Crowe

Smart decisions. Lasting value.™

Crowe Healthcare Summit 2019

Nurture Your Network
Upskill. Connect. Grow.

Client Showcase
Simplifying Data Analysis Through Visualization

September 17

Presented by:
Thor Peterson
Wynne Campbell
Gayle Flanagan
Meghan DeCuir
Kristen Hancock

Introducing Healthcare's Trusted Community:

The Crowe Hive Network

Being successful in your role today looks different than it did even a few years ago. **Engage with a network of those who have been there before you:**

- Ask and answer community questions
- Seek validation and gain support through crowdsourcing
- Connect with peers and Crowe specialists
- Earn rewards for your engagement and shop the Hive store

Simplify your busy workday. Register today to continue the Healthcare Summit conversations: **crowehive.com.**

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Agenda

- Introduction
- Visualization Examples for…
  - Recovery and Takeback Analysis
  - Change in Prior Analysis
  - Revenue Cycle Performance Analytics

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Your Crowe Presenters

Thor Peterson

is responsible for helping our clients better visualize and understand their financial data. In this role, he leads content design using the Crowe RCA Ad-hoc Reporting Module and oversees Tableau software implementation and training.

Wynne Campbell

is the product manager for the Crowe Performance Analytics product. Wynne's experience includes healthcare revenue cycle consulting with focus on A/R management, physician documentation improvement, denials management, and front-end process improvement.

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Your Showcase Presenters

Gayle Flanagan

Meghan DeCuir

Kristen Hancock

Hartford HealthCare

Ochsner Health System

CHRISTUS Health

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Recovery and Takeback Analysis

Gayle Flanagan

Hartford Healthcare

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Gayle Flanagan

is the Director of Revenue and Receivable Analytics at Hartford Heatlhcare in Connecticut. She has worked at Hartford Healthcare for over 20 years in the area of Finance and has over 30 years' experience in Healthcare reimbursement. Currently, Gayle is responsible for all of Hartford Healthcare's Acute Hospital's month end reserves and AR analytics. Gayle is also a lead, coordinating EPIC, RCA and PeopleSoft system's coding.

Hartford HealthCare

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Pictured: Bone & Joint

HARTFORD HEALTHCARE CROWE RCA SUMMIT 2019

Recovery and Takeback Analysis

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Connecticut's most comprehensive health care network

Hartford HealthCare
Connect to healthier.™

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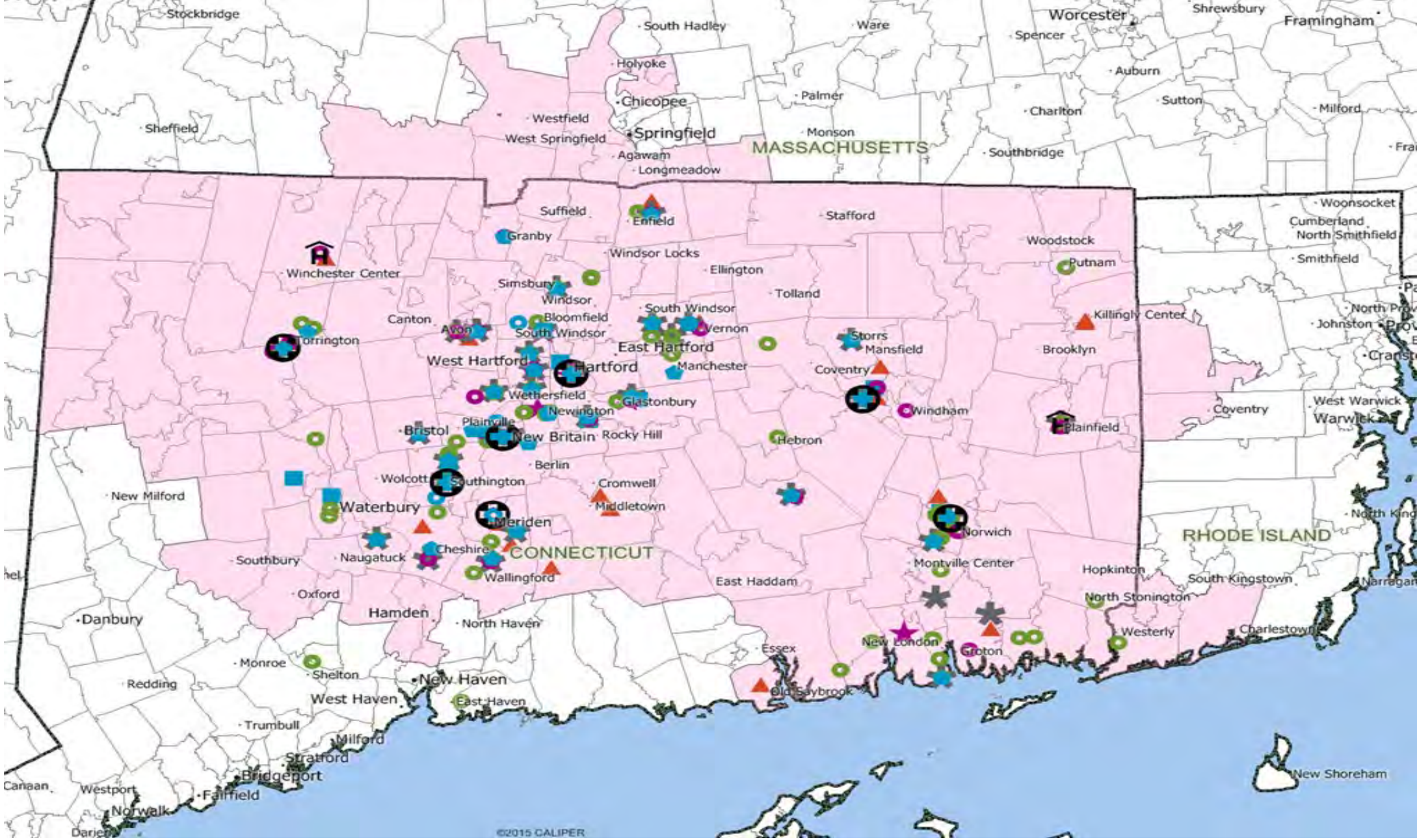

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6 Acute Care Hospitals *covering 4 major regions in CT*	**270** Total Locations	**126** Towns and cities *Spanning across 3 states: CT, RI and MA*	**11** Surgical & Diagnostic Centers	**33** Family Health Centers	**17** Urgent Care Centers
33 Imaging Locations	**89** Physician Service Sites	**3** LifeStar *CT's longest running air ambulance*	**20k+** Employees	**$3.1B** Operating Revenue *Audited*	**$267M** Community Benefit *2017*

Connecticut's most comprehensive health care network

Hartford HealthCare
Connect to healthier.™

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HHC AND CROWE RCA AT A GLANCE

HHC

- Implemented Crowe RCA 6 Acute Hospitals with 5 legacy systems: Invision, STAR, 2 Meditech versions and MS4
- Conversion to EPIC began 2016 and continues
- Templates used for Reserve calculations.

