

Write-Off Reduction in Hospital Procedural Areas

Ochsner Health System

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Ochsner Health System

Our Mission is to Serve, Heal, Lead, Educate, and Innovate



2016 Patient Activity

- ✓ 670,000 Unique Patients
- ✓ From all 50 States and 80 Countries
- ✓ 1.8M Clinic Visits
- ✓ More than 10,000 Regional Referrals
- ✓ 23,500 Telemed Consults

Largest Health System In Gulf South

- ✓ 11 Hospitals (Owned & Managed)
- ✓ 18 OHN or OHS Affiliated Hospitals
- ✓ Over 80 Health Centers
- ✓ Over 1,200 affiliated physicians, including 1,100 employed, in over 90 specialties & subspecialties
- ✓ 600 Clinical Trials, 7,000 Patients
- ✓ 417 Medical Students Ochsner Clinical School, University of Queensland
- ✓ 375 Residents in 27 Programs
- ✓ Largest Private Employer in Louisiana

Continued Excellence In Quality



A Rating Service of The Delta Group

National Rankings:

- #1 for Organ Transplant
- #1 for Liver Transplant
- #4 for Neurological Surgery
- #9 for GI Hemorrhage
- 12 other Specialties in the top 10%

Overall State Rankings:

- OMC BR #3 Overall Medical Care
- OMC BR #3 Overall Hospital Care

12 Different Specialties:

- #1 in State



#1 Hospital in Louisiana

Nationally Ranked in 3 Specialties:

- #27 in Ear, Nose and Throat
- #22 in Gastroenterology & GI Surgery
- #24 in Neurology & Neurosurgery
- #28 in Nephrology



Ochsner Health System Locations



Statewide Ochsner Health Network



Where to Start - Narrowing Your Focus

- Denial reasons
 - Authorization
 - Coding
 - Registration
- High cost/High margin
 - Procedural
 - Infusion
- High volume
 - By facility
 - By service line
 - By department
- Strategic Growth Areas



Agenda

- Write Off Reduction Opportunities
 - Change of Procedure
 - Surgery
 - Cath Lab/EP Lab
 - Radiology
 - Clinic
 - Inpatient Only Procedures
 - Off Label Infusion Alerts
 - Medicaid 490 Rev Code Split Billing for Recurring Accounts
 - PICU Charging for Per Diem Payors
- Watch List Items
 - Leave of Absence Procedures
 - Drug Replacement for Off Label Use
 - Bedside Procedure Charging
 - Multi Disciplinary Clinics

Write Off Reduction: *Change of Procedure*

Background

- Surgical denials for differing surgical procedures being authorized versus performed
- Issue across all payors, specialties, or facilities
- No formal escalation protocol for OR staff to Rev Cycle
- Concurrent coding not possible with volume and staffing
- Denials create rework often without overturning denial
 - First pass payments = ~11% of expected net revenue
 - ~20% final net revenue loss

Write Off Reduction: *Change of Procedure* Solutions Mapping: Must Haves

- Address root cause, not symptoms
- Solutions built into Epic
 - Eliminate emails and phone calls
 - Build for scale
 - Clear definition of workflow responsibility
 - Consistent with current standard operating procedures
- Minimal FTE increases
- Minimal impact to provider workflows

Write Off Reduction: *Change of Procedure*

Surgical Volumes

2015 Total	Inpatient Surgery	Outpatient Surgery	Inpatient Cath Lab	Outpatient Cath Lab	Facility Total
SOUTHSHORE	8,724	10,542	2575	4,158	25,999
BAPTIST	1,690	6,033	132	270	8,125
NORTHSHORE	1,016	3,916	451	908	6,291
BATON ROUGE	1,290	2,902	654	718	5,564
KENNER	1,548	2,351	507	504	4,910
WESTBANK	1,142	2,373	559	196	4,270
BAYOU	306	1,497	-	-	1,803
SYSTEM TOTAL	15,716	29,614	4,878	6,754	56,962

Write Off Reduction: *Change of Procedure* Analysis/Evaluation of Problem

Major Pain Points

- Accurate CPT codes in case request
- Capturing Px changes during and after

Write Off Reduction: Change of Procedure

What Was Implemented: Surgery Operations

- Post-procedure Debriefing timeout changed to hard stop
- Surgeon/circulator update procedure name for posted log
 - Procedure name on the posted log is what populates on the Brief Op Note

