From Data to Information to Action:

ILLUMINATING THE WAY TO CONTINUOUS PRACTICE IMPROVEMENT


2010 UHC-AAMC
Faculty Practice Solutions Center® Users Group Meeting
June 10-11, 2010
Chicago Marriott Downtown Magnificent Mile | Chicago, Illinois
Hands-on Training June 9, 2010
Join us in Chicago this June to network with the FPSC team and your peers from across the academic practice community. These 2 days of educational and networking sessions will help you use the power of FPSC data and information to identify ongoing practice improvement opportunities.

We’ve shaped this year’s meeting agenda to focus on the topics that affect you and your organization every day, such as understanding the impact of future efforts to improve quality on faculty practice organizations and effectively engaging staff and physicians in optimizing clinical and revenue cycle operations. This meeting will illuminate ways you and your peers are achieving ongoing performance improvement through:

• Keynote presentations from industry leaders on
  – The importance and role of faculty practice organizations in managing quality
  – The well-run departmental practice
• Focus sessions on optimizing clinical, operational, and revenue cycle performance
• Role-playing exercises to demonstrate strategies to effectively communicate with physicians and negotiate managed care contracts
• Poster presentations describing members’ experiences using FPSC data to support local initiatives
• Networking roundtables and receptions

FPSC Hands-on Training
Wednesday, June 9

Hands-on training is designed to help users apply FPSC data in their organizations’ management reporting. Separate training labs will be offered on the FPSC Clinical Activity Suite and the FPSC Revenue Cycle Suite.

Training sessions will accommodate a limited number of participants. Additional registration fees apply. To learn more about these sessions, see pages 9-10.
THURSDAY, JUNE 10: PLENARY SESSION I

David Nash, MD, MBA
Dean, Jefferson School of Population Health, Thomas Jefferson University

The Future of Quality and the Impact on Faculty Practice Organizations

With the recent passing of health care reform, understanding the future of efforts to improve health care quality and the evolving role of faculty practice organizations (FPOs) in this endeavor is more important than ever. Given the focus of public and private payers on quality, this session will explore why quality is important, what is being asked of FPOs and what is at stake, the current and potential future roles of FPOs in managing quality, and how you can be involved.

FRIDAY, JUNE 11: PLENARY SESSION II

Norman Beauchamp, MD
President, University of Washington Physicians Practice Plan, and Chair, Department of Radiology, University of Washington Medical Center

Panelists:

David Kaplan
Administrator, Department of Surgery, Mount Sinai School of Medicine

Virginia M. Roberts
Vice President, Surgical Services and Women’s Health, University of Chicago Medical Center

Running an Effective Clinical Department

What does it take to position your academic clinical department to remain competitive; optimize performance; and improve patient access, service, and quality while you continue to manage costs and increase revenue? Led by Dr. Beauchamp, coauthor of Radiology Business Practice: How to Succeed, this panel presentation will focus on how academic clinical departments successfully achieve their clinical mission by effectively navigating financial and operational decisions, developing relationships with strategic partners and staff, and setting appropriate performance expectations. Learn about strategies FPSC members have used to achieve performance in each of these areas and key steps you can take to position your department for success.
FPSC Users Group Meeting Schedule

WEDNESDAY, JUNE 9

8:30 AM-11:30 AM
1:00 PM-4:00 PM

Hands-on training sessions (separate registration fees required; see pages 9-10 for additional information)

4:00 PM-7:00 PM
Registration and Welcome Reception

THURSDAY, JUNE 10

6:30 AM-5:00 PM
Meeting Registration

7:00 AM-8:00 AM
Networking Continental Breakfast

8:00 AM-9:15 AM

PLENARY SESSION I
The Future of Quality and the Impact on Faculty Practice Organizations
David Nash, MD, MBA, Dean, Jefferson School of Population Health, Thomas Jefferson University

9:15 AM-9:30 AM
Networking Break

9:30 AM-10:45 AM

Networking Roundtable Discussions

Network with your peers in these informal sessions. Plan on an engaging interactive discussion during which you will be able to share your experiences and learn from others on the following topics:

• FPSC Billing Office Survey
• Using FPSC Data to Inform Coding and Billing Compliance
• Using the FPSC Clinical Fingerprint Report to Inform Practice Operations and Ensure Effective Charge Capture
• Using the FPSC Revenue Cycle Suite to Improve Performance
• Developing and Implementing Dashboards
• Strategies to Successfully Implement the FPSC

10:45 AM-11:00 AM
Networking Break

11:00 AM-12:00 PM
FOCUS TRACK SESSIONS

Focus track sessions are offered on specific topics related to practice operations, revenue cycle, and quality. Based on feedback from previous meetings, this year we will be offering each day’s sessions twice to allow you to attend more of the sessions that interest you.

Practice Operations: Effective Uses of Midlevel Providers and the Impact on Clinical Performance
Marc J. Moote, MS, PA-C, Chief Physician Assistant, University of Michigan Hospitals & Health Centers

Midlevel providers play an important role in health care delivery, in both primary and specialty care settings. This session will explore conceptual approaches to measuring midlevel providers’ clinical activity and understanding their impact on physician productivity, patient access, quality of care, and the overall efficiency and financial performance of service delivery in the academic medical center setting. Attendees will learn about ways to use FPSC data to measure and track performance in these important areas. The session will also include discussion of related reimbursement and billing topics.

Attend the Awards Presentation

In recognition of the great work FPSC members are doing, we will honor both individual users and institutions that have made a significant effort to lead organizational improvement through the use of FPSC data. At lunch on Thursday, we will recognize this year’s FPSC Star Performers. Organizational awards will be based on a calculation that includes elements of report usage, number of active users, data processing, and participation in FPSC activities. Individual user awards will be based on users’ overall engagement with the FPSC, including report usage, participation in FPSC educational offerings, and results achieved using FPSC data.
11:00 AM -12:00 PM

**Practice Operations: Driving Organization-wide Use of the FPSC to Improve Clinical and Operational Performance**

*Jeff Sawyer, Operations Analyst, UC Davis Medical Center*

As more members of an organization use the FPSC’s data and tools, both performance improvement opportunities identified and value realized increase. Engaging clinical departments and other operating units and empowering them to use FPSC information are keys to achieving success. This session will provide specific examples of how UC Davis established a process for implementing the FPSC, which empowered departments to use the Clinical Activity Suite reports to understand clinical performance related to provider billing output, coding, and charge capture. Learn about the drivers for change and how the group developed a central process for maintaining FPSC data and engaged faculty and staff in the process, and find out which FPSC tools are used to manage performance.

**Revenue Cycle: Strategies to Optimize Front- and Back-End Revenue Cycle Performance**

*Angela Wells, Director, Professional Revenue, Fletcher Allen Health Care*

Optimizing front- and back-end processes is vital to an organization’s success in improving revenue cycle performance. In this session, you will learn how Fletcher Allen Health Care used data from the FPSC Revenue Cycle Suite and the Academic Billing Office survey to increase and formalize reporting and analysis functions to capture the revenue cycle’s low-hanging fruit. The group will share strategies on how it reduced denial rates from double to single digits, lowered days in accounts receivable, increased payment posting accuracy, and set expectations to increase revenue cycle staff productivity.

**Revenue Cycle: Collaboration and Reporting**

*Phong Bui, Associate Director of Finance and Director of FPA Decision Support, Mount Sinai Faculty Practice Associates*  
*Luis Rivera, Director of Finance for the Department of Medicine, Mount Sinai School of Medicine*

To improve its revenue cycle, Mount Sinai Faculty Practice Associates partnered with school of medicine physicians and administrators to develop an interactive, Web-based dashboard report. Learn about the group’s journey, how the practice plan and clinical departments worked together to identify key performance indicators, and how the group integrated data from the FPSC Revenue Cycle Suite to review and improve performance.

