2010 Users Group Meeting

From Data to Information to Action: Illuminating the Way to Continuous Practice Improvement

June 10-11, 2010 (Hands-On Training June 9, 2010)
Chicago Marriott Downtown, Chicago, IL

AGENDA

Wednesday, June 9
8:30 am - 4:30 pm
Hands-On Training Sessions (see detailed descriptions on page 6)

4:00 pm - 7:00 pm
Registration & Welcome Reception

Thursday, June 10
7:00 am - 8:00 am
Networking Continental Breakfast

8:00 am - 9:15 am
The Future of Quality and the Impact on Faculty Practice Plans
David B. Nash, MD, MBA, Dean Jefferson School of Population Health

With the recent passing of health care reform, understanding the future of health care quality and the evolving role of faculty practice organizations (FPOs) in this arena is more important than ever. Given the focus of public and private payers on quality, the significant opportunity that Medicare and Medicaid HIT incentives offer academic groups, and the challenges involved with EMR implementation and use, this session will explore why quality is important, what is being asked of and what is at stake for FPOs, the current and potential future roles of FPOs in managing quality, and how you can be involved.

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 to have an engaging interactive discussion during which you will be able to share your group’s experience 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 TRACKS: SESSION 1**

**Practice Operations: Effective Uses of Mid-Level Providers and the Impact on Clinical Performance**

Marc J. Moote, MS, PA-C, *Chief Physician Assistant, University of Michigan Health System*

Mid-level providers play an important role in health care delivery, in both primary and specialty care settings. This session will explore conceptual approaches to measuring mid-level 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 AMC 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.

**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 FPSC data and management tools, performance improvement opportunities identified and value realized increase. Effectively engaging clinical departments and other line operating units and empowering them to use FPSC information are key to achieving success in this area. This session will provide an overview and specific examples of how UC Davis established a process for implementing the FPSC, which empowered their departments to use information from the Clinical Activity Suite reports to understand
clinical performance related to provider billing output, coding, and charge capture. Learn about the drivers for change in these areas, how the group developed a central process for maintaining FPSC data, how they engaged faculty and staff in the process, and the FPSC tools they use to measure and manage performance.

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

Optimizing both front-end and back-end processes are key factors to an organization’s overall success with revenue cycle performance. In this session, you will learn how the University of Vermont used data from both the FPSC Revenue Cycle Suite and the Academic Billing Office survey to increase and formalize their reporting and analysis functions to capture their revenue cycle’s low-hanging fruit. The group will share strategies on how they reduced their denial rates from double to single digits, lowered their days in A/R, increased payment posting accuracy, and implemented 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 Administration
Luis Rivera, Director of Finance for the Department of Medicine, Mount Sinai School of Medicine

In an effort to improve their revenue cycle, Mount Sinai Faculty Practice Associates partnered with its School of Medicine physicians and administrators to develop an interactive, Web-based dashboard report. Learn about the group’s journey for the past year, 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 their performance.

**Quality: Implementing a Quality Reporting Program Across Your Organization**
Bettina Berman, RN, Project Director for Quality Improvement, Jefferson School of Population Health

Jefferson University Physicians has taken a focused approach to quality reporting by implementing the Physician Quality Reporting Program (PQRI) across its 19 faculty practices. Learn more about how the group implemented the program, management tools and feedback reports provided to the clinical departments, barriers they have encountered, lessons learned, and successes they have realized to date.

12:00 pm – 1:30 pm
**Networking Lunch & Awards Presentation**

1:30 pm – 3:00 pm
Inside the Beltway & FPSC Town Hall Meeting
Led by UHC and AAMC Staff

In this 2-part open forum, attendees will have the opportunity to learn more about how current and future changes in Washington D.C. will impact faculty practice organizations and offers the opportunity for you to speak directly to a panel of AAMC and FPSC team members to ask questions, share experiences, and provide suggestions for the FPSC.

3:00 pm – 3:30 pm
Networking Break & Poster Session with Authors Present

3:30 pm - 4:30 pm
FOCUS TRACKS: SESSION 1 REPEATED

5:00 pm - 7:00 pm
Networking Reception

**Friday, June 11**
7:00 am - 8:00 am
Networking Breakfast

8:00 am - 9:30 am
Plenary Session and Poster Award Presentation

**The Well-Run Academic Clinical Departmental Practice**

Norman Beauchamp, MD, Chair, Department of Radiology, University of Washington Medical Center

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

What does it take to position your academic clinical department to remain competitive, optimize performance and enhance patient access, service and quality while you continue to manage costs and increase revenue? Led by Dr. Norm Beauchamp, co-author 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 that you can take to effectively position your department for success.
9:30 am - 9:45 am
Networking Break

9:45 am – 10:45 am

**FOCUS TRACKS: SESSION 2**

**Practice Operations: Leveraging FPSC Data to Inform Enterprise-Wide Strategic Planning**
Robert C. Browne, MPP, *Director, FPSC*
Shaifali S. Ray, MHA, *Senior Manager-Member Engagement, FPSC*

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 are keys 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 with 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, Chief Quality Officer, The Emory Clinic, Inc.*
Joseph John, MHA, *Administrator, Clinic Operations, The Emory Clinic, Inc.*

One of the key steps to creating awareness of and improving clinical performance is to discuss areas of opportunity with physicians. Using interactive role play, this session will share strategies on how to effectively share feedback with these important stakeholders and how data can be used to engage them in the conversation. Through audience participation and real examples from the work they have done at The Emory Clinic, Inc., the “actors” will demonstrate effective and ineffective strategies to communicate physician performance related to productivity, new patient access, and service.