CROWE RCA

- Implemented 2014
- Upgrade Crowe RCA 2017 in 2/2019
- Tableau implementation 6/2019

Recoveries & Takebacks

- Conversion of Legacy system
- Manual review of ranges
- Automation of ranges via Tableau

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Recovery and Takebacks

- Legacy System
- Impacts of Legacy system Conversion to Recovery and Takeback
- Recovery and Takeback ranges provide payment and recoup detail regarding bad debt and inactive accounts for a specific ATB date range, ie 12 months

Recovery and Takebacks
Prior process

Raw Data from AR59

Manual review of 6 ranges starting with AR59

AR059 Recovery and Takeback

Analysis Date	05/31/2018
Activity Through	05/31/2019

SubFacility	Account Number	In Out Type	System Insurance Provider		Financial Class Code and Name		Insurance Code and Name		Billing Type	Admission Date	Discharge Date	Posting Date	Transaction Code	Transaction Description	Status	Amount	Recovery / Takeback
Hospital A	2754222487	Inpatient	765	Payor A	100	Fin Class ABC	90715	Payor A	Not Recurring	02/07/2018	03/29/2018	02/01/2019	2000	INSURANCE PAYMENT (INSURANCE)	INACTIVE	($233,250.00)	Recovery
Hospital A	8776587163	Inpatient	412	Payor B	102	Fin Class MNX	87865	Payor B	Not Recurring	10/06/2017	11/03/2017	06/20/2018	2000	INSURANCE PAYMENT (INSURANCE)	INACTIVE	($11,843.62)	Recovery
Hospital A	2318754754	Outpatient	765	Payor A	100	Fin Class ABC	90715	Payor A	Not Recurring	10/20/2017	11/06/2017	03/07/2019	2000	INSURANCE PAYMENT (INSURANCE)	INACTIVE	($97,990.00)	Recovery
Hospital A	4345915555	Inpatient	956	Payor CD	103	Fin Class QTV	76777	Payor CD	Not Recurring	10/20/2017	11/06/2017	03/07/2019	2000	INSURANCE PAYMENT (INSURANCE)	INACTIVE	($41,142.00)	Recovery
Hospital A	5844412666	Inpatient	765	Payor A	102	Fin Class MNX	87865	Payor B	Not Recurring	10/20/2017	11/06/2017	03/07/2019	2000	INSURANCE PAYMENT (INSURANCE)	INACTIVE	($34,062.00)	Recovery
Hospital A	5346667777	Outpatient	956	Payor CD	103	Fin Class QTV	76777	Payor CD	Not Recurring	10/30/2017	11/30/2017	06/22/2018	2000	INSURANCE PAYMENT (INSURANCE)	INACTIVE	($13,720.54)	Recovery
Hospital A	5277778888	Inpatient	765	Payor A	100	Fin Class ABC	90715	Payor A	Not Recurring	10/30/2017	11/30/2017	07/31/2018	2000	INSURANCE PAYMENT (INSURANCE)	INACTIVE	($248,122.00)	Recovery
Hospital A	5276889999	Inpatient	412	Payor B	102	Fin Class MNX	87865	Payor B	Not Recurring	02/19/2017	02/26/2017	06/05/2018	2000	INSURANCE PAYMENT (INSURANCE)	INACTIVE	($1,340.00)	Recovery
Hospital A	4255544423	Inpatient	376	Payor MT	100	Fin Class ABC	90715	Payor A	Not Recurring	12/15/2017	12/29/2017	10/09/2018	2000	INSURANCE PAYMENT (INSURANCE)	INACTIVE	$14,739.57	Takeback
Hospital A	8877777523	Inpatient	100	Payor RF	112	Fin class BRD	20744	Payor SOC	Not Recurring	12/15/2017	12/29/2017	08/31/2018	2000	INSURANCE PAYMENT (INSURANCE)	INACTIVE	$140.14	Takeback
Hospital A	4266111244	Outpatient	100	Payor BF	112	Fin class BRD	20744	Payor SOC	Not Recurring	02/05/2018	02/13/2018	08/20/2018	2000	INSURANCE PAYMENT (INSURANCE)	INACTIVE	$186,465.18	Takeback
Hospital A	4255512345	Outpatient	376	Payor MT	789	Fin Class RFT	87884	Payor TRM	Not Recurring	04/05/2018	04/13/2018	08/20/2018	2000	INSURANCE PAYMENT (INSURANCE)	INACTIVE	$250,949.04	Takeback
Hospital A	7488924881	Outpatient	765	Payor A	100	Fin Class ABC	90715	Payor A	Not Recurring	01/05/2018	01/13/2018	08/20/2018	2000	INSURANCE PAYMENT (INSURANCE)	INACTIVE	$73,946.00	Takeback

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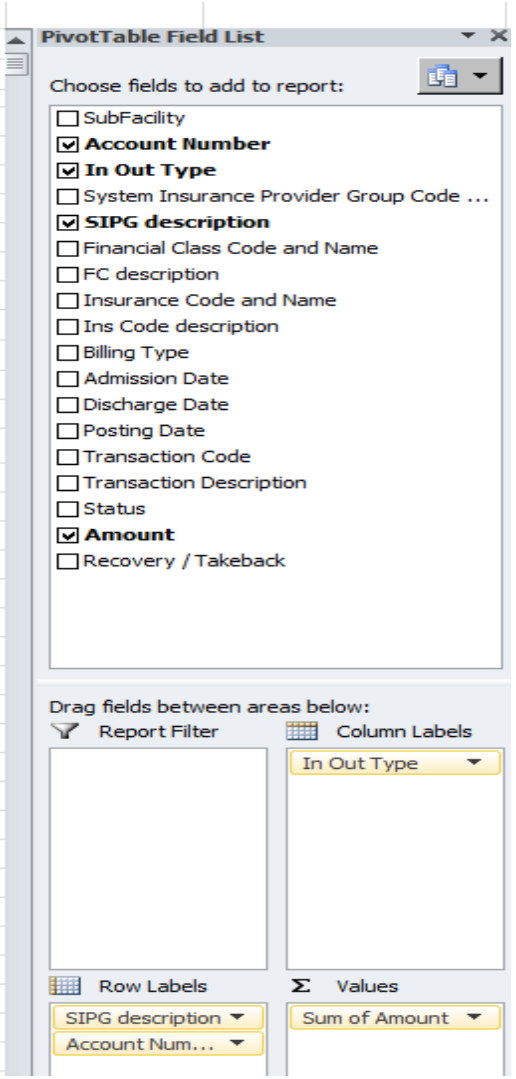
Recovery and Takebacks
Prior process

Pivot by Payor

PIVOT

Sum of Amount				
Row Labels	Account Nu	Inpatient	Outpatient	Grand Total
Total				0
Payor A	42572444		62781	62781
	18795741		-84741	-84741
	27542248	-233250		-233250
	87549171		-8768.27	-8768.27
	97875446		-687.99	-687.99
	15246404		-86.51	-86.51
	51717414	130416		130416
	31034567	1276.6		1276.6
Payor CD	23104478		-837.83	-837.83
	62300572	-30		-30
	23500264	-1000		-1000
	71350862		-8.34	-8.34
	43506361		-84.34	-84.34
	53466677		-13720.54	-13720.54
	78730610		-833.94	-833.94
	61705639		-363.99	-363.99
Payor TRM	72871258		-550	-550
	58759721		300	300
	42555123		250949.04	250949.04
	34811851	240		240
	11625305		-82.07	-82.07
	33407874		-810.97	-810.97
	41506792		-50	-50
	35609222	0		0
	58705122		-202.25	-202.25
Payor B	87765871	-11843.62	0	-11843.62
	62600398		-50	-50
	71504194		-847	-847
	71440107	-2412.13		-2412.13
	55630466	0		0
	31404773		-40	-40



*Fictitious Accounts

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Recovery and Takebacks
Prior process

Pivot by Payor

Sum of Amount		Inpatient	Outpatient	Grand Total
Row Labels	Account Nu			
Total				0
Payor A	42572444		62781	62781
	18795741		-84741	-84741
	27542248	-233250		-233250
	87549171		-8768.27	-8768.27
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	62300572	-30		-30
	23500264	-1000		-1000
	71350862		-8.34	-8.34
	43506361		-84.34	-84.34
	53466677		-13720.54	-13720.54
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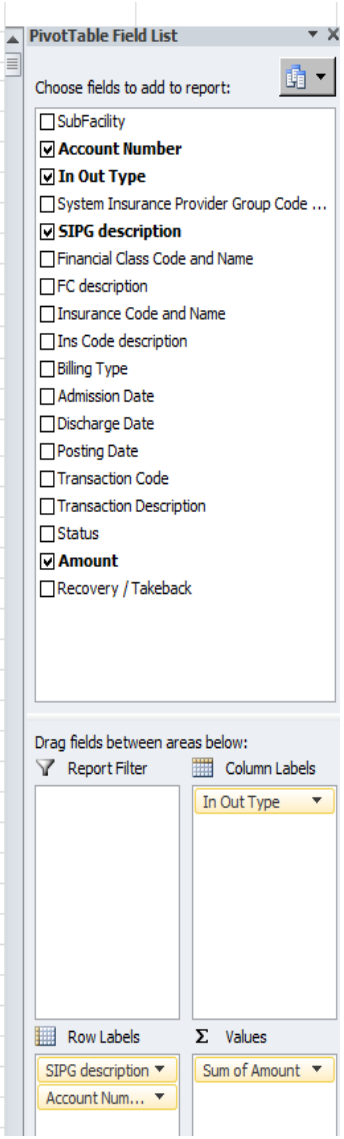
	34811851	240		240
	11625305		-82.07	-82.07
	33407874		-810.97	-810.97
	41506792		-50	-50
	35609222	0		0
	58705122		-202.25	-202.25
Payor B	87765871	-11843.62	0	-11843.62
	62600398		-50	-50
	71504194		-847	-847
	71440107	-2412.13		-2412.13
	55630466	0		0
	31404773		-40	-40