Timeout Complete

Add Timeout + Add + Debriefing

Debriefing

Procedures

Panel 1: Right RELEASE-CARPAL TUNNEL with Leslie E. Sisco-Wise, MD

Debriefing Checklist

Specimen labeling complete?	Yes	No	N/A
Wound classification confirmed?	Yes	No	N/A
Counts Correct?	Yes	No	N/A
Confirm all?	Confirm all		

Preparation

Performed procedure verified?	Yes	No	N/A
Final Anesthesia type verified?	Yes	No	N/A
Confirm all?	Confirm all		

Intra-op (OR) Procedure Not Performed Create Addendum

Current Admit Orders Current Admit O...

Pre-Procedure

- Summary Report
- Pre-Session
- General Info
- Staff
- Counts
- Pre-op Skin
- Site Prep
- Positioning
- Line/Drains
- Fire Risk
- Timeout

Procedures

Panel 1: Orthopedics with Leslie E. Sisco-Wise, MD

Add surgeon + Add

Surgeon	Role	Service
Leslie E. Sisco-Wise, MD	Primary	Orthopedics

Procedures

Add procedure + Add

RELEASE-CARPAL TUNNEL

Laterality: Left **Right** Bilateral N/A

Site: Hand

Anesthesia type: Monitor Anesthesia Care

Wound class: Clean Clean Contaminated Contaminated Dirty or Infected Other (see notes) N/A

Additional details

Previous 17 Next 18

Procedures

Add procedure + Add

Card

RELEASE-CARPAL TUNNEL

Replacing with OSTECTOMY-CARPALS

Procedure: OSTECTOMY-CARPALS

Primary?

Procedure description: OSTECTOMY-CARPALS

Card: Change View

Laterality: Left **Right** Bilateral N/A

Site: Hand

Anesthesia type: Monitor Anesthesia Care

Wound class: Clean Clean Contaminated Contaminated Dirty or Infected Other (see notes) N/A

Comment:

Rebuild procedure information?

Rebuild pick list?


Accept Cancel

- Surgeon completes Brief Op Note

Write Off Reduction: *Change of Procedure*

What Was Implemented: Coding

- Posted/Unposted Surgical Log report to identify uncoded cases
- Re-Auth alert icon created to identify mismatched procedures

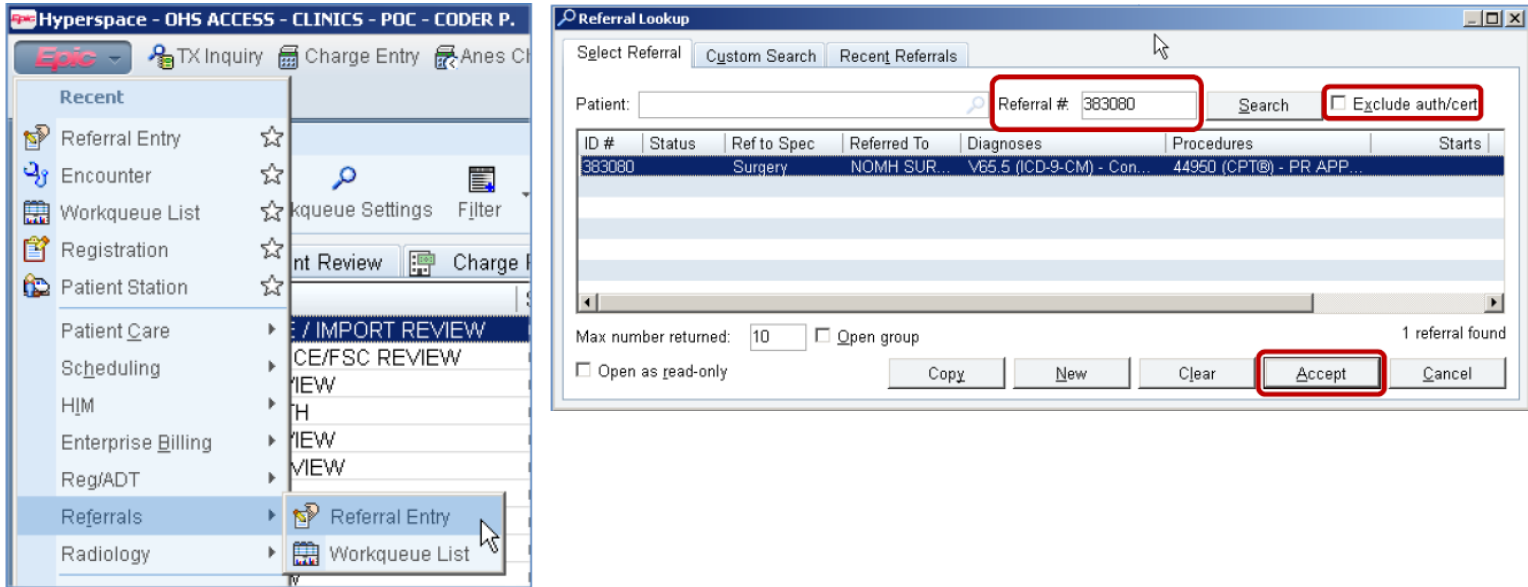
Date	Location	Surgeons	Patient Info	Proc	Procedures	Surgical	Re-Auth	Referral ID	ADT Primary
04/16/2015	Nomh2	J. Bolton	Maryland,Reauth		Appendectomy - N/A Biopsy - Right	General		333080	BLUE CROSS BLUE SHIELD
04/30/2015	Baph	W. Bourgeois	Cortez,Pos		Arthroplasty-Hip - N/A	Orthopedics			
04/29/2015	Knmhc	Z. N'Dandu	Test,Black		Angiogram-Carotid - Left	Cardiology			

