

Effectively Using KPIs to Measure and Improve Revenue Cycle Performance

August 20, 2013

10:00 – 11:00 a.m. Central (8:00 – 9:00 am Pacific/9:00 – 10:00 am Mountain/ 11:00 – 12:00 pm Eastern)

HFMA Forum Virtual Networking Webinar



hfma
healthcare financial management association

David Hammer
SVP, Rev Cycle Advisory Solutions
MedAssets

Sandra Wolfskill
Director, Healthcare Finance Policy
Revenue Cycle MAP
HFMA

Margaret Schuler
Executive Director, Revenue Cycle
OhioHealth

Course Agenda and Learning Objectives

- Understanding key performance indicators and performance measurement concepts
- Learning how KPI's drive performance and change behavior in a metric-driven revenue cycle
- HFMA's MAP initiative
- Using KPI's to drive denial reductions
- Questions and answers



hfma

Key Performance Indicators: Performance Measurement Concepts



David Hammer
SVP, Revenue Cycle Advisory Solutions
MedAssets

Polling Question #1

How would you describe your current ability to develop internal revenue cycle KPIs?

- Proficient at developing revenue cycle KPIs.
- Able to develop revenue cycle KPIs, but have some challenges.
- Having significant difficulty developing revenue cycle KPIs.
- Have never tried to develop revenue cycle KPIs.



Even the **VERY BEST** Keep Score!

“In business, words are words, explanations are explanations, promises are promises, but *only performance is reality.*”



Harold S. Geneen
Former President / CEO of ITT



4

Even the **VERY BEST** Keep Score!

“If you can’t measure it,
you can’t manage it.”

Michael Bloomberg
Mayor of New York City and
CEO of Bloomberg, Inc.



5

Key Performance Indicators

Performance Measurement Concepts

What is a Key Performance Indicator?

- Numerical factor
- Used to quantitatively measure performance
 - Activities, volumes, etc.
 - Business processes
 - Financial assets
 - Functional groups
 - The entire revenue cycle

SOURCE: BearingPoint, [Key Performance Indicators](#)



6

Key Performance Indicators

Performance Measurement Concepts

Purposes of KPIs

- View a snapshot of performance at an individual, group, department, hospital, or regional level
- Assess the current situation and determine root causes of identified problem areas
- Set goals, expectations, and financial incentives for any individual or group
- Trend the performance of the selected individual or group over time

SOURCE: BearingPoint, [Key Performance Indicators](#)



7

Key Performance Indicators

Performance Measurement Concepts

Why Use KPIs?

- Keep a record and tell a story
- Benchmark against your goals and industry best practices
- Identify and manage trends, not single-period results
- Illustrate relationships between KPIs

Key Performance Indicators

Performance Measurement Concepts

Implementing KPIs

- Emphasize relative, not absolute KPIs
- Enable non-manual data extraction
- Remember, *measures drive goal achievement*
- Minimize “budget goal” approach
- Embrace “stretch goal” approach
- Link incentive comp to stretch goals

Key Performance Indicators

Performance Measurement Concepts

Implementing KPIs

- Measure processes that “matter”
- Evolve measures over time
- Measure only as often as you will act
- Remember, rate of improvement is most vital
- Align individuals' and groups' KPIs with functional-result measures
 - Cash
 - Aging
 - A/R days
 - Bad debt

Key Performance Indicators

Performance Measurement Concepts

Implementing KPIs

- Use external, verifiable info sources
- Share the same data with everyone
 - Board
 - Senior management
 - Peers
 - Subordinates
- Report both “good” and “bad” results

Key Performance Indicators

Performance Measurement Concepts

Benefits of Using KPIs

- Increases management awareness
- Focuses attention on improvement opportunities, such as:
 - Increasing cash flow
 - Improving liquidity
 - Reducing costs
 - Identifying problem areas
 - Benchmarking
 - Illustrating trends
 - Scoring performance
 - Reducing denials
 - Developing consistent processes
 - Developing “best practices”
 - Improving/accelerating management reporting
 - Monitoring staffing levels



SOURCE: BearingPoint, [Key Performance Indicators](#)

12

Key Performance Indicators

Sample KPI Hierarchies

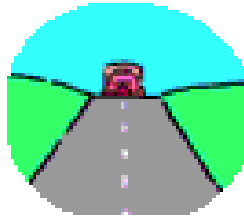
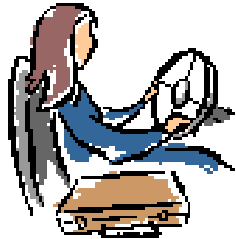
- **Level I:** Board members, senior execs, financial and clinical directors, and internal reporting for all revenue cycle managers, supervisors, and employees
- **Level II:** CFO, finance directors and employees, and internal reporting for all revenue cycle managers, supervisors, and employees
- **Level III:** CFO plus internal reporting for all revenue cycle managers, supervisors, and employees
- **Level IV:** Internal comparisons of different payers plus external reporting for third party payers
- **Level I:** Overall revenue cycle performance reporting for all levels within the organization
- **Level II:** Departmental performance reporting
- **Level III:** Associates performance and revenue cycle partners' performance



healthcare financial management association

13

Where's Your Focus?



How KPIs Drive Performance and Change Behavior: A Metric-Driven Revenue Cycle

August 20, 2013

Margaret Schuler
Executive Director, Revenue Cycle
OhioHealth

Polling Questions #2

What tools do you use to track revenue cycle KPIs?

- Dashboards.
- Scorecards.
- Excel reports.
- My organization doesn't track revenue cycle KPIs.



16

OhioHealth Revenue Cycle

- OhioHealth - Largest healthcare system in central Ohio
- Comprised of five hospitals supported by a consolidated revenue cycle operation: Riverside Methodist Hospital, Grant Medical Center, Doctors Hospital, Dublin Methodist Hospital, and Grady Memorial Hospital
- Revenue cycle organizational structure includes all of patient access services, health information management, and consolidated business office operations
- Revenue Cycle is responsible for collections of approximately \$2B annually



17

OhioHealth Revenue Cycle

Revenue Cycle Awards:

- 2010 HFMA MAP Award Winner
- 2012 HFMA MAP Award Winner
- 2013 HFMA MAP Award Winner



18

OhioHealth Revenue Cycle

FY12 Revenue Cycle KPIs:

Category	KPI
POS Cash Collections % of Gross Revenue	18,630,763 0.33%
Cash to Net Rev (60 Day Lag) Cash as % of Net Coll Rev	100.5%
Net Bad Debt % of Gross Revenue	71,084,565 1.24%
Charity % of Gross Revenue	427,251,497 7.47%
Denials % of Gross Revenue	6,231,295 0.11%
Total AR > 90 % of AR	102,534,465 16.12%
Gross AR Days	39.7
DNFB	5.68



19

Level I KPIs- Overall Revenue Cycle Performance

Overall Revenue Cycle - Monthly and Year-to-Date Reporting

- Cash by major payer category daily and month-end
- Cash to net %
- Discharged not final billed – days in A/R (include failed claims)
- Accounts receivable aging
- Self pay A/R (include % of total A/R)
- Gross A/R days and net A/R days
- Bad debt write-offs as % of GPR
- Charity write-offs as % of GPR
- Denial write-offs as % of GPR
- Denial A/R
- Payment variance A/R