Sum of Amount	Recovery / Takeback		
SIPG Name	Recovery	Takeback	Grand Total
Payor A	-$3,455,332.28	$3,693,099.78	$237,767.50
Payor CD	-$5,803.99	$2,212.40	-$3,591.59
Payor TRM	-$86,149.38	$72,740.01	-$13,409.37
Payor B	-$2,500,571.05	$2,393,195.14	-$107,375.91
Grand Total	-$12,691,066.26	$12,943,370.49	$252,304.23

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*Fictitious Accounts

Drilling to Account Detail

- Multiple Pivots, taking 10 minutes plus per range depending on view wanted

PIVOT

Sum of Amount				
Row Labels	Account Nu	Inpatient	Outpatient	Grand Total
				0
Total				0
Payor A	42572444		62781	62781
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	71350862		-8.34	-8.34
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	41506792		-50	-50
	35609222	0		0
	58705122		-202.25	-202.25
Payor B	87765871	-11843.62	0	-11843.62
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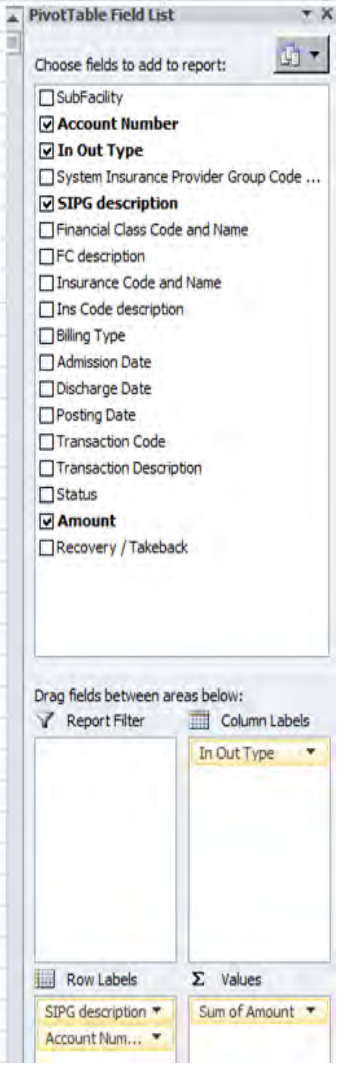
	71504194		-847	-847
	71440107	-2412.13		-2412.13
	55630466	0		0
	31404773		-40	-40



PIVOT

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Payor B	-$2,500,571.05	$2,393,195.14	-$107,375.91
Grand Total	-$12,691,066.26	$12,943,370.49	$252,304.23

PIVOT

Sum of Amount			
Account Number	Status	Total	Takeback/Recovery
42572444	INACTIVE	-62,781.00	Recovery
18795741	INACTIVE	-84,741.00	Recovery
27542248	INACTIVE	-233,250.00	Recovery
51717414	INACTIVE	130,416.00	Takeback
31034567	INACTIVE	1,276.60	Takeback
23104478	INACTIVE	-837.83	Recovery
62300572	INACTIVE	-30.00	Recovery
23500264	INACTIVE	-1,000.00	Recovery
71350862	INACTIVE	-8.34	Recovery
72871258	INACTIVE	-550.00	Recovery
58759721	INACTIVE	300.00	Takeback
42555123	INACTIVE	250,949.04	Takeback
34811851	INACTIVE	240.00	Takeback
87765871	INACTIVE	-11,843.62	Recovery
62600398	INACTIVE	-50.00	Recovery
71440107	INACTIVE	-2,412.13	Recovery
98555512	INACTIVE	16,946.00	Takeback

*Fictitious Accounts

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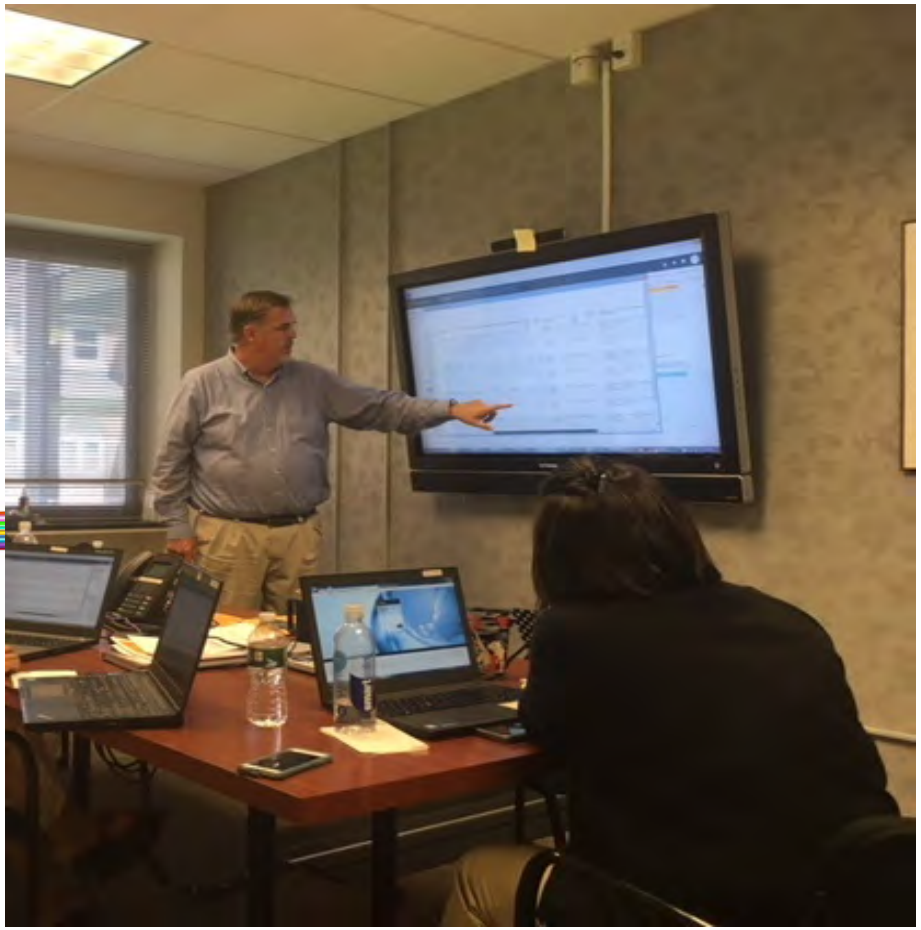
HHC LEAN PRINCIPLE:
KEEP IT SIMPLE

- Transition to Visualization Methodology via Tableau Software
  - Question-based
  - Collaborative Approach