- Epic recognizes a mismatch in the case request procedure name versus the posted log procedure name and triggers the icon
- Utilize Brief Op Note to identify new or updated CPT codes

Write Off Reduction: Change of Procedure

What Was Implemented: Coding

- Coder access Auth/Cert through the Referral ID number



- Coder enter all CPT codes into Notes section of Auth/Cert
- Created new Precert Status type to identify mismatch procedures
- Coder updates Precert status to ***PSC Needs Reauth After Surgery***

Write Off Reduction: *Change of Procedure*

What Was Implemented: Coding

- Updated Precert Status routes account to escalation workqueue

Referral for MARYLAND, REAUTH

Print on Accept | Counts | Adj Trace | View History | Chart | In Basket Msg | Appt Desk | View Notes

Maryland, Reauth

MRN: 9775840 HAR: 1200005675 Referral #: 363080
Insurance: BLUE CROSS BLUE SHIELD / BCBS OF LA POS Prov NPI: No Referred To Provider Status: Authorized
Non-PBB Tax ID: 720276883 Auth reason: Covered Benefit

View Imaging Orders

Self Pay Bal: 0

Authorization/Certification Information

Pre-cert required? Pre-cert status: PSC Needs Re-Auth After Surgery
Pre-cert agency: Phone:
Contact: Fax:
Date called:
Pre-cert number: Authorization number:

- Pre Service updates authorization with payor
- Pre Service updates Precert status to Approved Outpatient and account is removed from the workqueue