20

Example-Overall Revenue Cycle Performance

Revenue Cycle Hospital X Operations Report Highlights December 2012

Revenue	Current Month	Prior Month	YTD			
	\$35,588,223	\$32,511,143	\$198,817,514			\$30,391,076 MTD 06/30/12 \$352,032,927 YTD 06/30/12
I Cash Collections						
				Cash	Variance	
Revenue Cycle	Actual	Refunds	Target	Target	Target	Prior Year Month Dec11
Monthly Total	12,402,167	(141,489)	13,777,000	(1,339,805)		12.5
HealthReach	0					0.0
+/- Cross Facility Cash	35,028					0.1
Adjusted Cash Receipts	12,437,195					12.6
YTD With X-Facility	76,921,183	(947,691)	77,173,000	(251,817)		68.1
*Includes Agency Cash	141,300					0.1
II Cash To Net Rev						
	Current Month		Rolling 12 Month	* ACTUAL YTD *		
			60 Day Lag	60 Day Lag	No Lag	Target
Cash Collected In Period Minus Refunds	12,296		147,859	75,973	75,973	12,479
Net Collectable Revenue	14,564		149,745	77,132	78,462	13,517
Cash as % Net Coll Rev	84.4%		98.7%	98.5%	96.8%	100.00%
						92.3%
III Unbilled - Gross						
	Actual		Prior Month	FAV (UNF)	Variance	Prior FY 06/30/12
	\$	Days	\$	\$	Days	\$
Host Revenue Cycle	5,609,329	4.886	5,667,899	5,230	58,571	0.344
Host Operation Issues	87,590	0.076	45,533	0.042	(42,057)	(0.034)
Reference Lab	0	0.000	0	0.000	0	0.000
Subtotal Host	5,696,919	4.862	5,713,432	5,272	16,514	0.310
Failed Claims	94,929	0.083	111,830	0.103	16,901	0.021
ePremis Information Hold	0	0.000	0	0.000	0	0.000
ePremis Bill Hold	0	0.000	0	0.000	0	0.000
ePremis Reference Lab	0	0.000	0	0.000	0	0.000
ePremis ED Holds	0	0.000	0	0.000	0	0.000
TOTAL	5,791,848	5.045	5,825,262	5,375	33,415	0.330
Unbilled Without Reference Lab & ED Hold:	5,791,848	5.045	5,825,262	5,375	33,415	0.330
						5.3
						5.257



21

Example-Overall Revenue Cycle Performance

Revenue Cycle Hospital X Operations Report Highlights December 2012

	Current Month		Year To Date		Rolling Monthly Average		Prior FY 06/30/12
	Amount	Percent Gross Rev	Amount	Percent Gross Rev	3 months	6 months	
IV Bad Debt Activity							
Bad Debt Transfers	989,909	2.78%	5,781,657	2.91%	1,030	964	2.82%
Reactivations(BD to AR)	(227,879)	-0.64%	(1,452,904)	-0.73%	(260)	(242)	-0.87%
Net AR Transfers	762,030	2.14%	4,328,753	2.18%	770	722	1.95%
Recoveries	(151,945)	-0.43%	(817,536)	-0.41%			-0.40%
Total Bad Debt	610,086	1.71%	3,511,217	1.77%			1.55%
V Charity/HCAP Activity							
HCAP	613,976	1.73%	3,551,329	1.79%			1.75%
Hardship	17,440	0.05%	28,418	0.01%			0.01%
Charity	676,422	1.90%	4,494,429	2.26%			2.44%
Disability Assistance	0	0.00%	0	0.00%			0.00%
Personal Bankruptcy	28,215	0.08%	186,714	0.09%			0.14%
Total Charity/HCAP	1,336,052	3.75%	8,260,891	4.16%			4.34%
HCAP RetroActive Adj Incl	0	0.00%	7,003	0.00%			0.16%
VI Denial Adjustments							
LMRP Radiology	3,076	0.01%	11,870	0.01%			0.01%
LMRP Laboratory	122	0.00%	21,216	0.01%			0.01%
LMRP Heart Services	0	0.00%	0	0.00%			0.00%
LMRP Diagnosis Behavioral	0	0.00%	0	0.00%			0.00%
LMRP Endoscopy	0	0.00%	0	0.00%			0.00%
LMRP Diagnosis Other	557	0.00%	26,089	0.01%			0.00%
LMRP Pharmacy	30	0.00%	746	0.00%			0.00%
Research Projects	0	0.00%	0	0.00%			0.00%
All Other	4,124	0.01%	49,350	0.02%			0.02%
Unbillable Accounts	1,200	0.00%	7,061	0.00%			0.01%
Billed and Denied	3,260	0.01%	26,283	0.01%			0.02%
Admin Adjustments (Efforts Exhausted)	0	0.00%	0	0.00%			0.00%
One Day Stays	0	0.00%	0	0.00%			0.00%
Total Denials	12,368	0.03%	142,614	0.07%			0.06%
LMRP Therapy Caps	0	0.00%	0	0.00%			0.00%
VII FC Y AR (Clinical Denials)							
Current Month	1,041,918	2.41%	760,276		Incr/(Decr)	281,642	Prior FY 06/30/12
FC Y AR Balance	657,810	9.33%	498,465			159,344	811,351
FC Y AR > 90 Days							523,992
VIII FC V AR (Payment Variance)							
Current Month	70,409	0.16%	70,690			(281)	71,658
FC V AR > 90 Days	69,716	0.99%	68,815			901	71,658



Example-Overall Revenue Cycle Performance

Revenue Cycle Hospital X Operations Report Highlights December 2012

	Current Month		YTD		Variance		Prior FY 06/30/12	
	\$	% of Gross Rev	\$	% of Gross Rev	\$	%	\$	%
IX Contractual Adjustments								
Uninsured Discount	181,432	0.51%	927,050	0.47%			1,764,133	0.50%
Uninsured Discount SP only	59,531	0.17%	(78,394)	-0.04%			222,079	0.06%
Policy Adjustments	6,257	0.02%	66,287	0.03%			180,613	0.05%
Payer Bankruptcy	0	0.00%	(729)	0.00%			0	0.00%
X A/R Aging - Debit Balances								
Current Month	\$	% of Total AR	Prior Month	\$	% of Total AR	Variance	%	Prior FY 06/30/12
Inhouse	924,023	2.14%	1,722,738	4.41%	798,715	2.3%	1,456,561	3.82%
Unbilled	5,696,919	13.18%	5,713,432	14.64%	16,514	1.5%	5,105,251	13.39%
0-30	21,542,481	49.83%	17,555,182	44.99%	(3,987,299)	-4.8%	17,322,774	46.42%
31-60	5,502,952	12.73%	4,498,882	11.53%	(1,004,070)	-1.2%	5,110,683	13.40%
61-90	2,512,241	5.81%	2,654,237	6.80%	141,996	1.0%	2,808,984	7.37%
91-365	6,523,074	15.09%	6,463,106	16.56%	(59,968)	1.5%	5,963,382	15.64%
>365	525,862	1.22%	412,628	1.06%	(113,234)	-0.2%	368,903	0.97%
TOTAL	43,227,872	100.00%	39,020,296	100.00%	(4,207,576)	0.00%	38,136,537	100.00%
>90 = 16.31%			>90 = 17.62%		1.31%		>90 = 16.60%	
XI Self Pay AR								
Current Month	\$	% of AR	Prior Month	\$	% of AR	FAV (UNF) Variance	%	Prior FY 06/30/12
Fin Class S (Self Pay)	2,494,371	5.8%	2,280,043	5.8%	(214,328)	0.1%	2,379,368	6.2%
Fin Class Self Pay-Client Vendor	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Fin Class SC (Charity Plans)	24,061	0.1%	70,317	0.2%	46,257	0.1%	3,497	0.0%
Fin Class SP (Charity Pending)	331,236	0.8%	191,847	0.5%	(139,390)	-0.3%	499,757	1.3%
Fin Class DP (Caid Pending)	404,457	0.9%	312,174	0.8%	(92,283)	-0.1%	161,525	0.4%
Fin Class MR (Residuals)	105,634	0.2%	104,160	0.3%	(1,475)	0.0%	112,102	0.3%
Fin Class TR (Residuals)	3,365,753	7.8%	3,685,005	9.4%	319,253	1.7%	4,187,684	11.0%
Total Self Pay Fin Classes	6,725,511	15.6%	6,643,545	17.0%	(81,966)	1.5%	7,344,053	19.3%
XII Credit Balances								
Current Month	\$	Days	Prior Month	\$	Days	FAV (UNF) Variance	Days	Prior FY 06/30/12
	(830,742)	0.7	(749,528)	0.7	81,214	-0.1	(683,598)	0.7
XIII Net A/R Days								
Current Month			Prior Month			FAV (UNF) Variance from Prior Month		Prior FY 06/30/12
Days-Net	40.1		37.3		(2.8)		39.5	
Days - Gross	37.7		35.3		(2.4)		37.7	
Gross vs Net Spread	-2.4		-2.1		0.4		-1.8	