**Quality: Implementing a Quality Reporting Program Across Your Organization**

*Bettina Berman, RN, BS, CNOR, CPHQ, Project Director for Quality Improvement, Jefferson School of Population Health, Thomas Jefferson University*

Jefferson University Physicians has taken a focused approach to quality reporting by implementing the Physician Quality Reporting Initiative (PQRI) across its 19 faculty practices and expanding participation in Medicare’s e-prescribing program. This presentation will discuss how the group implemented each program, the management tools and feedback reports the group provides to the clinical departments, lessons learned, and successes realized to date. You will also learn about ways that you can use FPSC data and information to support your organization’s quality improvement efforts.

12:00 PM -1:30 PM

**Networking Lunch and Awards Presentation**

1:30 PM -3:00 PM

**Inside the Beltway Update and FPSC Town Hall Meeting**

*Led by staff from the University HealthSystem Consortium and the Association of American Medical Colleges*

In this 2-part open forum, you will have the opportunity to learn more about how current and future changes in Washington, DC, will affect faculty practice organizations from a panel of UHC and AAMC team members. You will also be able to ask questions, share experiences, and provide suggestions for the FPSC.

3:00 PM -3:30 PM

**Networking Break**

**Poster Session With Authors Present**

**Vote for Your Favorite Poster!**

Posters describing improvements to operational and financial practices will be displayed during the meeting. Take the opportunity to learn more about these initiatives from the poster presenters during the networking break on Thursday afternoon and breakfast on Friday morning. Be sure to pick up a ballot and vote for the poster that you think shows the most innovation and effort to lead performance improvement. The winner will be announced during the plenary session on Friday morning.
FPSC Users Group Meeting Schedule

THURSDAY, JUNE 10 (continued)

3:30 PM-4:30 PM

FOCUS TRACK SESSIONS REPEATED

Practice Operations: Effective Uses of Midlevel Providers and the Impact on Clinical Performance
Marc J. Moote, MS, PA-C, Chief Physician Assistant, University of Michigan Hospitals & Health Centers

Practice Operations: Driving Organization-wide Use of the FPSC to Improve Clinical and Operational Performance
Jeff Sawyer, Operations Analyst, UC Davis Medical Center

Revenue Cycle: Strategies to Optimize Front- and Back-End Revenue Cycle Performance
Angela Wells, Director, Professional Revenue, Fletcher Allen Health Care

Revenue Cycle: Collaboration and Reporting
Phong Bui, Associate Director of Finance and Director of FPA Decision Support, Mount Sinai Faculty Practice Associates
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Quality: Implementing a Quality Reporting Program Across Your Organization
Bettina Berman, RN, BS, CNOR, CPHQ, Project Director for Quality Improvement, Jefferson School of Population Health, Thomas Jefferson University

5:00 PM-7:00 PM

Networking Reception

FRIDAY, JUNE 11

6:30 AM-12:00 PM

Meeting Information Desk Open

7:00 AM-8:00 AM

Networking Breakfast
Poster Session With Authors Present

8:00 AM-9:15 AM

PLENARY SESSION II AND POSTER AWARD PRESENTATION

Running an Effective Clinical Department
Norman Beauchamp, MD, President, University of Washington Physicians Practice Plan, and Chair, Department of Radiology, University of Washington Medical Center
Panelists:
David Kaplan, Administrator, Department of Surgery, Mount Sinai School of Medicine
Virginia M. Roberts, Vice President, Surgical Services and Women’s Health, University of Chicago Medical Center

9:15 AM-9:30 AM

Networking Break

9:45 AM-10:45 AM

FOCUS TRACK SESSIONS

Practice Operations: Leveraging FPSC Data to Inform Enterprise-wide Strategic Planning
Robert C. Browne, MPP, Director, UHC-AAMC Faculty Practice Solutions Center
Shaifali S. Ray, MHA, Senior Manager, Member Engagement, UHC-AAMC Faculty Practice Solutions Center

Successful clinical integration—whether structural or virtual—involves viewing the clinical, operational, and financial performance of the system as a whole. Understanding the relationships between and interdependencies among clinical disciplines and between physician and hospital organizations is crucial to managing a department’s performance to optimize system results. In this session, you will learn how you can leverage data from the FPSC to understand ongoing management of your department in the areas of productivity, patient access, service mix, and charge capture, and their relationship to the clinical enterprise as a whole.
Practice Operations: Effectively Engaging Physicians in Performance Improvement

Brent Bizwell, MBA, Director of Operations, The Emory Clinic, Inc.
Penny Castellano, MD, Chief Medical Officer and Chief Quality Officer, The Emory Clinic, Inc.
Joseph John, MHA, Administrator, Clinical Operations, The Emory Clinic, Inc.