Write Off Reduction: *Change of Procedure* Staffing: *Daily Workflow*

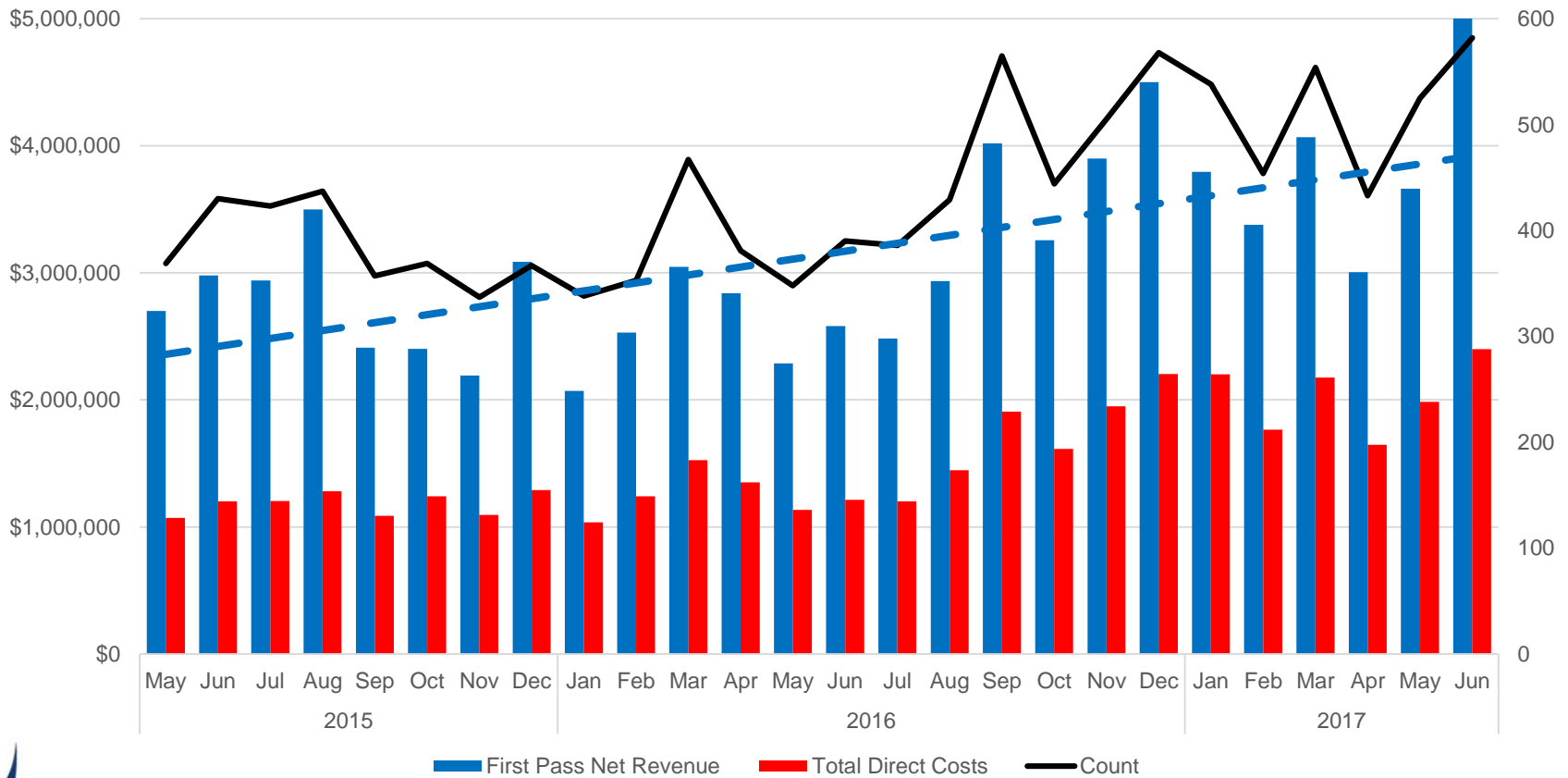
- Surgeon – *no change*
- OR Nurse Circulator – *no change*
- Professional Coders – *no change*
- Pre Service – **+1/2 FTE**
 - Current volume at 20 reauth cases per workday

Write Off Reduction: *Change of Procedure* Results/Current Conditions

- Reauthorized 96% change of procedure events
- 53% annual reduction in denial count
- 50% annual reduction in authorization write-offs
- Workflows standardized across all Epic user groups
- Cath and EP Lab added to workflow
 - 15% update utilization vs. 10% for surgery
- Decrease in AR days