Example-Daily Cash Posted Report

Cash Posted Report													Target: \$12,440,000.00	
Date	Medicare	Managed Medicare	Medicaid	Managed Medicaid	MACT PPO	WVA Comp	Compass	Fairfax	BD Recovery fee	BD Ins Retention	BD Recovery PT	Total	Average Per Day	
Jan-13	\$67,525	\$39,705	\$45,641	\$271,048	\$4,930,731	\$168,097	\$45,897	\$20,819	\$23,683	(1,907)	\$97,364	\$10,877,662	\$59,864	
Dec-12	\$94,206	\$78,991	\$62,489	\$340,893	\$9,237,828	\$394,440	\$469,558	\$318,328	\$68,643	(20,421)	\$102,078	\$12,468,022	\$62,422	
Nov-12	\$1,062,351	\$780,057	\$66,722	\$376,680	\$9,815,658	\$479,849	\$446,037	\$313,544	\$47,135	(26,303)	\$109,129	\$13,257,629	\$662,881	
Oct-12	\$1,043,911	\$918,073	\$97,100	\$400,795	\$10,786,123	\$959,842	\$492,038	\$370,460	\$96,063	(7,799)	\$108,038	\$14,379,734	\$651,162	
Sep-12	\$1,064,468	\$603,918	\$64,078	\$387,937	\$8,348,651	\$137,331	\$501,401	\$349,366	\$74,798	(26,020)	\$75,948	\$11,773,075	\$619,336	
Aug-12	\$1,062,369	\$607,874	\$71,236	\$380,038	\$9,161,728	\$482,091	\$526,808	\$401,679	\$48,140	(27,843)	\$81,428	\$12,798,369	\$555,929	
Jul-12	\$784,602	\$710,121	\$71,795	\$366,081	\$8,300,768	\$322,046	\$527,028	\$348,378	\$12,646	(7,321)	\$92,005	\$11,224,848	\$551,236	
Year to Date	\$6,376,151	\$4,118,740	\$481,102	\$2,633,352	\$64,615,476	\$2,718,606	\$3,435,087	\$2,329,556	\$467,738	(264,181)	\$647,878	\$87,763,360	\$513,731	
Jan-12	\$96,552	\$57,642	\$81,251	\$374,386	\$9,098,267	\$275,675	\$487,260	\$342,348	\$91,084	(62,010)	\$100,872	\$12,293,325	\$586,366	
May-12	\$99,287	\$52,306	\$95,273	\$376,723	\$9,403,498	\$583,798	\$519,722	\$406,411	\$85,036	(13,101)	\$91,864	\$13,055,937	\$593,224	
Apr-12	\$703,333	\$395,785	\$51,796	\$416,197	\$7,979,104	\$363,336	\$977,213	\$388,365	\$31,733	(27,069)	\$103,672	\$10,631,550	\$508,264	
Mar-12	\$1,201,355	\$580,302	\$76,655	\$398,973	\$9,231,717	\$418,776	\$598,808	\$442,121	\$55,176	(42,020)	\$108,215	\$13,165,563	\$598,480	
Feb-12	\$564,737	\$824,197	\$55,886	\$321,288	\$7,732,194	\$491,754	\$497,305	\$340,272	\$78,545	(34,343)	\$126,036	\$10,975,881	\$522,661	
Jan-12	\$818,194	\$451,879	\$109,393	\$455,256	\$9,879,183	\$207,983	\$488,378	\$324,615	\$95,428	(59,081)	\$100,293	\$12,712,814	\$605,372	
12 Month Total	\$11,250,084	\$7,139,098	\$940,714	\$4,039,037	\$108,862,588	\$4,488,841	\$4,136,197	\$4,382,887	\$933,025	(108,338)	\$1,208,196	\$148,719,746	\$709,448	
12 Month Average	\$937,507	\$594,925	\$77,545	\$336,586	\$9,067,207	\$412,487	\$311,350	\$365,277	\$77,762	(42,488)	\$100,766	\$12,476,648	\$591,207	
Percent of Average - January	75.1%	87.1%	85.6%	70.8%	84.1%	40.8%	108.7%	87.7%	32.6%	4.3%	88.9%	112,476,648	87.2%	
01/01/2013	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
01/02/2013	\$86,899.90	\$30,443.08	\$0.00	\$0.00	\$934,823.54	\$0.00	\$28,086.38	(\$895.18)	\$0.00	\$0.00	\$5,999.64	\$1,088,307.36	\$58,969.64	
01/03/2013	\$74,797.34	\$30,352.69	\$0.00	\$0.00	\$385,829.64	\$19,704.90	\$4,020.14	\$14,893.33	\$1,567.79	(\$1,107.79)	\$1,388.50	\$478,163.38	\$49,879.38	
01/04/2013	\$12,398.67	\$40,708.33	\$0.00	\$0.00	\$5,190.97	\$30,826.95	\$0.00	\$2,450.03	\$20,968.86	\$0.00	\$1,547.88	\$1,194.70	\$497,072.43	
01/05/2013	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
01/06/2013	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
01/07/2013	\$67,307.79	\$3,847.60	\$18,827.81	\$66,461.82	\$704,951.23	\$75.52	\$48,130.42	\$14,800.88	\$0.00	\$0.00	\$6,630.39	\$91,907.96	\$51,907.96	
01/08/2013	\$65,081.78	\$20,196.44	\$0.00	\$0.00	\$703,011.86	\$51,212.22	\$25,928.71	\$15,264.10	\$1,739.00	(\$178.54)	\$857.09	\$883,116.66	\$883,116.66	
01/09/2013	(\$17,486.01)	\$13,498.33	\$0.00	\$16,304.02	\$495,996.65	\$0.00	\$4,337.75	\$13,797.05	\$1,571.31	\$0.00	\$0,000.99	\$553,199.09	\$553,199.09	
01/10/2013	\$19,025.93	\$964.47	\$14,293.21	\$380.54	\$621,056.52	\$19,817.68	\$20,337.76	\$11,864.85	\$3,504.38	\$0.00	\$5,362.87	\$724,452.29	\$724,452.29	
01/11/2013	\$42,880.64	\$11,621.88	\$0.00	\$0.00	\$224,199.32	\$3,793.78	\$22,417.67	\$6,346.67	\$0.00	\$0.00	\$6,077.52	\$320,307.48	\$320,307.48	
01/12/2013	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
01/13/2013	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
01/14/2013	\$80,285.21	\$46,936.11	\$0.00	\$62,170.15	\$1,177,699.68	\$9,704.62	\$48,194.18	\$18,347.23	\$1,411.28	\$0.00	\$5,368.58	\$390,167.04	\$390,167.04	
01/15/2013	\$59,178.30	\$9,133.34	\$0.00	\$0.00	\$865,183.68	\$0.00	\$37,144.33	\$4,986.19	\$0.00	\$0.00	\$5,095.73	\$980,311.57	\$980,311.57	
01/16/2013	\$485.20	\$33,077.57	\$0.00	\$25,949.85	\$786,407.65	\$11,469.51	\$48,028.82	\$14,013.79	\$4,364.32	\$0.00	\$3,877.39	\$937,667.00	\$937,667.00	
01/17/2013	\$30,563.59	\$26,912.90	\$0.00	\$0.00	\$464,179.01	\$730.28	\$29,452.87	\$11,291.78	\$2,215.21	(\$438.90)	\$0,820.87	\$567,795.61	\$567,795.61	
01/18/2013	\$58,018.21	\$19,511.48	\$9,757.05	\$0.00	\$299,940.41	\$663.32	\$25,836.10	\$10,809.62	\$0.00	\$0.00	\$16,858.61	\$441,194.80	\$441,194.80	
01/19/2013	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
01/20/2013	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
01/21/2013	\$0.00	\$4,590.43	\$0.00	\$0.00	\$71,735.96	\$43,901.82	\$43,365.55	(\$1,780.81)	\$2,963.95	\$0.00	\$1,669.84	\$186,466.74	\$186,466.74	
01/22/2013	\$50,648.56	\$2,201.11	\$0.00	\$51,220.11	\$224,431.17	\$24,346.12	\$29,590.94	\$0.00	\$0.00	\$0.00	\$0,000.24	\$375,161.35	\$375,161.35	
01/23/2013	\$25,161.81	\$42,877.79	\$0.00	\$26,264.38	\$790,817.67	\$5,827.34	\$26,417.45	\$11,897.11	\$2,267.47	(\$11,211)	\$4,760.47	\$958,883.28	\$958,883.28	
01/24/2013	\$1,218.70	\$12,744.00	\$2,871.90	\$44.02	\$337,917.32	\$934.61	\$27,179.42	\$22,884.79	\$0.00	\$0.00	\$3,569.51	\$608,624.27	\$608,624.27	
Month to Date	\$67,524.82	\$39,705.45	\$45,642.97	\$271,047.99	\$4,930,730.66	\$168,098.59	\$45,896.70	\$20,819.70	\$23,682.50	(1,907.40)	\$97,363.79	\$10,877,661.89	\$59,863.64	
Un-Posted Receipts												\$41,120.39		
Total Cash												\$10,918,782.28	\$642,793.65	
Percent of Target													87.8%	
Month Projected	\$892,914.47	\$439,618.82	\$59,064.78	\$302,767.99	\$11,039,769.09	\$217,536.75	\$706,195.73	\$271,516.44	\$30,648.01	(\$2,338.99)	\$113,304.90	\$14,076,969.99	\$14,076,969.99	
Month Projected w/ un-posted Cash												\$11,409,879.30		