One important step in creating awareness of and improving clinical performance is discussing areas of opportunity with physicians. Using role-playing scenarios, this session will highlight strategies on how to effectively share feedback with these important stakeholders and how data can be used to engage physicians in the conversation. The “actors” will use audience participation and real examples from the work they have done at The Emory Clinic, Inc., to demonstrate effective and ineffective strategies for communicating about physician performance in the areas of productivity, new patient access, and service.

Revenue Cycle: Preparing for and Conducting an Effective Negotiation to Improve Your Managed Care Contract Rates

Alice Cissell, Chief Operating Officer, University Physicians Associates
Brian Walsh, Vice President of Finance and Chief Financial Officer, Northwestern Medical Faculty Foundation

Getting the most out of your managed care contracts requires an investment of time, resources, and attention to setting consistent policies and aggressively monitoring performance. However, getting a sense of whether you have significant opportunities to increase revenue from managed care contracts can be achieved through a focused, less time-consuming process. This session will review the basic elements of the contracting process, explore the steps involved in conducting a contract portfolio review using data from the FPSC Revenue Cycle Suite, and discuss strategic options available to faculty practice organizations in structuring their agreements. Using role-playing exercises and audience participation, the session will explore key dynamics of the negotiation process, with a focus on what works and what doesn’t.

Quality: Meaningful Use of Health Information Technology

Rex McCallum, MD, Associate Medical Director, Private Diagnostic Clinics, Duke University Health System

The importance of the health information technology (HIT) funding in the American Recovery and Reinvestment Act of 2009 (ARRA) to faculty practice organizations continues to grow as they strive to become national leaders in the use of electronic health records. This session will describe the tools and resources available from UHC and AAMC that organizations can use to assess their readiness for “meaningful use.” Learn how FPSC members are preparing themselves and engaging faculty in anticipation of implementing the program.
FPSC Users Group Meeting Schedule

FRIDAY, JUNE 11 (continued)

11:00 AM-12:00 PM

FOCUS TRACK SESSIONS REPEATED

Practice Operations: Leveraging FPSC Data to Inform Enterprise-wide Strategic Planning
Robert C. Browne, MPP, Director, UHC-AAMC Faculty Practice Solutions Center
Shaifali S. Ray, MHA, Senior Manager, Member Engagement, UHC-AAMC Faculty Practice Solutions Center

Practice Operations: Effectively Engaging Physicians in Performance Improvement
Brent Bizwell, MBA, Director of Operations, The Emory Clinic, Inc.
Penny Castellano, MD, Chief Medical Officer and Chief Quality Officer, The Emory Clinic, Inc.
Joseph John, MHA, Administrator, Clinical Operations, The Emory Clinic, Inc.

Revenue Cycle: Preparing for and Conducting an Effective Negotiation to Improve Your Managed Care Contract Rates
Alice Cissell, Chief Operating Officer, University Physicians Associates
Brian Walsh, Vice President of Finance and Chief Financial Officer, Northwestern Medical Faculty Foundation

Practice Operations and Revenue Cycle: Understanding the State of Your Practice Using FPSC Dashboard Reports
Doug Ranahan, Senior Specialist, UHC-AAMC Faculty Practice Solutions Center
Dave Troland, Senior Analyst, UHC-AAMC Faculty Practice Solutions Center

Quality: Meaningful Use of Health Information Technology
Rex McCallum, MD, Associate Medical Director, Private Diagnostic Clinics, Duke University Health System

12:00 PM

Meeting Adjourns

Networking Events

Welcome Reception: Wednesday, June 9, 4:00 PM-7:00 PM
This casual event in the Halsted Foyer on the fourth floor is an easy way to kick off your meeting experience. Pick up your meeting materials so that you’re ready to hit the ground running in the morning. Connect with new and old friends. Light snacks and beverages will be provided, and information on local attractions and dining establishments will be available to help you plan the rest of your time in Chicago.