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HHC LEAN PRINCIPLE:
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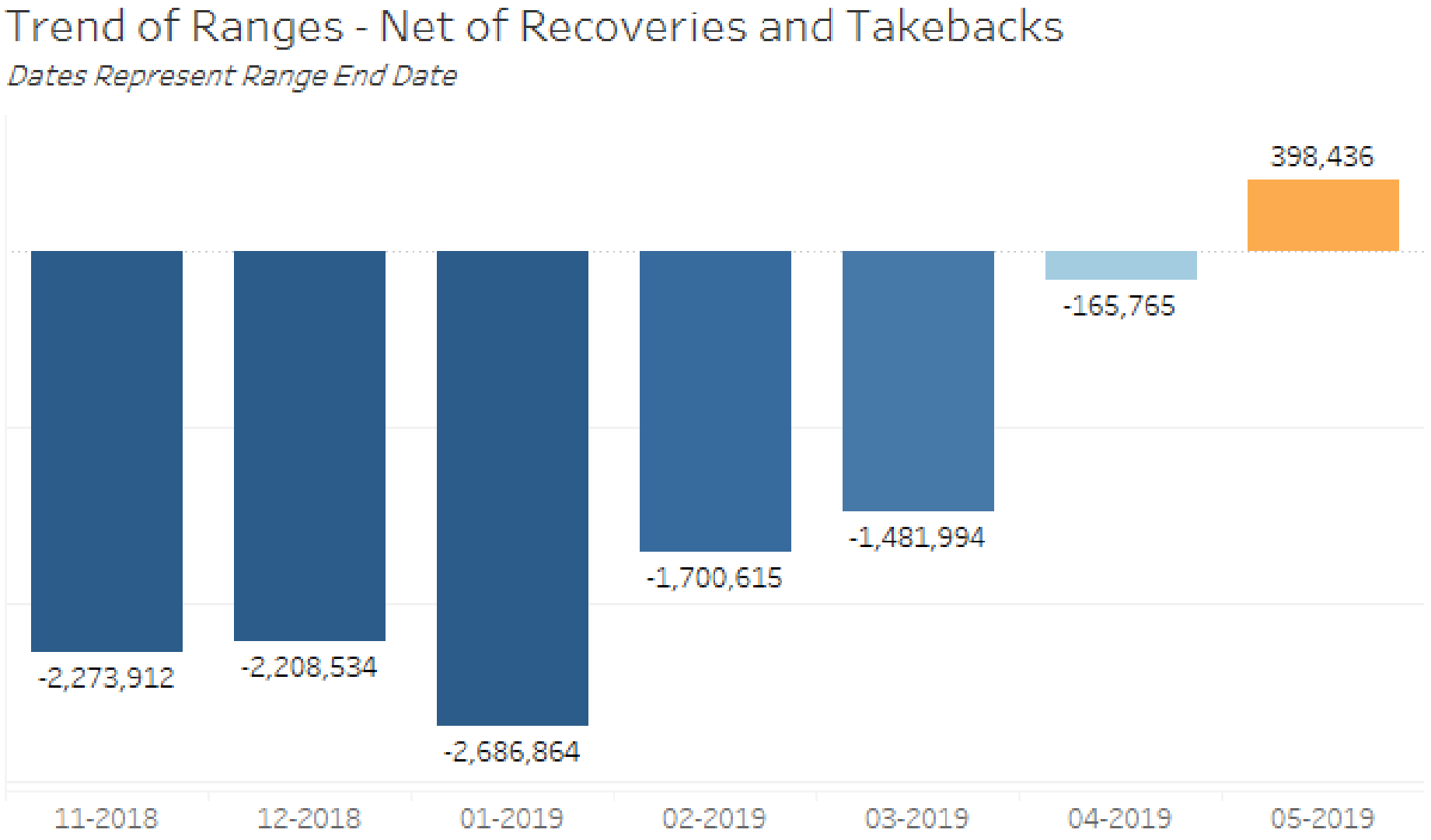

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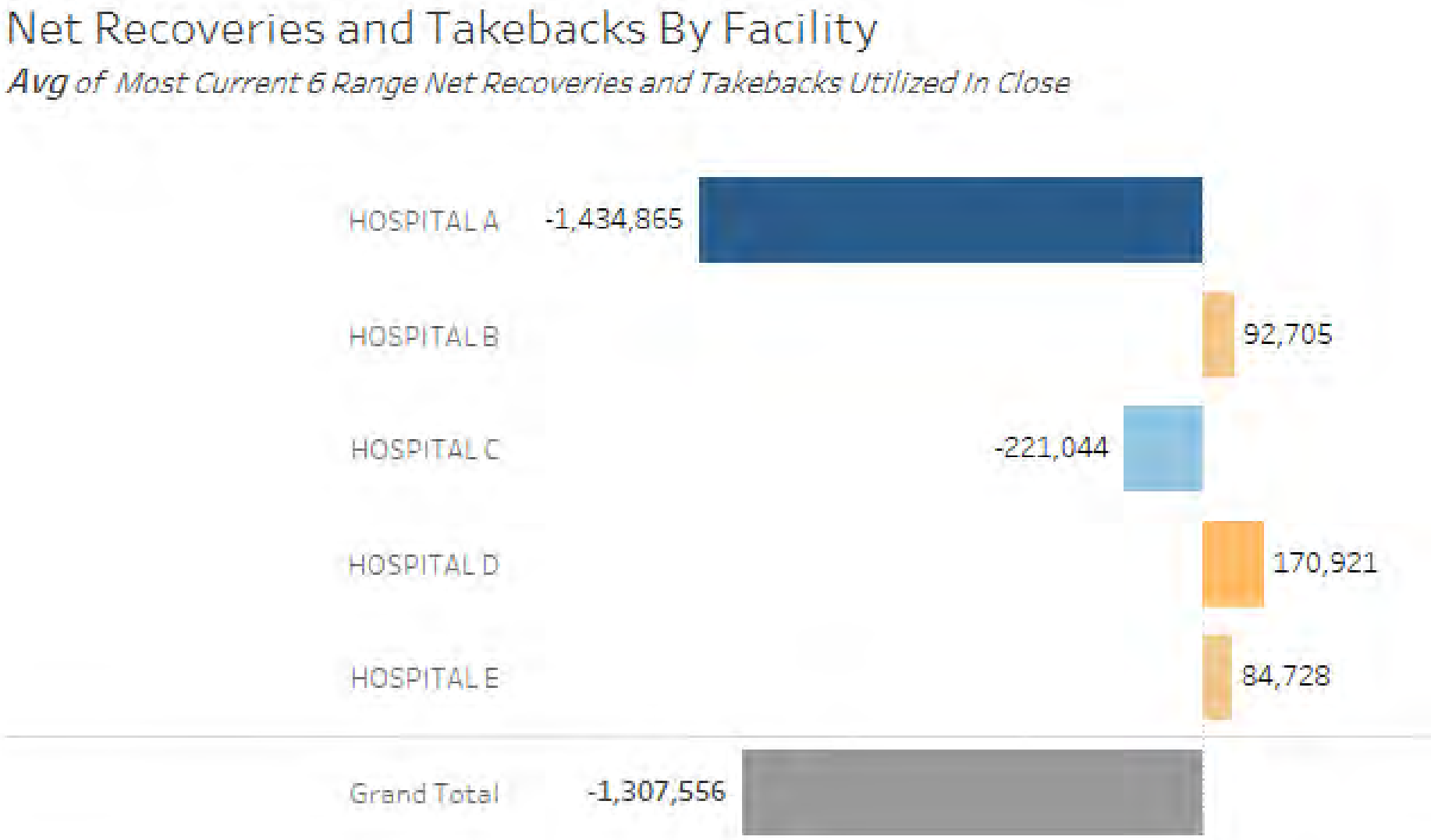