Level II KPIs- Departmental Performance

Patient Access Services (PAS) – Monthly Scorecard

- Point of service collections
- Press Ganey (customer service) inpatient and outpatient
- Registration error rate (%)
- Pre-registration of scheduled procedures (%)
- Same day success (%)
- Central scheduling - % of calls answered < 10 seconds



Example-Monthly Patient Access Scorecard

Revenue Cycle Scorecard for Patient Access

Category	FYE 12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12
POS Cash							
POS Cash Collections	13,891,199	1,249,517	1,325,503	1,064,701	1,141,665	988,427	894,032
Target	12,208,574	843,916	896,828	830,721	845,768	874,480	896,952
OHNC POS Cash							
OHNC POS Cash	3,359,253	286,608	336,281	244,319	296,572	234,562	211,270
Target	2,766,922	182,236	222,052	194,897	204,739	231,560	245,898
Total	17,250,452	1,536,125	1,661,784	1,309,020	1,438,237	1,222,989	1,105,302
Target	14,975,496	1,026,152	1,118,880	1,025,618	1,050,507	1,106,040	1,142,850
Press Ganey							
Inpatient Overall Admission Rating	81%	84%	81%	77%	80%	80%	83%
Outpatient Registration Rating	85%	73%	77%	80%	78%	82%	81%
ER Overall Personal/Insurance Info Rating	84%	85%	79%	85%	96%	93%	89%
Neighborhood Care Overall	81%	81%	86%	89%	89%	86%	86%
Target	80%	80%	80%	80%	80%	80%	80%
AHIQa QA							
Error Rate	1.62%	1.54%	1.67%	1.35%	0.78%	0.83%	0.93%
Target	N/A	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Pre-Services							
Total % Pre Registered	96%	96%	97%	97%	98%	96%	97%
Target	96%	96%	96%	96%	96%	96%	96%
Central Scheduling							
Sameday Success Percentage		99.55%	99.71%	99.82%	99.70%	99.72%	99.94%
Target for Sameday Success Percentage		98.00%	98.00%	98.00%	98.00%	98.00%	98.00%
Percentage of Abandoned Calls After 10 Seconds		1.45%	1.12%	1.21%	1.31%	1.12%	0.91%
Target Percentage of Abandoned Calls After 10 Seconds		1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Reschedule Percentage		1.67%	1.61%	2.17%	2.07%	N/A	N/A
Target Reschedule Percentage		2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Initial Outpatient Denials		279	213	231	271	290	251
Target Initial Outpatient Denials		230	230	230	230	230	230



Level II KPIs— Departmental Performance

Health Information Management (HIM) – Monthly Scorecard

- \$ delayed in HIM
- Failed bill accounts > 6 days
- Combined DNFB days (including failed claims)
- Transcription turnaround time
- Clinical chart turnaround time



Example-HIM Scorecard

Revenue Cycle Scorecard for Health Information Management (HIM)

Coding						
Category	YTD FY12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12
DNFB Days	4.7	4.7	5.3	4.9	4.6	5.4
Target-DNFB Days	5.6	5.2	5.2	5.2	5.2	5.2
HIM Delayed without T-Codes	\$41,492	\$283,980	\$16,691	\$69,689	\$15,404	\$81,412
Target-Avg/Mo Delayed \$ without T-Codes (<\$75,000)	\$24,080	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Failed Bill Accts >6 Days; Exclude Lab* & T codes	\$41,534	\$50,929	\$64,678	\$14,560	\$17,334	\$6,151
Target - \$75,000	\$56,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Failed Claims-ePremis	\$43,660	\$50,192	\$3,581	\$0	\$0	\$153,877
Target- \$50,000	\$120,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Operations						
Category						
Release of Information	1	0.5	0.3	0.2	0.3	0.4
Target-Release of Information	4	4	4	4	4	4
TAT-24 hrs from Discharge to Release to HPF(RMH, GMC, DH and Grady only)	6	5	5	7	8	8
Target-TAT-24 hrs from Discharge to Release to HPF	24	24	24	24	24	24



28

Level II KPIs- Departmental Performance

Central Business Office (CBO) – Monthly Scorecard(s)

- A/R > 90 days by payer
- Credit balances in GPR days
- Clean claim rate
- Initial denials by category and payer \$ and % of GPR
- Final denials by category and payer \$ and % of GPR
- Patient cash \$ and % GPR
- Bad debt and charity write-offs and % GPR
- Call center abandonment rate %
- Medicaid conversion rates
- Return mail rates



29

Example-Monthly CBO Scorecard

Revenue Cycle Scorecard for Third Party Billing

Category	YTD FY11	YTD FY12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	YTD FY13
A/R DAYS									
June-11	June-11								
39.02	39.68	40.30	40.16	41.33	39.83	39.64	40.37		
Gross Days Actual	43.00	39.02	39.70	39.70	39.70	39.70	39.70		
Gross Days Target									
A/R Over 90 Days (includes unbilled)									
June-11									
14.79%	10.22%	8.49%	11.75%	14.08%	14.62%	10.16%	12.98%	12.01%	
Commercial (C)	15%	15%	10%	10%	10%	10%	10%	10%	
Commercial Target	4.33%	4.85%	4.30%	3.97%	4.43%	4.31%	3.99%	4.77%	4.29%
HMO (H, U)	8%	8%	5%	5%	5%	5%	5%	5%	5%
HMO Target	38.50%	36.06%	30.36%	35.69%	34.88%	34.85%	31.72%	34.14%	33.47%
Medicaid (D)	38%	38%	38%	38%	38%	38%	38%	38%	38%
Medicaid Target	5.77%	6.81%	5.77%	5.83%	6.24%	6.16%	5.94%	7.13%	6.18%
Mgd Care Medicaid (DH)	8%	8%	6%	6%	6%	6%	6%	6%	6%
Mgd Care Medicaid Target	3.49%	3.75%	4.01%	3.45%	3.56%	4.78%	4.14%	3.87%	3.96%
Medicare (M)	5%	5%	4%	4%	4%	4%	4%	4%	4%
Medicare Target	6.22%	8.24%	6.48%	5.87%	5.43%	5.43%	7.15%	6.11%	6.12%
Mgd Care Medicare (MH, MP)	9%	9%	8%	8%	8%	8%	8%	8%	8%
Mgd Care Medicare Target	13.38%	14.95%	17.40%	17.19%	18.23%	17.90%	16.96%	18.66%	17.72%
Workers Compensation (W)	13%	13%	13%	13%	13%	13%	13%	13%	13%
Workers Compensation Target	5.39%	33.84%	31.46%	22.79%	24.71%	30.07%	34.39%	43.29%	31.12%
Veterans Administration (VA)	8%	8%	10%	10%	10%	10%	10%	10%	10%
Veterans Administration Target	10.21%	11.92%	11.22%	11.03%	11.55%	11.90%	12.15%	12.56%	11.74%
Total Excluding Self Pay	10%	10%	10%	10%	10%	10%	10%	10%	10%
Total Including Self Pay	15.34%	16.12%	16.04%	15.69%	16.07%	15.97%	16.69%	16.89%	16.20%
Total Target Including Self Pay	18%	18%	16%	16%	16%	16%	16%	16%	16%
Credit Balances									
June-11	0.8	0.8	0.7	0.8	0.8	0.8	0.8	0.8	0.8
0.8	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Target-Credit Balances in Days									
Clean Claims									
June-11									
85.33%	85.69%	88.33%	87.40%	87.74%	87.49%	88.87%	88.81%	88.21%	
Clean Claims without manual intervention	88.00%	85.00%	85.00%	85.00%	85.00%	85.00%	85.00%	85.00%	85.00%
Clean Claims with Medicare	72.72%	71.30%	72.29%	74.02%	74.02%	73.62%	72.23%	74.79%	73.19%
Clean Claims w/o Medicare	88.11%	88.36%	92.10%	90.26%	90.38%	90.13%	91.95%	91.36%	91.03%
Clean Claims LAB			N/A	89.25%	89.16%	89.54%	91.89%	92.21%	75.34%
Electronic Transactions									
June-11									
95%	96%	96%	98%	98%	99%	97%	97%		
Electronic Transactions Posted									