Write Off Reduction: *Change of Procedure* Results/Current Conditions

Surgery and Cath Lab Change of Procedure Reauthorizations

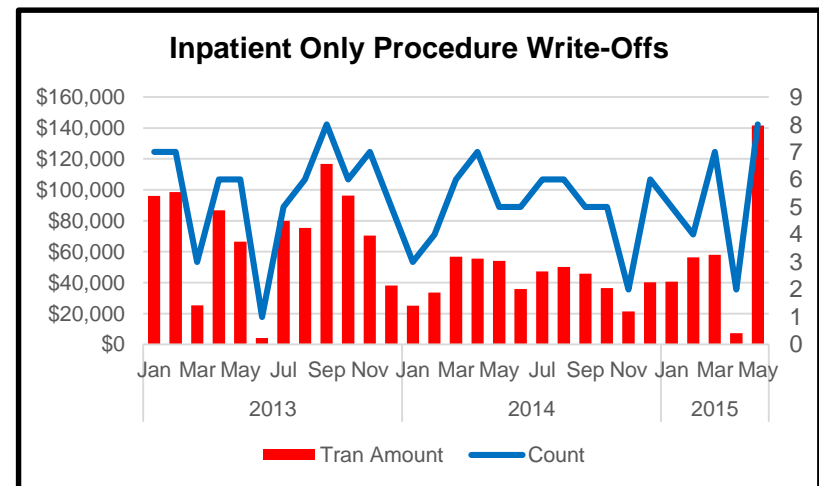


Write Off Reduction: *Change of Procedure Opportunities for Expansion*

- Cath Lab/EP Lab
 - ~1,100 procedures reauthorized per year
 - 15% versus 10% for surgery
- Radiology
 - ~9,700 procedures reauthorized per year
 - \$2.2M net revenue per year
- Clinic Procedures
 - Dermatology Mohs procedure
 - Add-on Procedures

Write Off Reduction: *Inpatient Only Procedures* Background

- Medicare, Managed Medicare, and VA payors require certain procedures to be discharged in an inpatient status
 - List of codes is updated annually by CMS
- Confusion around correct patient class in coordination with Medicare Short Stay (2 Midnight) rule
- Accounts were being downgraded to Outpatient or Observation status in error resulting in the account not being compliant for reimbursement.
- Annual write-offs averaging \$782K



Write Off Reduction: *Inpatient Only Procedures* Solutions Mapping: Must Haves

- Awareness of IP only procedures performed
 - Attending providers, residents and nurses unfamiliar with inpatient only procedure list
 - Annual updates to list by CMS
- Identify and alert users downgrading admitted patients with IP only procedure during that admission
- Create reporting to identify bypassed BPA warnings
- Prevent IP only procedures scheduled as outpatient for participating payors through updated case request logic

Write Off Reduction: *Inpatient Only Procedures* What Was Implemented

- Updated surgery case request with hard stop for participating payors

2	Surgical Case » Patient Properties (Perioperative Contact) » CoverageGrp » Coverage » ↩ ✎ Financial Class	Contain Any	Medicare [2] Managed Medicare [101]
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- Create IP Only Grouper for annual CPT code updates

Record summary for: CL- OHS - IP - PATIENT HAS CPT LINKED TO CASE [3390]			
General Information			
Record name:	CL- OHS - IP - PATIENT HAS CPT*	Contact date:	8/7/2015
Type:	Criteria	Contact :	1
		Contact released?	Yes
Display text:			
SmartText:			
Other Criteria			
Include rule:	OHS IP INPATIENT ONLY PROCEDURES CPT VCG [645302]		

#	Property/Rule	Operator	Value (or Property)
1	Patient » ADT Surgical Case » ↗ ✎ C_CPT Code	=	Constant » Grouper Record
			Grouper ID 100796

Write Off Reduction: *Inpatient Only Procedures*

What Was Implemented

- Created Best Practice Advisory (BPA) pop up to alert user attempting to downgrade the patient class away from inpatient status

BestPractice Advisory - Adams,Kerry

Critical (1)

!! An Inpatient only procedure has been scheduled during this admission. The patient class should remain inpatient for billing purposes. Questions should be directed to your Case Management representative.

Remove the following orders?