Networking Reception: Thursday, June 10, 5:00 PM-7:00 PM
Thursday night’s reception will give you a chance to continue networking with colleagues met during the day’s sessions while enjoying Chicago’s beautiful skyline from the hotel’s rooftop deck. Enjoy hors d’oeuvres, cocktails, and good company. This event is open to all meeting attendees and their guests.

For more information, contact Rose McCool at (630) 954-1708 or mccool@uhc.edu.
The FPSC Clinical Activity Suite provides a set of tools and robust data to support informed clinical practice management decision making. This session will demonstrate innovative ways to strategically apply the data available in the reports to support review and improvement of clinical and operational performance. You will learn how to use the reports to:

**Understand Clinical Productivity**
- Inform productivity-based compensation structures
- Understand why productivity differences exist between physicians within a specialty
- Evaluate productivity volumes and the intensity of procedures through WRVU per unit comparisons

**Measure Clinical Coding and Improve Charge Capture**
- Identify missed coding and charge capture opportunities
- Support compliance initiatives by highlighting under- and overcoding
- Analyze procedures and evaluation and management code ratios
- Recognize charge capture potential through inpatient and outpatient coding opportunities

Pretraining Requirements
- Attend the “Learning the Basics of the FPSC Clinical Activity Reports” Web conference (live session on June 2; recorded sessions available for viewing in the E-Training Center on the FPSC Web site)
- Complete pretraining exercises to review general navigation and understand the data reporting elements of the Clinical Activity Suite
- Optional: Access the recording of the “Learning the Advanced Features of the FPSC Clinical Activity Reports” Web conference (available in the E-Training Center) to learn about advanced report applications

For more information about the sessions, visit the FPSC Web site or contact Shaifali Ray at (630) 954-1792 or ray@uhc.edu or Gail Elliott at (630) 954-3989 or elliott@uhc.edu.

**WEDNESDAY, JUNE 9**

8:30 AM-11:30 AM or 1:00 PM-4:00 PM

**CLINICAL ACTIVITY SUITE REPORTS TRAINING**

**Evaluating Your Clinical and Operational Performance Using the FPSC Clinical Activity Suite**

The FPSC Clinical Activity Suite provides a set of tools and robust data to support your local performance improvement initiatives in 2 primary areas: clinic operations and the front- and back-end revenue cycle. All attendees must complete the pretraining requirements listed at the end of the session description. These will be reviewed and discussed at the beginning of the session.

Attendees at past training events have reported that the most valuable part of these sessions is the opportunity to interact with their peers and learn how to apply FPSC data to understand and improve performance. To allow as much time as possible for this kind of content, the FPSC will not provide an in-depth review of basic navigation. However, because learning the basics and understanding report navigation are crucial to building a solid foundation for applying the data, we have developed a number of opportunities for you to become familiar with both the Clinical Activity and Revenue Cycle Suites at times that best fit your schedule and learning style. Visit the Training and Education center on the FPSC Web site to register for monthly Web conferences on using the FPSC reports or to listen to a recorded session.

For more information about the hands-on training, visit the FPSC Web site or contact Shaifali Ray at (630) 954-1792 or ray@uhc.edu or Gail Elliott at (630) 954-3989 or elliott@uhc.edu.
Hands-on Training Sessions

WEDNESDAY, JUNE 9 (continued)

8:30 AM-11:30 AM or 1:00 PM-4:00 PM

REVENUE CYCLE SUITE REPORTS TRAINING

Diagnosing Your Revenue Cycle Performance Using the FPSC Revenue Cycle Suite

This session will demonstrate innovative ways to strategically apply the data available in the FPSC Revenue Cycle Suite reports to assess and optimize collections and denials management activities and to support contract rates management. You will learn how to use the reports to:

Measure, Manage, and Reduce Denials
- Track local and benchmark denial rates by department, payer, CPT code, and provider
- Measure local and benchmark denial recovery rates and timeliness of denial recovery by department and payer
- Identify where in the revenue cycle denials are occurring
- Understand how specific denial reasons and CPT codes are affecting overall performance

Monitor Collections Efficiency
- Track local and benchmark collection rates by department, payer, and open/closed invoices
- Assess timeliness of collections and effectiveness of payer and patient collections by department, payer, and service location

Maximize Contract Management
- Track patient responsibility and measure effectiveness of patient collections
- Identify trends in types of invoices that have outstanding aged accounts receivable

Pretraining Requirements
- Attend the “Learning the Basics of the FPSC Revenue Cycle Reports” Web conference (live session on May 20; recorded sessions available in the E-Training Center on the FPSC Web site)
- Complete pretraining exercises to review general navigation and the data reporting elements of the Revenue Cycle Suite

For information on registering for the May 20 Web conference, contact Gail Elliott at (630) 954-3989 or elliott@uhc.edu, or visit the FPSC Web site at www.facultypractice.org.

You will need your FPSC user ID and password to participate in any of the hands-on training sessions. If you need a user ID and password or have forgotten yours, contact Rose McCool at (630) 954-1708 or mccool@uhc.edu.
REGISTRATION

All attendees must register online at www.iplanevents.com/fpsc2010.

Each attendee must complete a separate registration. The conference fee is $499 per person through May 28, 2010; after that date, the fee increases to $550. Payment can be made by check, Visa, MasterCard, or Patronage Equity Certificates (PECs); contact Rose McCool at (630) 954-1708 or mccool@uhc.edu for more information about using PECs for payment.

Separate registration fees are required to participate in the FPSC hands-on training sessions on Wednesday, June 9. Each training session has a $250 registration fee. This includes use of a computer during the training session, all training materials, and breakfast or lunch depending on which session you attend. For an additional $50 fee per session, you may bring 1 additional person from your organization. Each session will be limited to 20 participants (and their guests) to ensure an optimal learning experience.

Contact Shaifali Ray at (630) 954-1792 or ray@uhc.edu or Gail Elliott at (630) 954-3989 or elliott@uhc.edu for more information about the hands-on training.

GROUND TRANSPORTATION

The hotel is located approximately 15 miles from both O’Hare International Airport and Chicago Midway Airport. Taxi service is available from either airport; approximate fare is $35 plus fees and gratuity. Shuttle transportation is available via GO Airport Express; visit www.airportexpress.com/shuttles/ohare.html or www.airportexpress.com/shuttles/midway.html for more information or to make reservations.

MEETING ATTIRE

Business casual attire is suggested. Because hotel meeting room temperatures vary, we recommend wearing layered clothing so that you are comfortable. The average high temperature in Chicago in June is 79 degrees, and the average low is 61 degrees.

In accordance with the Americans with Disabilities Act, if you require any special equipment or services while attending this meeting, contact Rose McCool at (630) 954-1708, in advance if possible, to make arrangements.

HOTEL

Chicago Marriott Downtown Magnificent Mile

540 North Michigan Avenue
(Entrance at 541 North Rush Street)
Chicago, IL 60611
(312) 836-0100 or
(800) 228-9290

The Chicago Marriott Downtown Magnificent Mile combines luxury, modern style, and technology to provide first-class accommodations in the midst of world-class shopping and dining on Chicago’s Michigan Avenue. For more information, visit www.chicagomarriottdowntown.com.

The FPSC has negotiated a special rate of $199 plus tax (single or double occupancy) for meeting attendees. To receive this rate, ask for the UHC-AAMC FPSC room block when you make your reservations. The cutoff date for the UHC room block is May 28, 2010. The room block is expected to sell out quickly, so you are encouraged to make your reservations as soon as possible.

Going Green!

The 2010 FPSC Users Group Meeting is going green! All meeting materials and presentations will be available on the FPSC Web site 1 week before the meeting; printed handouts will not be available at the meeting. Welcome packet materials (hotel maps, local restaurant listings) will also be greatly reduced. We hope you appreciate our attempts to reduce waste and welcome your feedback on this new approach.