30

Example-Monthly AR Trend Report

Hospital X-AR Trend of \$\$

FC	Financial Class	Last PostDate	Type	DNF/Unbilled	6-30	7-31	8-31	9-30	10-31	11-30	12-31	1-31	2-28	3-31	4-30	5-31	6-30	CR BAL	Totals (Debit Only)	Over 90	% Over 90 Total AR	Over 90 AR over 90 days		
C	Commercial	01/31/12	Balance	\$	26,898	\$ 249,173	\$ 76,325	\$ 40,749	\$ 7,019	\$ 11,376	\$ 28,290	\$ 1,639	\$ 708	\$ 13,369	\$ 3,899	\$ (48,089)	\$	459,435	\$	68,300	14.4%	15.3%	16,916	
C	Commercial	02/29/12	Balance	\$	8,558	\$ 228,891	\$ 107,190	\$ 37,884	\$ 7,286	\$ 9,922	\$ 9,756	\$ 2,828	\$ 43	\$ 344	\$ (34,955)	\$	412,700	\$	31,179	7.3%	7.5%	1,215		
C	Commercial	03/31/12	Balance	\$	33,704	\$ 89,659	\$ 173,984	\$ 58,722	\$ 11,852	\$ 9,447	\$ 7,544	\$ 9,756	\$ 189	\$ -	\$ 344	\$ (35,350)	\$	395,200	\$	38,131	9.9%	10.8%	10,288	
C	Commercial	04/30/12	Balance	\$	16,033	\$ 120,102	\$ 68,013	\$ 77,541	\$ 9,713	\$ 4,784	\$ 9,996	\$ 298	\$ 156	\$ 5,541	\$ 3,627	\$ (36,705)	\$	315,604	\$	34,115	10.8%	11.4%	8,822	
C	Commercial	05/31/12	Balance	\$	17,461	\$ 155,147	\$ 76,423	\$ 43,684	\$ 59,452	\$ 5,300	\$ 6,674	\$ 3,970	\$ 22,619	\$ 3,857	\$ -	\$ (46,165)	\$	394,596	\$	101,871	25.8%	27.0%	30,446	
C	Commercial	06/30/12	Balance	\$	7,407	\$ 205,388	\$ 51,467	\$ 37,329	\$ 8,553	\$ 737	\$ 343	\$ 1,641	\$ 248	\$ 1,532	\$ -	\$ (27,445)	\$	315,245	\$	13,054	4.1%	4.2%	3,421	
C	Commercial	07/31/12	Balance	\$	23,175	\$ 172,629	\$ 131,408	\$ 43,033	\$ 28,386	\$ 9,626	\$ 26,885	\$ -	\$ -	\$ 706	\$ 3,578	\$ (34,752)	\$	438,426	\$	68,181	15.7%	16.6%	4,284	
C	Commercial	08/31/12	Balance	\$	20,898	\$ 85,480	\$ 122,366	\$ 34,359	\$ 35,373	\$ 8,758	\$ 3,598	\$ 3,279	\$ -	\$ 313	\$ 2,458	\$ (26,674)	\$	316,882	\$	53,779	17.0%	18.2%	6,050	
C	Commercial	09/30/12	Balance	\$	20,363	\$ 133,148	\$ 77,698	\$ 63,688	\$ 29,154	\$ 25,369	\$ 3,795	\$ 2,657	\$ 3,749	\$ 248	\$ 2,451	\$ (26,953)	\$	362,251	\$	67,954	18.8%	19.9%	9,086	
C	Commercial	10/31/12	Balance	\$	9,363	\$ 106,727	\$ 123,548	\$ 49,036	\$ 22,659	\$ 8,617	\$ 4,227	\$ 5,866	\$ -	\$ 1,793	\$ 2,491	\$ (25,552)	\$	332,084	\$	43,370	13.1%	13.4%	7,967	
C	Commercial	11/30/12	Balance	\$	19,156	\$ 86,203	\$ 78,003	\$ 52,278	\$ 37,754	\$ 7,502	\$ 7,221	\$ 10,949	\$ 1,019	\$ -	\$ 1,519	\$ (34,823)	\$	334,840	\$	85,301	24.4%	22.9%	12,884	
C	Commercial	12/31/12	Balance	\$	4,983	\$ 80,824	\$ 69,791	\$ 25,468	\$ 30,373	\$ 2,132	\$ 23,338	\$ 6,398	\$ 93	\$ 1,512	\$ 16,229	\$ (37,595)	\$	231,281	\$	81,115	34.6%	35.4%	24,322	
C	Commercial	01/31/13	Balance	\$	232,523	\$ 132,363	\$ 47,458	\$ 19,693	\$ 18,596	\$ 8,202	\$ 65	\$ 4,992	\$ -	\$ 3,320	\$ 2,079	\$ (46,895)	\$	469,291	\$	37,254	7.9%	15.7%	10,391	
	Variance	\$	227,540	\$	71,429	\$	(12,333)	\$	(5,775)	\$	(11,777)	\$	(1,496)	\$	(8)	\$	1,898	\$	(14,150)	\$	(8,070)	\$	(42,861)	
	% Variance		456%		117%		-21%		-23%		-39%		-100%		-2%		120%		-47%		103%		-53%	
CE	CommError	01/31/12	Balance	\$	36,233	\$ 206,483	\$ 133,112	\$ 51,888	\$ 105,755	\$ 37,197	\$ 63,730	\$ -	\$ -	\$ -	\$ -	\$ (13,002)	\$	633,398	\$	206,682	32.6%	34.6%	0	
CE	CommError	02/29/12	Balance	\$	26,710	\$ 72,990	\$ 122,670	\$ 83,691	\$ 31,772	\$ 81,888	\$ 17,360	\$ 31,523	\$ -	\$ -	\$ 1,022	\$ (11,910)	\$	559,826	\$	163,566	29.2%	30.7%	30,556	
CE	CommError	03/31/12	Balance	\$	49,772	\$ 62,556	\$ 84,867	\$ 126,891	\$ 130,415	\$ 29,916	\$ 55,713	\$ 9,579	\$ 5,060	\$ -	\$ -	\$ (19,932)	\$	586,596	\$	227,683	40.9%	44.6%	14,639	
CE	CommError	04/30/12	Balance	\$	19,157	\$ 170,322	\$ 86,040	\$ 74,899	\$ 116,310	\$ 121,241	\$ 13,857	\$ 38,076	\$ 4,375	\$ -	\$ -	\$ (17,430)	\$	645,791	\$	295,333	45.7%	47.1%	43,691	
CE	CommError	05/31/12	Balance	\$	17,286	\$ 163,091	\$ 148,891	\$ 80,897	\$ 63,488	\$ 112,311	\$ 60,076	\$ 9,906	\$ 5,782	\$ -	\$ 344	\$ (29,897)	\$	677,498	\$	270,955	40.0%	41.8%	8,082	
CE	CommError	06/30/12	Balance	\$	27,048	\$ 149,584	\$ 169,032	\$ 124,417	\$ 76,707	\$ 56,112	\$ 27,478	\$ 3,880	\$ -	\$ -	\$ -	\$ (27,493)	\$	635,138	\$	164,187	25.9%	27.0%	3,880	
CE	CommError	07/31/12	Balance	\$	42,965	\$ 139,578	\$ 164,146	\$ 166,456	\$ 122,998	\$ 73,423	\$ 51,757	\$ 4,479	\$ -	\$ 159	\$ -	\$ (24,242)	\$	786,550	\$	252,805	32.0%	34.5%	4,638	
CE	CommError	08/31/12	Balance	\$	21,979	\$ 158,879	\$ 187,899	\$ 146,839	\$ 184,250	\$ 118,604	\$ 67,647	\$ 7,834	\$ -	\$ -	\$ -	\$ (29,650)	\$	893,901	\$	378,326	42.3%	43.4%	7,834	
CE	CommError	09/30/12	Balance	\$	24,711	\$ 182,734	\$ 175,825	\$ 175,418	\$ 146,870	\$ 173,621	\$ 86,664	\$ 22,599	\$ -	\$ -	\$ -	\$ (27,398)	\$	1,000,542	\$	441,754	44.2%	45.3%	22,599	
CE	CommError	10/31/12	Balance	\$	28,989	\$ 229,017	\$ 169,317	\$ 140,322	\$ 171,078	\$ 154,422	\$ 130,974	\$ 1,517	\$ -	\$ -	\$ -	\$ (30,109)	\$	1,028,236	\$	457,991	44.6%	45.9%	1,517	
CE	CommError	11/30/12	Balance	\$	40,357	\$ 157,480	\$ 155,985	\$ 135,694	\$ 126,797	\$ 158,594	\$ 70,377	\$ 5,480	\$ -	\$ -	\$ -	\$ (14,131)	\$	890,954	\$	361,238	40.5%	42.5%	5,480	
CE	CommError	12/31/12	Balance	\$	5,891	\$ 99,556	\$ 146,483	\$ 185,952	\$ 126,545	\$ 74,792	\$ 73,651	\$ 16,005	\$ -	\$ 3,228	\$ 2,059	\$ (31,914)	\$	734,172	\$	296,250	40.4%	40.7%	21,292	
CE	CommError	01/31/13	Balance	\$	9,105	\$ 188,770	\$ 99,499	\$ 133,331	\$ 152,905	\$ 49,999	\$ 5,078	\$ 16,620	\$ -	\$ 4,045	\$ -	\$ (25,913)	\$	658,922	\$	228,217	34.6%	35.1%	20,669	
	Variance	\$	3,214	\$	89,214	\$	(46,984)	\$	(52,881)	\$	(26,380)	\$	(25,193)	\$	(88,573)	\$	815	\$	(7,250)	\$	(18,033)	\$	(28,033)	
	% Variance		55%		90%		-24%		-26%		-21%		-34%		-93%		4%		NOV01		25%		-19%	-22%