**Revenue Cycle: Preparing For and Conducting an Effective Negotiation to Improve Your Managed Care Contract Rates**
Alice Cissell, *Director, Contracting and Reimbursement, University Physicians Associates Services, Inc.*

*Brian Walsh, Vice President Finance and CFO, 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 interactive role play and audience participation, the session will explore the above and other key dynamics of the negotiation process, with a focus on what works and what doesn’t.

**Practice Operations & Revenue Cycle: Understanding the State of Your Practice Using FPSC Dashboard Reports**

Doug Ranahan, Senior Specialist, Faculty Practice Solutions Center  
Dave Troland, Senior Analyst, Faculty Practice Solutions Center

The FPSC’s new dashboard reports are designed to help participants—from senior leadership to clinical line management—quickly identify areas of success and opportunities for performance improvement. In this session, you will learn how you can use the comparative data from 4 types of dashboards to assess your organization’s clinical operations and revenue cycle on key dimensions including clinical productivity, visit mix, E&M intensity, collections, days in A/R, denial rates and denial resolution rates.

**Quality: Meaningful Use of HIT**

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

The importance of the HIT funding in the American Recovery and Reinvestment Act of 2009 (ARRA or Recovery Act) to faculty practice organizations continues to grow as they strive to become national leaders in the use of electronic health records (EHRs). In this session, learn about tools and resources available from UHC and AAMC for organizations to assess their “readiness” for meaningful use and how FPSC members are preparing themselves and engaging faculty in anticipation of implementing the program.

10:45 am - 11:00 am  
Networking Break

11:00 am - 12:00 pm  
**FOCUS TRACKS: SESSION 2 REPEATED**

**Wednesday, June 9**

Hands-on training sessions will each be 3 hours in length and will be offered twice. Each training session has a $250 registration fee and you may bring one additional person from your organization to that session for a charge of $50. Sessions will be limited to 20 participants (and their guest) in order to ensure the optimal learning experience.
The sessions are designed to provide practical applications of FPSC data to support your local performance improvement initiatives in 2 primary areas -- clinic operations and the front and back-end revenue cycle. Details about each of the sessions are below.

Members have shared with us that the most valuable part of these trainings is the ability to interact with peers and learn about how to apply FPSC data to understand and improve performance. In order to maximize the time on these types of opportunities during the training session, the FPSC will not provide an in-depth review of basic navigation. Recognizing that learning the basics and understanding report navigation are both keys to building a solid foundation to apply the data, we have developed a number of opportunities for you become familiar with both the Clinical Activity and Revenue Cycle Suites at times that best fit your schedule and learning style.

All attendees must complete the pre-training requirements listed following the session description prior to attending. We will spend some time at the beginning of your scheduled session on June 9 to review the pre-training exercises and discuss your findings.

**Agenda**

8:30 am - 11:30 am  
Revenue Cycle Suite Session  
Clinical Activity Suite Session

11:30 am – 1:00 pm  
Break for lunch – available for training attendees

1:00 pm - 4:00 pm  
Revenue Cycle Suite Session Repeated  
Clinical Activity Suite Session Repeated

**Session Descriptions**

**Diagnosing Your Revenue Cycle Performance Using the FPSC Revenue Cycle Suite**

This session will demonstrate innovative ways to strategically apply the data that are available in the FPSC Revenue Cycle Suite (RCS) reports to assess and optimize collections and denials management activities and to support contract rates management. Topics will include 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 coming from*  
  * Understand how specific denial reasons and CPT codes are impacting overall performance*
Monitor Collections Efficiency
- Track local and benchmark collection rates by department, payer, provider and open/closed invoices
- Assess timeliness of collections and effectiveness of payer and patient collections by department, payer, and service location
- Track patient responsibility and measure effectiveness of patient collections
- Identify trends in types of invoices that have outstanding aged A/R

Maximize Contract Management
- Develop payer scorecards
- Track local and benchmark contract rates by payer and CPT code
- Identify trends in types of undercharge and underpaid items

Pre-Training Requirement
- Attend a Learning the Basics of the FPSC Revenue Cycle Reports Web conference, either by registering for a live session on May 4 or May 20 or accessing a pre-recorded session from the E-Training Center on the FPSC Website
- Complete pre-training exercises to review general navigation and the data reporting elements of the Revenue Cycle Suite

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 informed clinical practice management decision-making. This session will demonstrate innovative ways to strategically apply the data that is available in the reports to support review and improvement of clinical and operational performance. Topics will include 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 as a measure of acuity by department 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 over-coding
- Analyze procedure vs. E&M code ratios
- Recognize charge capture potential through inpatient and outpatient coding opportunities

Understand Patient Access and Visit Mix
- Analyze the impact of patient mix on patient appointment access
Discover revenue enhancement opportunities through calculating new patient and consult code ratios

Uncover operational differences that are leading to lost revenue by looking at performance by location

**Pre-Training Requirement**
- Attend a *Learning the Basics of the FPSC Clinical Activity Reports* Web conference, either by registering for a live session on **May 5** or **June 2** or accessing a pre-recorded session from the E-Training Center on the FPSC Website
- Complete pre-training exercises to review general navigation and understand the data reporting elements of the Clinical Activity Suite
- While not required, you can also attend the *Learning the Advanced Features of the FPSC Clinical Activity Reports* Web conference on **April 21** or access a pre-recorded session from the E-Training Center to learn about advanced report applications