Remove Keep Place in Outpatient - Extended Recovery

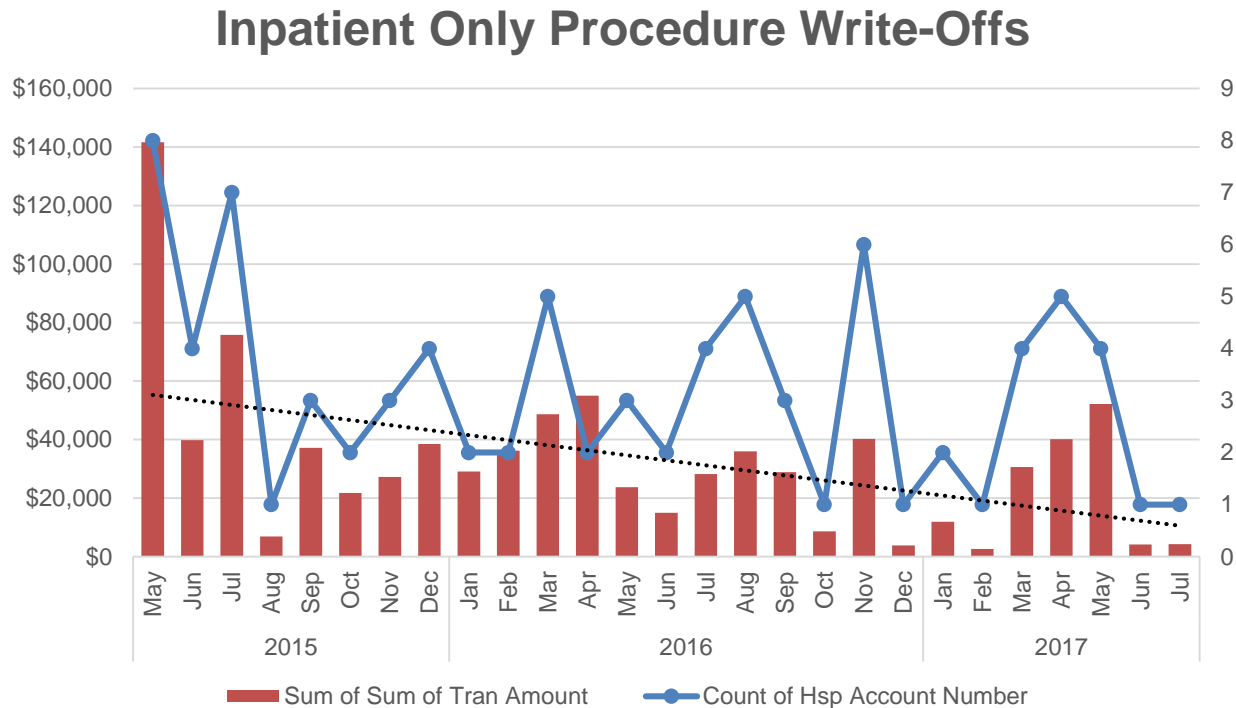
Acknowledge Reason

IP Only procedure not performed Approved by Case Management

Debug Accept

- Reporting to identify when BPA is firing
 - Route admitted accounts to workqueue for Case Management review
- Continuing education with providers, residents, etc.

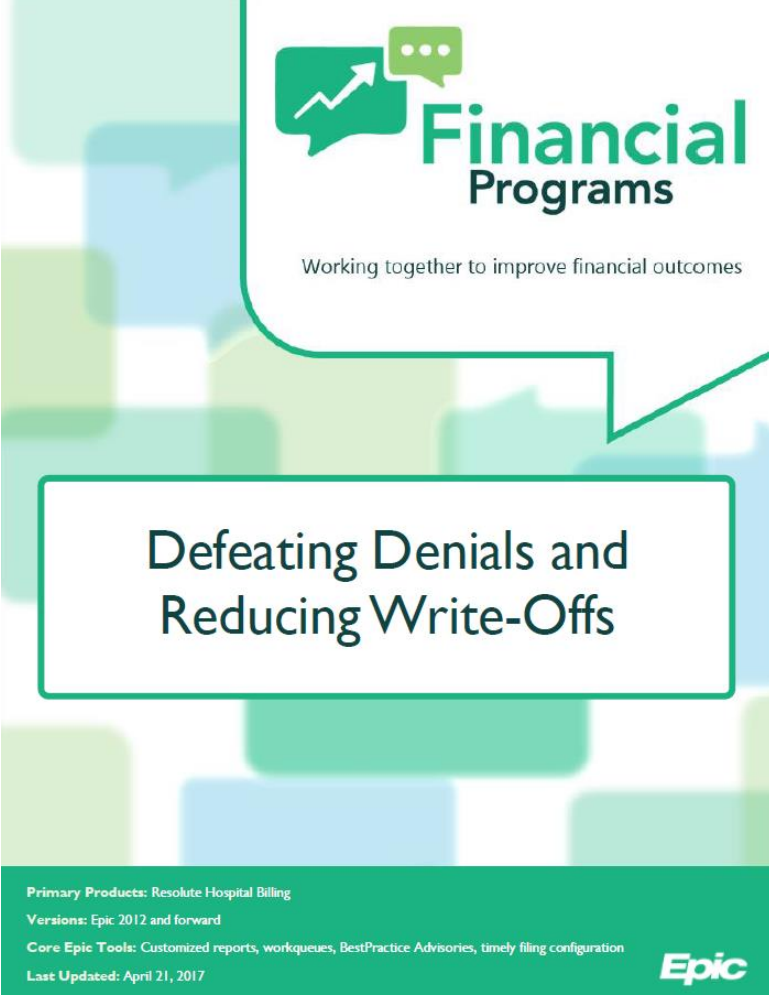
Write Off Reduction: *Inpatient Only Procedures* Results/Current Conditions