31

Level III KPIs – Associate Performance

- PAS - individual productivity and quality scores; POS collections per associate
- HIM – coding quality and productivity; imaging quality and productivity
- CBO – individual agings; productivity and quality monitoring
- CBO Customer Call Center – individual credit card collections and quality of account resolution



Example-Financial Aid Application Associate Score Card

Financial Assistance Monthly Scorecard			Name: John Smith		Month: December 2012	
Associate Monthly Evaluation						
Quality (50%)			Processing Applications (50%)			
Total Monthly Errors 0			Monthly Average 3.43			
Quality Scoring			Processing Applications Scoring			
4	0 Errors	4	4	3 and up	4	
3	1-2 Errors		3	2.9-2.5		
2	3-4 Errors		2	2.4-2.1		
1	5+ Errors		1	2.0-1.5		
0	Critical Error		0	1.4 and below		
Quality Score 4			Applications per Hour Score 4			
Total Scoring			Monthly Score		Scoring Levels	
Quality	50 X (Score)	200	Points 400 Scoring Level 4		400	4
Production	50 X (Score)	200			399-350	3
					349-300	2
					299-250	1
					249 and below	0
Total 400						
Manager Comments: Great Job! _____ _____						
Employee Comments: _____ _____ _____						
Employee Signature: _____			Date: _____			
Manager Signature: _____			Date: _____			



Level III KPIs- Business Partner Scorecard

Business Partner- Monthly Scorecard(s):

- Bad debt agencies
- Medicaid eligibility vendor
- Estate vendor
- Motor vehicle vendor
- Transcription vendor
- Denial vendor



Example-Agency Scorecard

Collection Agency Performance Review

FY13

Primary Agency 1	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	YTD Total
Placements	4,544,877	4,824,246	5,245,928	6,044,138	5,355,785	4,945,859							32,881,282
Close & Returns	3,708,659	3,829,451	4,274,114	4,378,841	4,800,214	4,698,166							27,444,254
Net Placements	836,218	1,994,795	971,814	1,665,297	555,571	247,693	0	0	0	0	0	0	5,437,028
Insurance Recoveries	126,864	99,268	102,278	258,482	69,289	122,204							769,685
PI Cash Collection	130,983	152,869	197,879	208,315	192,270	232,172							1,114,888
Total Recoveries	257,847	252,137	300,157	466,797	261,559	354,376							1,684,273
Fees	41,977	41,931	47,491	55,669	44,090	41,767	0	0	0	0	0	0	273,323
Minimum Cash Target	313,289	339,373	312,717	317,421	313,389	345,197	303,581	401,809	407,489	356,861	279,917	434,621	1,541,486
Recoveries % of Gross Placements	6%	4%	6%	8%	5%	7%	0%	0%	0%	0%	0%	0%	6%
Recoveries % of Net Placements	31%	14%	41%	28%	36%	27%	0%	0%	0%	0%	0%	0%	36%
Recoveries % of Net Placements minus fees	26%	13%	31%	22%	47%	23%	0%	0%	0%	0%	0%	0%	31%
YTD Recoveries % Net Placements	31%	19%	26%	23%	28%	34%							36%
Agency 2	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	YTD Total
Placements	5,133,870	4,280,237	5,197,284	6,805,742	5,212,625	4,235,737							32,756,811
Close & Returns	4,382,115	4,240,143	4,245,322	4,511,639	4,321,274	4,133,189							26,353,782
Net Placements	751,755	1,040,094	951,962	2,294,103	891,351	1,102,548	0	0	0	0	0	0	6,403,029
Insurance Recoveries	38,413	97,827	72,695	116,109	94,590	121,584							591,928
PI Cash Collection	38,811	128,731	103,840	148,351	125,519	202,700							1,148,962
Total Recoveries	297,344	256,358	262,445	364,460	320,809	364,374	0	0	0	0	0	0	1,940,890
Fees	45,213	56,480	47,198	66,296	58,771	56,569							330,447
Minimum Cash Target	313,289	339,373	312,717	317,421	313,389	345,197	303,581	401,809	407,489	356,861	279,917	434,621	1,541,486
Recoveries % of Gross Placements	6%	6%	5%	5%	6%	8%	0%	0%	0%	0%	0%	0%	6%
Recoveries % of Net Placements	40%	17%	30%	16%	34%	35%	0%	0%	0%	0%	0%	0%	30%
Recoveries % of Net Placements minus fees	34%	14%	25%	13%	40%	29%	0%	0%	0%	0%	0%	0%	25%
YTD Recoveries % Net Placements	40%	23%	25%	21%	25%	30%							30%
Primary Combined Total	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	YTD Total
Placements	9,678,747	10,004,483	10,443,212	12,849,880	10,568,410	9,181,596	0	0	0	0	0	0	65,638,093
Close & Returns	8,090,574	8,299,594	9,019,436	8,793,500	9,711,499	9,183,355	0	0	0	0	0	0	53,997,977
Net Placements	1,588,173	3,704,889	1,423,776	4,056,380	896,811	1,018,241	0	0	0	0	0	0	11,440,114
Insurance Recoveries	212,277	180,195	175,813	374,591	183,879	243,780	0	0	0	0	0	0	1,364,613
PI Cash Collection	339,914	381,600	366,719	456,666	427,539	478,962	0	0	0	0	0	0	2,463,658
Total Recoveries	552,191	561,795	542,532	831,157	591,468	714,780	0	0	0	0	0	0	3,827,271
Fees	87,180	98,331	94,889	121,965	102,361	99,336	0	0	0	0	0	0	602,972
Minimum Cash Target	626,778	678,766	625,434	634,842	626,778	696,784	707,162	803,738	814,838	712,722	728,834	868,421	3,827,972
Recoveries % of Gross Placements	6%	6%	5%	6%	6%	8%	0%	0%	0%	0%	0%	0%	6%
Recoveries % of Net Placements	35%	15%	42%	20%	40%	70%	0%	0%	0%	0%	0%	0%	33%
Recoveries % of Net Placements minus fees	29%	13%	35%	17%	37%	60%	0%	0%	0%	0%	0%	0%	28%
YTD Recoveries % Net Placements	30%	21%	25%	22%	26%	33%							33%

