



Physician Arrangements

Physician alignment strategies are key to the success of health systems across the country. However, growth in the number and complexity of physician arrangements can make the process very challenging to manage.

Crowe is Your Comprehensive Solution

Crowe is a trusted resource helping to simplify the complexity and assist your organization with the management of physician arrangements. Our extensive healthcare knowledge and expertise, coupled with our integrated and collaborative approach, allows us to help you understand the principal elements necessary to establish and maintain a successful physician arrangement strategy. Crowe provides insight and analysis into the following areas:

Physician Compensation

- Appraisal of base salary, incentive compensation, and bonuses
- Assessment of physician payments per contract terms
- Validation of complex physician arrangements

Physician Contracting

- Assessment of management and control of physician contracts (filing and master contract listing)
- Evaluation of physician contract compliance/payment monitoring programs
- Analyze arrangements to verify payment is in accordance with a signed/valid contract

Maintaining compliance with physician contracts also means being able to understand the nuances and potential pitfalls that are unique to each type of arrangement – Employment; Independent; Administrative Services; Recruitment; Joint Ventures; Leases; and Professional services agreements, including medical directors – and how they affect your organization. Within the above arrangements, our objectives include determining whether:

- Financial arrangements with physicians have current written agreements that comply with key aspects of Stark regulations.

- A comprehensive program is in place to monitor payments to physicians based upon contract terms to avoid overpayments, including a resolution process in the event an overpayment is identified.
- An effective monitoring process exists to verify physician contracts are properly reviewed, approved and renewed on a timely basis.
- An effective mechanism is in place to obtain and document Fair Market Value for the services being provided when a physician is compensated or involved in rental of space or equipment.
- A control process is present to monitor space and equipment usage, as well as monitoring and collection of physician accounts receivable.
- An effective mechanism is available to document that the terms of each agreement are being followed, including services provided.
- A process exists to identify services provided to physicians and verify an agreement is in place with commercially reasonable payments being made for these services.

Crowe also provides the following physician related services to help healthcare organizations more effectively manage physician practices:

- **Physician Revenue Cycle** – Review the process for revenue charge capture/billing for physician services in selected departments. Additionally, for selected registered/admitted inpatient and outpatient accounts, perform detail testing of a sample of patient accounts (i.e. using superbills and charge sheets) to determine whether physician services were accurate, and timely charged and billed.
- **Physician Coding Audits** – Audit of the accuracy of the professional Current Procedural Terminology (CPT) coding, according to CPT guidelines. Detailed review of patient medical records, encounter forms and Centers for Medicare and Medicaid Services (CMS) 1500 claim forms from an independently selected judgmental sample.
- **Physician Coding** – Implement a monitoring program.

About Crowe

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Why Crowe?

- **Experience** – Crowe is a highly qualified resource with vast experience in reviewing all types of physician arrangements from large healthcare systems to stand alone hospitals.
- **Project Team** – Our multi-disciplinary team has in-depth knowledge of simple to complex physician arrangements, the risks that are unique to each type of contract, and the processes that can be implemented to avoid these risks.
- **Mission Driven** – Our goal is to advance healthcare organizations by assisting our clients in fulfilling their mission.