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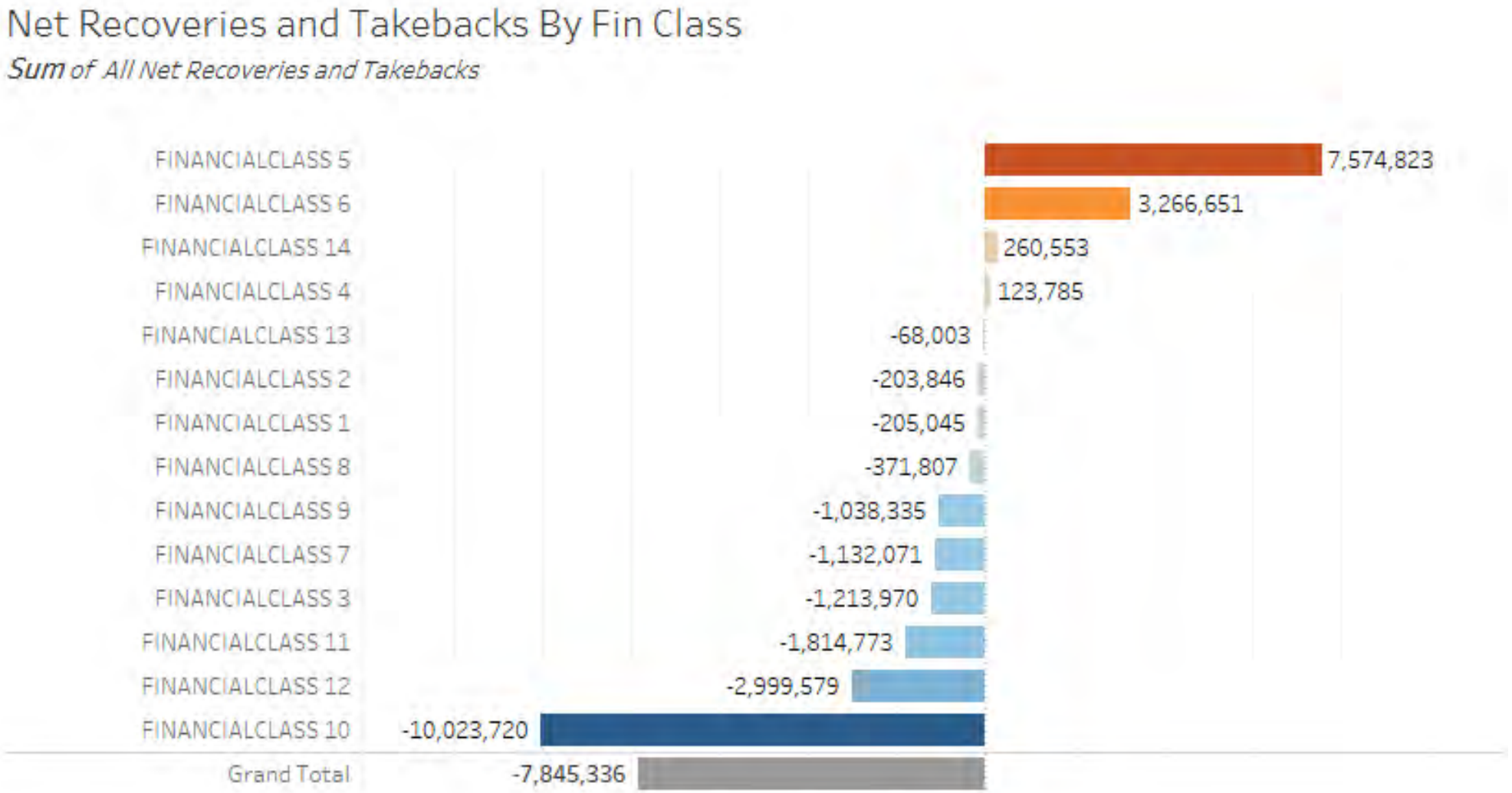

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HHC LEAN PRINCIPLE:
KEEP IT SIMPLE

Comparison of most current range to oldest range

Recoveries and Takebacks By Payer Plan

Range Detail - May 2019

INSURANCE 1	112,438
INSURANCE 10	-147
INSURANCE 100	621,332
INSURANCE 101	-33,709
INSURANCE 102	-12,511
INSURANCE 103	105,947
INSURANCE 104	38,255
INSURANCE 105	11,590
INSURANCE 106	34,311
INSURANCE 107	-9,174
INSURANCE 108	1,584
INSURANCE 109	-20,648
INSURANCE 11	12,841
INSURANCE 110	4
INSURANCE 111	0

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HHC LEAN PRINCIPLE:
KEEP IT SIMPLE

Account Detail

Dates represent Discharge Date

(All)
Recovery
Takeback

Account Number	Insurance Description	Month of Discharge Date	FY 2016	FY 2017	FY 2018	Grand Total
12345	INSURANCE 181	07-2017		286,114		286,114
67891	INSURANCE 150	10-2016		281,102		281,102
23456	INSURANCE 74	01-2017		253,920		253,920
78910	INSURANCE 150	09-2017		233,436		233,436
12345	INSURANCE 150	06-2017		231,567		231,567
67891	INSURANCE 60	10-2016		199,605		199,605
23456	INSURANCE 74	03-2017		194,048		194,048
78910	INSURANCE 74	12-2016		191,536		191,536
12345	INSURANCE 6	09-2017		223,320		223,320
	INSURANCE 31	09-2017		-38,880		-38,880
67891	INSURANCE 31	01-2018			-80,857	-80,857
	INSURANCE 41	01-2018			260,112	260,112
23456	INSURANCE 60	10-2017			178,577	178,577
78910	INSURANCE 165	12-2017			175,467	175,467

Data Source is Crowe RCA AR59

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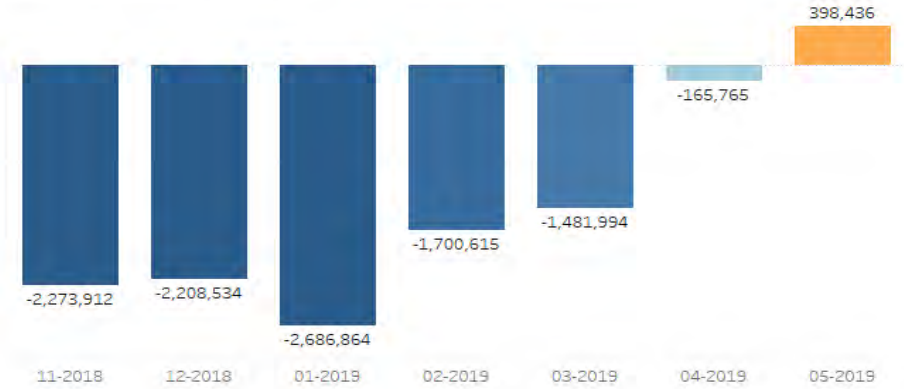
EPIC HB - RCA Recoveries And Takebacks

Month End : June, 2019

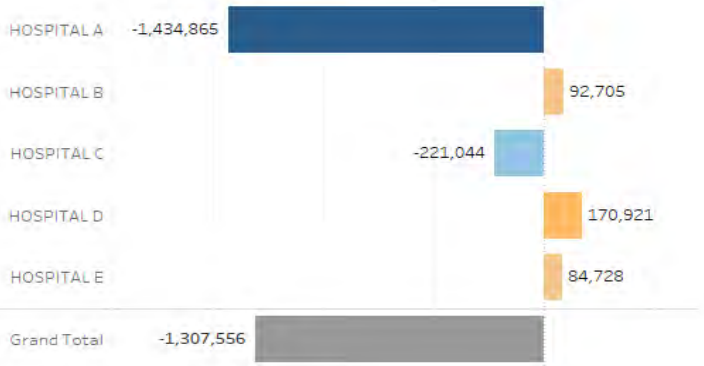
Trend of Ranges - Net of Recoveries and Takebacks

Dates Represent Range End Date



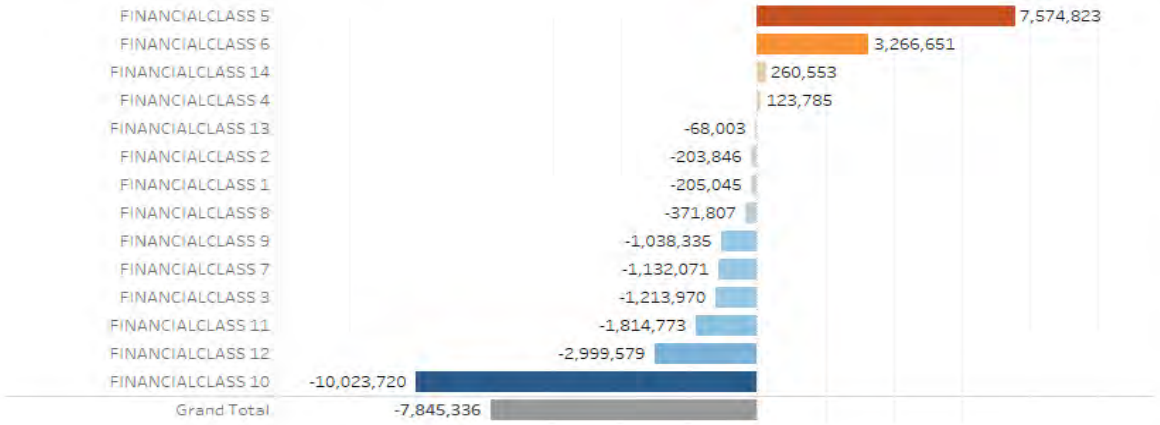
Net Recoveries and Takebacks By Facility