Level III KPIs- Business Partner Scorecard

Payer Performance Scorecards:

- Comparative data by payer
- Denial rates
- Types of denials
- Overturn rates
- Appeal turn-around time
- Average days to pay
- A/R Aging
- # and \$ outstanding appeals over X days old
- # and \$ outstanding overturn denials over X days old



36

HFMA's MAP Initiative

Sandra Wolfskill, FHFMA

Director, Healthcare Finance Policy, Revenue Cycle MAP
HFMA



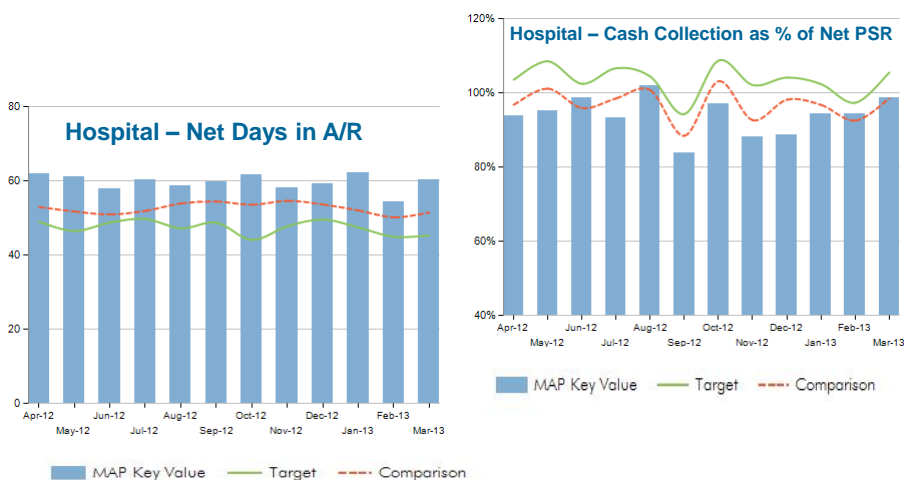
HFMA's MAP Approach

- **M**easure, **A**pply, **P**erform concept
- Task Force developed **m**easurements and definitions vetted with BOD and advisory councils; providers responsible for the **a**pply and **p**erform activities
- MAP APP hospital data categorized into four major areas:
 - Patient access (5 Keys)
 - Revenue integrity (4 Keys)
 - Claims adjudication (6 Keys)
 - Management (10 Keys)



38

Sample Hospital Peer Data



39

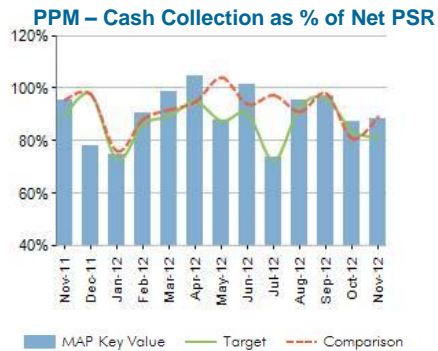
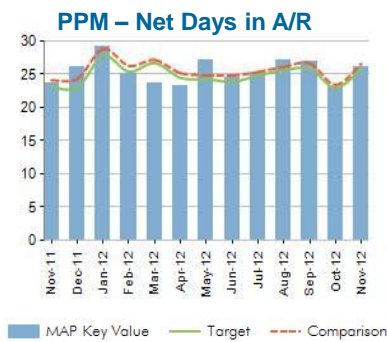
HFMA's MAP Approach

MAP APP physician data categorized into four major areas:

- Patient access (2 Keys)
- Revenue integrity (1 Key)
- Claims adjudication(2 Keys)
- Management (9 Keys)



Sample Physician Peer Data



Ohio Health Denial-Reduction Case Study



hfma
healthcare financial management association

Margaret Schuler

Executive Director, Revenue Cycle
OhioHealth

Polling Question #3

My organization communicates revenue cycle KPI information in the following ways. (Check as many as apply.)

- Through regular reports sent to senior executives and staff.
- At regularly scheduled staff meetings.
- During performance reviews.
- We don't share revenue cycle KPI information with others in the organization.



hfma

43

HFMA's "MAP" Strategy on Denials

- Defining and identifying payer denials **Measure**
- Reducing payer denials **Apply**
- Achieving process improvement **Perform**

MAP = Results



44

Quantify and Communicate

Data is powerful and changes behavior!!!!

- Awareness is key – critical
- Quantify initial and final denials by denial codes and write-off adjustments
 - # of accounts
 - Total gross charges
- Distribute denial reports weekly/monthly to key stakeholders via email, including:
 - CFOs
 - Directors of finance
 - Controllers
 - Revenue cycle leadership
 - Clinical department leadership



45

Quantify and Communicate

Data is powerful and changes behavior!!!!

- Examples:
 - Case management gets all inpatient “no auth/medical necessity” denials
 - Precert team gets “missing precert” denials
 - Business office gets all “timely filing” denials
- Transparency – include all stakeholders on same e-mail
- Educate/train stakeholders how to use and interpret the data
- Develop hospital/health system teams that include stakeholders from various departments



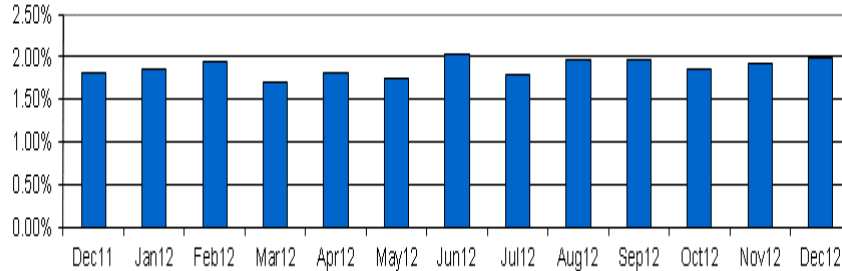
Monthly Initial Denials

Initial Denials Scorecard FY13 & FY12
Volume

Category	Dec11	Jan12	Feb12	Mar12	Apr12	May12	Jun12	Total FY12	Jul12	Aug12	Sep12	Oct12	Nov12	Dec12	Total FY13	FY13 Annualized
IP	EMER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	EXCE	0	0	0	0	0	0	0	0	0	0	0	0	1	1	2
	INEC	5	1	2	3	2	1	5	34	2	1	1	1	0	2	7
	OUTN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	NPREC'R	7	13	6	8	2	9	10	77	11	11	3	5	9	10	49
	PREEX	0	1	1	0	2	0	1	8	0	0	1	1	0	1	3
IP-TOTAL VOLUME																
	12	15	9	11	6	10	16	119	13	12	5	7	9	14	60	120
OP	EMER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	EXCE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	INEC	3	3	8	3	6	8	4	36	5	5	3	6	7	3	29
	OUTN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	NPREC'R	20	21	21	19	23	24	29	259	30	23	20	22	28	27	150
	PREEX	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OP-TOTAL VOLUME																
	23	24	29	22	29	32	33	315	35	28	23	28	35	30	179	358
ED	EMER	0	0	0	0	0	0	1	1	2	2	3	1	2	0	10
	EXCE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	INEC	1	2	0	0	4	1	0	14	1	1	2	3	0	1	9
	OUTN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	NPREC'R	0	4	0	1	0	3	3	16	13	2	1	2	0	6	24
	PREEX	0	1	0	0	0	1	0	2	0	1	0	0	0	1	2
ED-TOTAL VOLUME																
	1	7	0	1	4	5	4	33	16	6	6	6	2	8	44	88
OBS	EMER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	EXCE	0	0	0	0	0	0	0	0	0	1	0	1	0	1	3
	INEC	1	1	1	2	1	1	2	13	1	1	1	4	0	1	8
	OUTN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	NPREC'R	3	1	3	1	0	1	1	12	1	1	2	2	1	1	8
	PREEX	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OBS-TOTAL VOLUME																
	4	2	4	3	1	2	3	25	2	3	3	7	1	3	19	38
Overall	EMER	0	0	0	0	0	0	1	1	2	2	3	1	2	0	10
	EXCE	0	0	0	0	0	0	0	0	0	1	0	1	0	2	5
	INEC	10	7	11	6	13	11	11	117	9	8	7	14	7	7	52
	OUTN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	NPREC'R	30	39	30	29	25	37	43	364	55	37	26	31	38	44	231
	PREEX	0	2	1	0	2	1	1	10	0	1	1	1	0	2	5