- Decreased Inpatient only procedure write-offs by 66%

Write Off Reduction

- Epic specific build logic for Change of Procedure, Inpatient Only, and Timely Filing processes available through Epic Galaxy UserWeb



The graphic features a green and blue background with abstract shapes. At the top right, there is a logo for 'Financial Programs' consisting of two speech bubbles, one containing an upward-pointing arrow, and the text 'Financial Programs' in a bold, sans-serif font. Below the logo is the tagline 'Working together to improve financial outcomes'. A large, white, rounded rectangular callout box with a green border is positioned in the center, containing the text 'Defeating Denials and Reducing Write-Offs'. At the bottom of the graphic, there is a green footer bar with white text providing product and version information, and the Epic logo on the right.

Financial Programs
Working together to improve financial outcomes

Defeating Denials and Reducing Write-Offs

Primary Products: Resolute Hospital Billing
Versions: Epic 2012 and forward
Core Epic Tools: Customized reports, workqueues, BestPractice Advisories, timely filing configuration
Last Updated: April 21, 2017

Epic

Write Off Reduction: *Off Label Infusion Alerts* Background, Solutions, and Results

- Increasing use of IVIG (*Intravenous immunoglobulin*) for off-label diagnoses in infusion departments
- Installed Best Practice Advisory alert when order diagnosis is not approved
 - Payor specific
 - Alerts to update to approved diagnosis
- \$50K year one write-off avoidance with increasing frequency
- Expanding Off Label Use Alerts to other infusion and injection areas

Write Off Reduction: *Medicaid 490 Rev Codes* Background

- Medicaid plans bundle charges on monthly recurring series accounts when a 490 procedure revenue code was present on the claim
 - Only pay 490 Rev Code rate
 - Contractually adjust other treatments on claim
- Split billed claim around Rev Code 490 dates of services
- High volume areas include Chemotherapy, Radiation Oncology, and Wound Care
- Continuing annual net revenue increase of \$32K

Write Off Reduction: *Accommodation Codes* Solutions Mapping and Results

- Pediatric patients transferred to PICU from Surgery were being admitted under an ICU accommodation code
 - ICU = 200 Rev Code
 - PICU = 203 Rev Code
- Medicaid pays X2 for PICU vs. Acute or ICU rates
- Set up daily accommodation code check with Unit Director to ensure proper room charge posting
- 2 year net recovery of \$446K net

Watch List Items

- “Come and Go” Outpatient Procedures
 - Utilize Leave of Absence functionality
 - Billing indicators route HB claims for direct to facility billing
 - PB Charges file to patient’s insurance
- Drug Replacements
 - Non-covered
 - Off Label Use
- Inpatient PB Rounding and Bedside Procedure Charging
 - Anesthesia Providers
 - Off Site/Off EMR Procedure Charging
- Charging for Multi Disciplinary Clinic Rounding

Promote the Team Effort

- Share the good news!
 - Brag on operations + rev cycle partnership
 - Share best practices
- Celebrate wins
 - Reward positive behaviors
- Think creatively
 - Don't be afraid to take a chance
 - Course correct quickly



Thank you!