Avg of Most Current 6 Range Net Recoveries and Takebacks Utilized In Close



Net Recoveries and Takebacks By Fin Class

Sum of All Net Recoveries and Takebacks



Comparison of most current range to oldest range

Recoveries and Takebacks By Payer Plan

Range Detail - May 2019

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INSURANCE 108	1,584
INSURANCE 109	-20,648
INSURANCE 11	12,841
INSURANCE 110	4
INSURANCE 111	0

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AR059 Ranges - February

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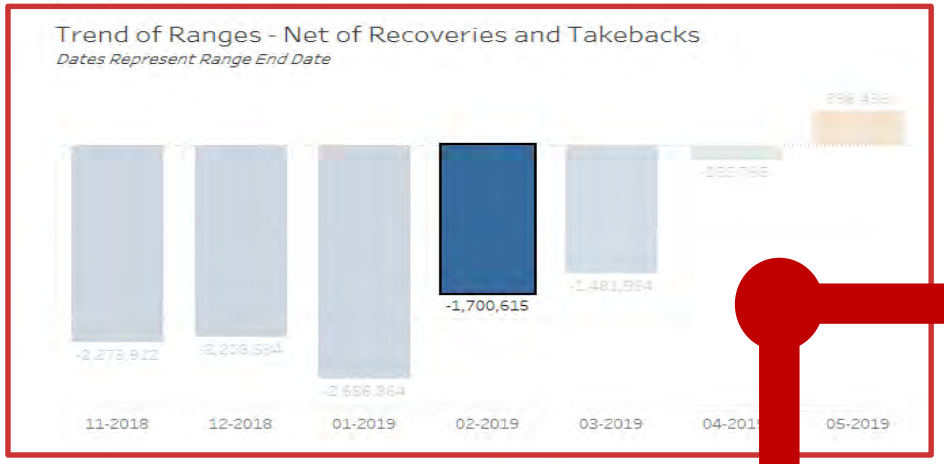
EPIC HB - RCA Recoveries And Takebacks

Month End : June, 2019

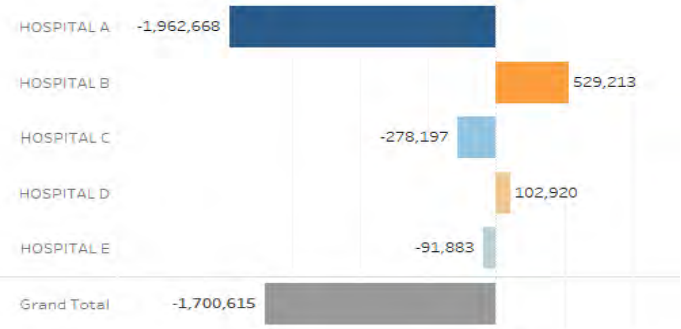
Trend of Ranges - Net of Recoveries and Takebacks

Dates Represent Range End Date



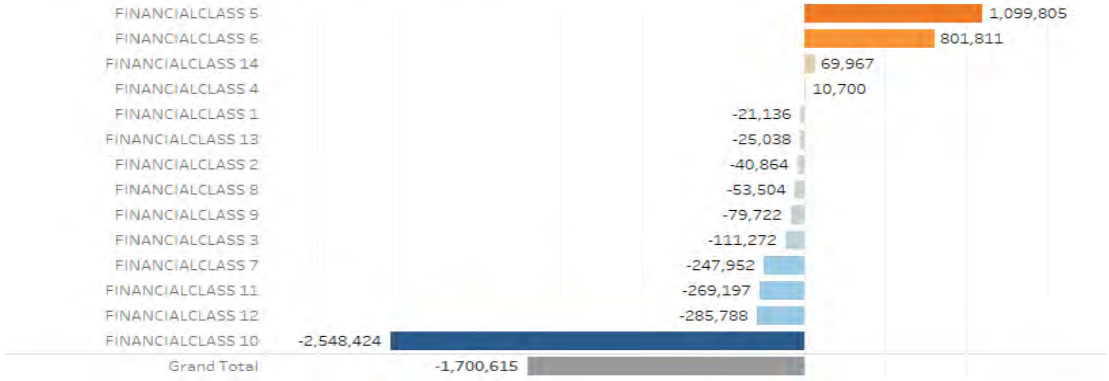
Net Recoveries and Takebacks By Facility

Avg of Most Current 6 Range Net Recoveries and Takebacks Utilized In Close



Net Recoveries and Takebacks By Fin Class

Sum of February 2019 Net Recoveries and Takebacks



Comparison of most current range to oldest range

Recoveries and Takebacks By Payer Plan

Range Detail - February 2019

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Facilities – Hospital A

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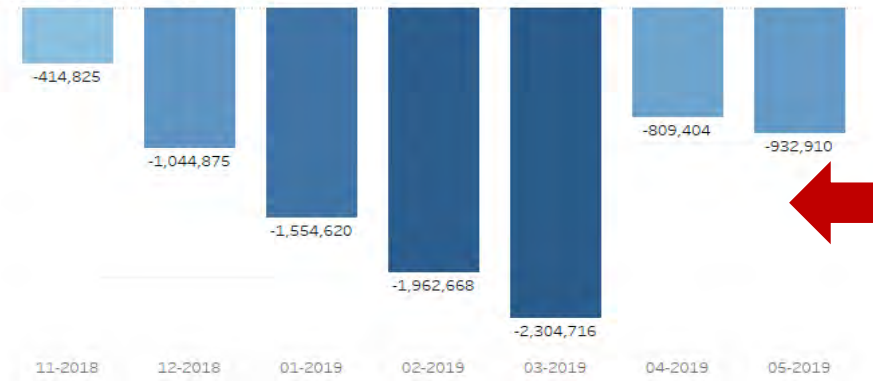
EPIC HB - RCA Recoveries And Takebacks

Month End : June, 2019

Trend of Ranges - Net of Recoveries and Takebacks

Dates Represent Range End Date

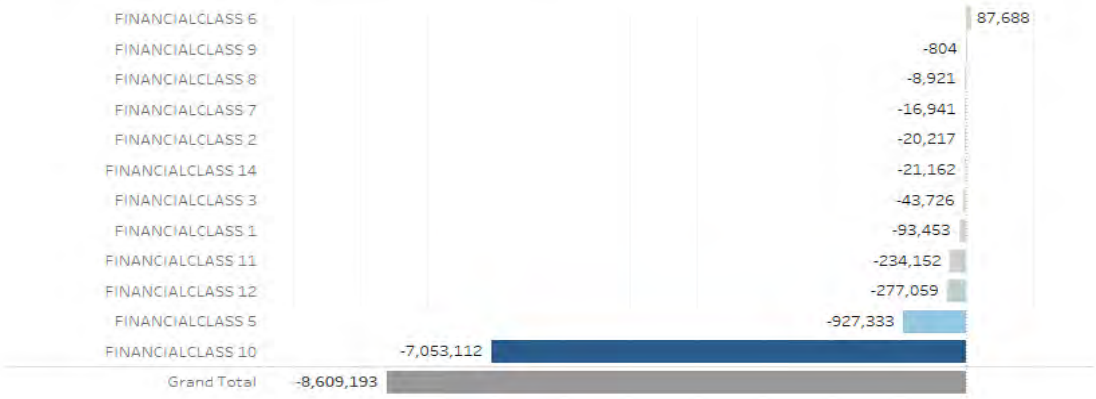


Net Recoveries and Takebacks By Facility

Avg of Most Current 6 Range Net Recoveries and Takebacks Utilized In Close

Net Recoveries and Takebacks By Fin Class

Sum of All Net Recoveries and Takebacks



Comparison of most current range to oldest range

Recoveries and Takebacks By Payer Plan

Range Detail - May 2019

INSURANCE 1	0
INSURANCE 100	-241,911
INSURANCE 101	204
INSURANCE 102	677
INSURANCE 103	-693
INSURANCE 104	770
INSURANCE 105	41
INSURANCE 106	794
INSURANCE 108	0
INSURANCE 109	-550
INSURANCE 11	62
INSURANCE 116	-12,784
INSURANCE 118	125
INSURANCE 122	3,161
INSURANCE 123	10