Monthly Financial Class "Y" Pending Denials

Financial Class "Y" Gross AR as % of Total Gross AR Trend



Central OH	Dec11	Jan12	Feb12	Mar12	Apr12	May12	Jun12	Jul12	Aug12	Sep12	Oct12	Nov12	Dec12
Central OH	1.80%	1.86%	1.95%	1.70%	1.80%	1.75%	2.03%	1.78%	1.96%	1.97%	1.85%	1.93%	1.99%



Monthly Final-Denial Write-Offs

Final Denial Scorecard FY13, FY12, FY11, FY10 and FY09

Category	Total FY09	Total FY10	Total FY11	Total FY12	Jul12	Aug12	Sep12	Oct12	Nov12	Dec12	Total FY13
LCD Radiology	\$2,904,193	\$963,496	\$577,570	\$324,259	\$40,354	\$3,497	(\$2,959)	\$16,465	\$40,495	\$31,451	\$129,293
LCD Laboratory	\$1,164,369	\$1,070,564	\$1,243,081	\$1,213,679	\$73,332	\$191,886	\$25,468	\$27,567	\$143,875	\$61,025	\$624,128
LCD Heart Services	\$70,669	\$47,010	\$10,850	\$15,434	\$0	\$0	\$48,987	\$0	\$0	\$0	\$48,987
LCD Diagnosis Behavioral	\$0	\$136	\$13	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
LCD Endoscopy	\$103,126	\$12,691	\$15,671	\$5,021	\$0	\$3,391	\$1,595	\$47	\$0	\$0	\$5,026
LCD Therapy Caps	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
LCD Diagnosis Other	\$1,785,307	\$1,197,007	\$770,081	\$562,685	\$19,172	\$79,894	\$75,851	\$23,719	\$57,286	\$95,786	\$361,689
LCD Pharmacy	\$0	\$189,759	\$81,852	\$228,492	\$31,322	\$13,791	\$10,044	\$4,951	\$0	\$0	\$62,866
LCD Total	\$6,047,014	\$4,089,632	\$2,690,097	\$184,180	\$292,542	\$228,963	\$102,718	\$242,748	\$191,375	\$1,222,026	
Research Projects	\$4,216	\$0	\$486	\$0	\$0	\$0	\$0	\$144	\$0	\$0	\$144
Total Misc Denials	2,403,081	953,149	1,204,725	1,819,424	139,638	159,003	138,626	112,064	207,834	100,458	857,823
Player non-covered Services	518,174	773,524	622,707	690,466	39,665	40,625	20,091	72,871	56,317	63,328	292,898
Standardization Form	292,327	49,581	14,978	46,866	0	0	0	0	0	14,722	14,722
DNFB no documentation	361,743	510,343	130,990	245,021	105,083	(3,786)	0	(673)	(4,427)	(2,968)	93,330
Total Unbillable Accounts	1,172,244	1,333,446	688,676	885,354	144,748	36,839	20,091	72,298	61,889	78,083	490,950
No Presentation	1,164,804	103,319	3,548	13,991	(269)	2,972	0	(1,322)	0	0	(1,281)
No ICD Information	685,083	361,236	44,071	21,072	(440)	0	0	0	3,569	3,129	0
Out of Network	285,740	30,246	(6,837)	135,448	18,924	7,385	12,507	17,088	9,873	(1,593)	62,581
Lack of Medical Necessity	1,016,297	1,285,291	1,642,314	999,269	114,264	225,242	65,361	66,612	109,654	85,321	640,325
Cancelled Out Days	4,438	631	0	0	0	0	0	0	(140)	(140)	0
Continued Stay Denial	284,146	16,378	42,182	0	0	0	0	0	0	0	0
Diagnosis/Codeable Composite Rate	0	347	22	0	0	0	0	0	0	0	0
Claim Filed Limit	1,188,061	321,657	92,840	128,848	1,992	10,570	20,905	36,498	3,883	6,473	88,318
Conversion Issues	0	0	0	0	0	0	0	0	0	0	0
Registration Issues	379,274	35,234	0	35,234	0	0	0	0	0	0	0
Unlucky Distribution by Payer	292,268	(128,697)	0	0	1,274	0	0	(449)	0	0	(649)
Player non-payment of rate user	20,392	659	5,021	0	0	0	0	0	0	0	0
Player penalty non-notification	22,742	15,777	23,734	14,500	1,298	1,500	2,500	3,500	500	2,000	11,298
UR Denials - scope	12,452	29,379	20,439	23,294	581	1,250	1,440	1,399	133	2,485	7,200
Denials >\$500 not worked by PVT	6,929	1,878	690	3,102	0	363	189	0	111	0	663
Non HEM Coding Delay	102,874	0	406	899	0	0	0	0	0	0	0
AICD Non Covered	1,838,731	146,119	131,708	658	0	0	0	0	0	0	0
Total Billied and Denied	8,193,609	2,287,892	1,975,675	1,381,444	136,222	249,872	102,901	113,135	122,853	98,115	821,028
Inefficient AR Follow Up	(14,988)	(891)	67	0	(34)	24,228	0	0	0	0	24,194
Total Admin Adjustments	(14,988)	(891)	67	0	(34)	24,228	0	0	0	0	24,194
One Day Stay	527,259	(1,681)	0	(1,408)	0	0	0	0	0	0	0
Total One Day Stay	527,259	(1,681)	0	(1,408)	0	0	0	0	0	0	0
Total Denials as a % of GPR	0.42%	0.12%	0.12%	0.13%	0.12%	0.14%	0.10%	0.07%	0.12%	0.09%	0.11%
Total Denials	\$16,333,326	\$6,811,746	\$6,648,725	\$6,231,295	\$684,765	\$762,485	\$460,782	\$460,368	\$626,208	\$463,530	\$1,506,735
Target Denials	0.00%	0.24%	0.18%	0.13%	0.08%	0.11%	0.09%	0.07%	0.17%	0.13%	0.11%
FC Y AR (Clinical Denials)											Ar
FC Y AR Balance	\$10,091,848	\$9,694,260	\$11,485,372	\$11,460,611	\$11,655,852	\$13,076,735	\$13,542,255	\$12,660,694	\$12,997,806	\$13,468,461	\$12,815,483
FC Y as a % of AR		1.84%	1.88%	1.26%	1.78%	1.96%	1.97%	1.85%	1.93%	1.99%	1.91%

OhioHealth's Results

- Cut denials by 0.33 percentage points / 75%
 - From 0.44%/\$18M of gross revenue in FY09
 - To 0.11%/\$6M of gross revenue in FY12
- Overall, OhioHealth reduced denials by \$12M in gross write-offs



50

Conclusion

- Metrics drive performance and change behavior when supported by structure and accountability
- HFMA MAP: Measure, apply, and perform
- Don't forget to celebrate and thank those who made the results possible 😊



51

Questions & Answers

Ask the speakers a question or share your KPI challenges and solutions. Just type your question or comment into the Q&A box on your computer screen.



52

Presenter Contact Information

David Hammer
SVP, Revenue Cycle Advisory Solutions
MedAssets
dhammer@medassets.com

Margaret Schuler
Executive Director, Revenue Cycle
OhioHealth
mschule2@OhioHealth.com

Sandra Wolfskill
Director, Healthcare Finance Policy, Revenue Cycle MAP
HFMA
swolfskill@hfma.org



53

To Complete the Program Evaluation

The URL below will take you to HFMA on-line evaluation form.
You will need to enter your member I.D. # (can be found in
your confirmation email when you registered)

Enter this Meeting Code: 13AT50

URL: <http://www.hfma.org/awc/evaluation.htm>

Your comments are very important and enables us to bring
you the highest quality programs!

