leaders



Planting Seeds for Success

- Final Report submitted in July
- Report Components:
 - Chargemaster Review by Department and Revenue Code
 - Departmental Pricing Review
 - Departmental Utilization Review
- Conference calls with consultant to review report detail, discuss next steps, identify potential barriers and create strategic plan to maximize results
- Implement plan to increase staff awareness, capabilities and instill a culture of accountability and ownership



Harvesting the Garden - Educational Webinars

- Based on interviews and data analysis educational opportunities were identified
- July webinars:
 - Drug administration and infusion therapy
 - Observation, coding and billing
- Well attending by departmental leaders from M/S, ED, OR, Coding, Business Office, and Care Management
- Webinar focus:
 - Service Education
 - Coding Guidelines
 - Billing Rules and Regulations
 - Staff Involvement



Harvesting the Garden – Implementation of Findings

- Conference calls with John in August:
 - Individual meetings with department leadership from ED, OP Infusion, OR and Observation were scheduled
 - Discussions surrounded departmental utilization, revenue cycle processes and accountability
 - Discussions focused on:
 - Chargemaster representation to service provision
 - Utilization trends
 - Areas of opportunity:
 - Extended recovery vs observation
 - Revenue capture concerns
 - Compliance mitigation
 - Anesthesia technical vs professional charges

Where we are:

- Conference calls identified areas for audit and review
- Department leaders are currently:
 - Reviewing charts from April and May to review what is documented compared with itemized bill components and submitted UB
 - Reviewing departmental chargemaster for those items that have no utilization associated to determine if they need to be removed (cleaned up), or to ensure that a CPT exists for the charge

Next Steps:

- Administration is creating a plan to prioritize next steps and ensure process participation
- Build upon the initial departmental meetings and expand departmental involvement
- Implement changes to positively impact the hospital's culture
- Maximize opportunities to improve customer experience and raise process expectations and quality



FRUITS AND FLOWERS X 16 FRUITING BRANCHES X 16
 1 TOMATO 1a Flowers 1a Fruiting branch
 2 "GOLDEN TOMATO" 3 "CHERRY TOMATO" 4 "PEAR TOMATO"
 5 "TREE TOMATO" 5a Flowers 5a Fruiting branch