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Financial Class – FINANCIALCLASS 12

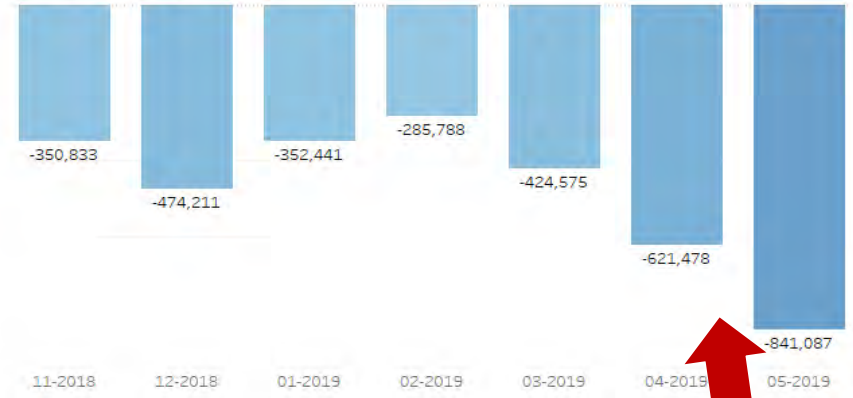
Hartford HealthCare
Connect to healthier.

EPIC HB - RCA Recoveries And Takebacks

Month End : June, 2019

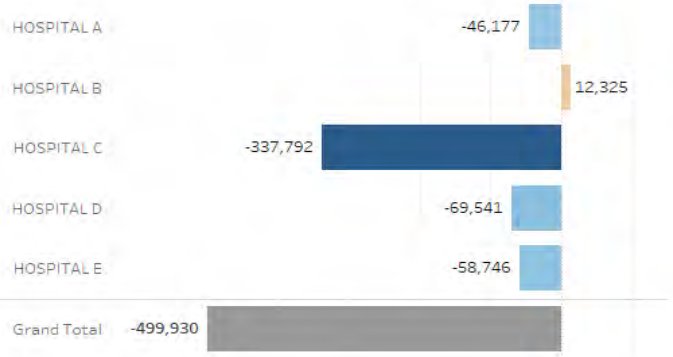
Trend of Ranges - Net of Recoveries and Takebacks

Dates Represent Range End Date



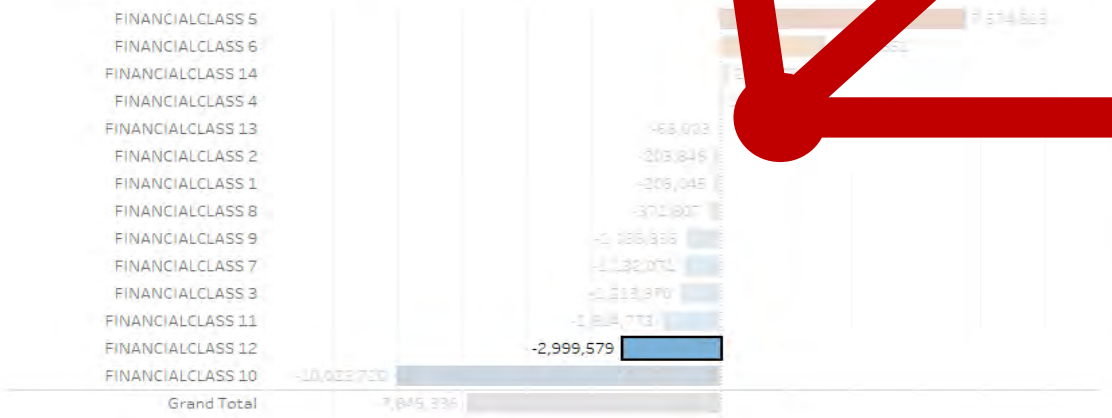
Net Recoveries and Takebacks By Facility

Avg of Most Current 6 Range Net Recoveries and Takebacks Utilized In Close



Net Recoveries and Takebacks By Fin Class

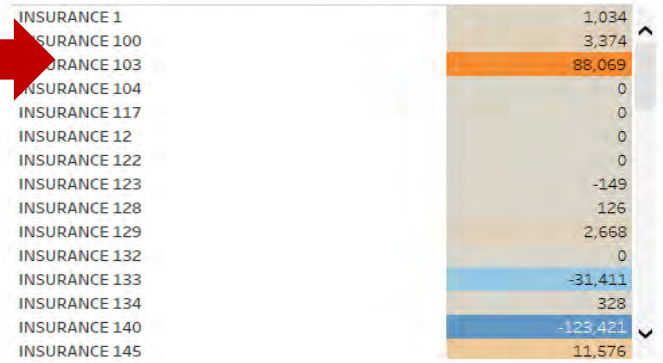
Sum of All Net Recoveries and Takebacks



Comparison of most current range to oldest range

Recoveries and Takebacks By Payer Plan

Range Detail - May 2019



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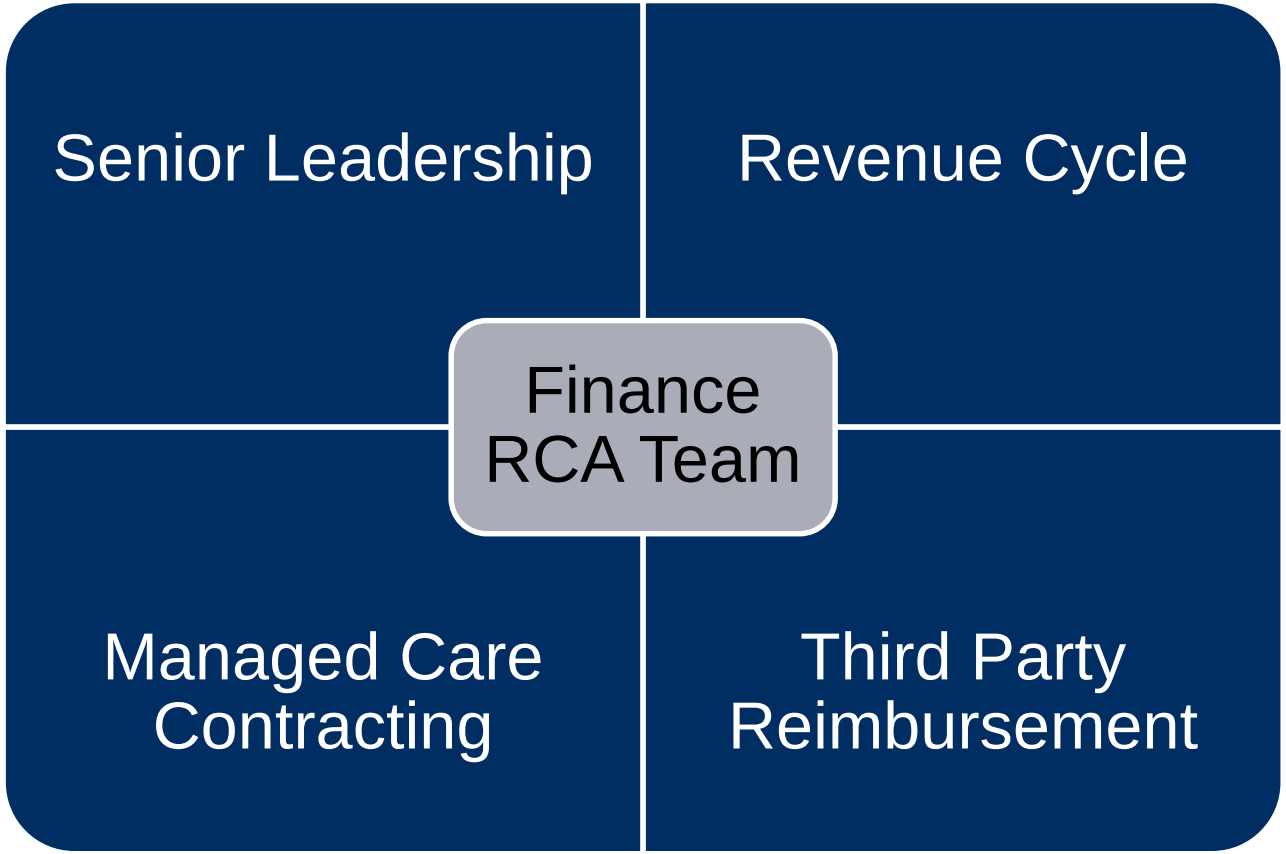
HHC LEAN PRINCIPLE: KEEP IT SIMPLE

Stakeholders



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HHC's CUSTOM SOLUTION

Fully Automated,
Quicker Answers

Consolidated Trending availability by System, Region, Hospital, Range, FC, Payor, Account detail

Removed Manual processing, Data Integrity

Functional Process,
The Big Picture

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Questions

THANK YOU

Hartford HealthCare
Connect to healthier.™

Change in Prior Analysis

Meghan DeCuir

Ochsner Health System

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Meghan DeCuir

is a director within the Reimbursement department at Ochsner Health System and is based in New Orleans. She has over ten years of experience in public accounting and healthcare. Meghan is an integral part of the Ochsner team responsible for hospital and physician patient net revenue including the implementation and management of the Crowe RCA application. Meghan is also a certified public accountant.

Ochsner™
Health System

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Ochsner Health System

Solutions Using Tableau Visualizations

Crowe Healthcare Summit 2019

Ochsner™
Health System

Who we are and what we do

- Louisiana's largest **non-profit**, **academic**, healthcare system.
- 40 owned, managed, or affiliated **hospitals** and more than 100 **health care centers** and **urgent care** centers.
- More than **25,000 employees** and **4,500 employed** and affiliated physicians in over **90 medical specialties.**

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Who we are and what we do

- Hybrid Structure of Hospital Net Revenue and AR Valuation
  - *Centralized* – Shared Policies and Procedures; Consistent MRA Settings for Hospital AR Valuation; and shared analytics
  - *Decentralized* – Finance teams at each facility
- Physicians Net Revenue and AR Valuation

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Where we came from

Excel models using data downloaded from multiple sources

Resource intensive analytics

Different analytics for different facilities

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Where we are now

Automated analytics using Crowe RCA and EPIC tables

Interactive, drillable dashboards

Published dashboards available for all RCA users

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Change in Prior (CIP) Dashboard – May

© 2019 Crowe LLP

Ochsner Health System

Contains Data Calculated by:
July 30, 2019

Notes:
Change In Prior (CIP): Represents the value change only on accounts in month-end A/R from one period to the next. CIP does not include accounts that both came in and fell out of A/R mid-month.
Transaction Based Yes/No: Yes represents the CIP on accounts where a transaction was posted throughout the month. No represents the CIP on accounts where no transaction was posted, generally meaning a reserve change has taken place.

Contractual Change In Prior (CIP) Dashboard

Subfacility: (Multiple values)

Prim Sipg Alt: (Multiple values)

6 Month Trend on Change In Prior Estimates

Transaction Based Yes/No

	12 2017		01 2018		02 2018		03 2018		04 2018		05 2018	
	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes
FC 1	12,491	(240,310)	(112,618)	(240,229)	168,890	29,544	224,687	(176,131)	(410,940)	(413,444)	197,712	(445,246)
FC 2	156,866	(31,081)	5,735	2,503	(59,851)	(137,823)	47,871	(58,791)	11,068	(157,135)	19,657	(259,593)
FC 3	121,864	226,571	(176,651)	56,675	(31,555)	215,573	1,040	71,298	17,006	37,496	(57,118)	(64,635)
FC 4	(84,706)	(8,875)	(34,939)	(140,913)	(97,308)	99,376	(3,280)	48,661	27,443	10,208	(2,997)	(48,298)
FC 5	(1,681)	(251)	(4,620)	(4,239)	(9,880)	(744)	(3,737)	(931)	4,452	(3,906)	(350)	(4,745)
FC 6	50,249	75,568	(5,781)	70,890	136	21,317	(80,442)	314	(15,338)	54,549	10,817	(47,311)
FC 8*	3,705	(11,297)	(36,528)	(19,330)	276	(35,182)	(22,962)	(25,301)	(3,661)	(4,309)	(6,137)	262,029
FC 9	(22,918)	40,946	(53,299)	(40,645)	934	321,201	(51,983)	(7,390)	12,040	(99,830)	18,495	17,289
FC 10	928	856	92,758	21,274	(102,568)	60,542	66,779	54,632	(899)	12,749	(46,295)	(151,895)
FC 11	31,316	49,040	7,332	(120,915)	47,849	20,912	(4,253)	71,415	58,352	19,182	24,355	79,047
Grand Total	268,115	101,167	(318,612)	(414,931)	(83,079)	594,717	173,721	(22,224)	(300,478)	(544,438)	158,137	(663,358)

Month Over Month Variance on CIP Est

Transaction Based Yes/No

	05 2018		05 2018
	No	Yes	Total
FC 1	608,652	(31,802)	576,849
FC 2	8,588	(102,458)	(93,869)
FC 3	(74,124)	(102,131)	(176,255)
FC 4	(30,440)	(58,506)	(88,947)
FC 5	(4,801)	(839)	(5,641)
FC 6	26,155	(101,860)	(75,705)
FC 8*	(2,476)	266,338	263,862
FC 9	6,455	117,119	123,574
FC 10	(45,396)	(164,645)	(210,040)
FC 11	(33,998)	59,864	25,867
Grand Total	458,615	(118,920)	339,695

Current Month SIPG Analysis

Transaction Based Yes/No

	No	Yes
SIPG 1	29,347	(17,211)
SIPG 2	5,714	10,331
SIPG 3	(77,429)	(281,187)
SIPG 5	139,568	5,918
SIPG 6	25,079	(61,158)
SIPG 7	18	81
SIPG 8	35,402	(16,226)
SIPG 10	(26,073)	(70,618)
SIPG 11	10,701	(47,711)
SIPG 12	94	(10,756)
SIPG 14	0	
SIPG 15	1	
SIPG 16	59,875	4,257
SIPG 17	27	5,002
SIPG 18	12,505	5,629
SIPG 19	(6,137)	262,029
SIPG 20	(18,934)	(109,361)
SIPG 21	19,657	(259,593)
SIPG 22	(57,099)	(64,635)
SIPG 26	23,068	22,319
SIPG 27	(350)	(4,745)
SIPG 31	5,045	37,125
SIPG 33	(45,847)	(155,924)
SIPG 34	(448)	4,028
SIPG 35	24,355	79,047
Grand Total	158,137	(663,358)

Current Month Aging Analysis

Transaction Based Yes/No

	No	Yes
Closed	(207)	(488,896)
In-House	(81,287)	32,751
DNFB	45,435	97,567
0-30	(200,332)	(36,560)
31-60	130,149	(240,268)
61-90	134,145	(83,083)
91-120	60,694	51,120
121-150	15,253	11,229
151-180	(18,714)	16,672
181-270	68,625	13,694
271-360	3,311	2,498
361+	1,065	(40,082)
Grand Total	158,137	(663,358)

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6 Month Trend on Change in Prior Estimates

Contractual Change In Prior (CIP) Dashboard

6 Month Trend on Change In Prior Estimates

Transaction Based Yes/No

	12 2017		01 2018		02 2018		03 2018		04 2018		05 2018	
	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes
FC 1	12,491	(240,310)	(112,618)	(240,229)	168,890	29,544	224,687	(176,131)	(410,940)	(413,444)	197,712	(445,246)
FC 2	156,866	(31,081)	5,735	2,503	(59,851)	(137,823)	47,871	(58,791)	11,068	(157,135)	19,657	(259,593)
FC 3	121,864	226,571	(176,651)	56,675	(31,555)	215,573	1,040	71,298	17,006	37,496	(57,118)	(64,635)
FC 4	(84,706)	(8,875)	(34,939)	(140,913)	(97,308)	99,376	(3,280)	48,661	27,443	10,208	(2,997)	(48,298)
FC 5	(1,681)	(251)	(4,620)	(4,239)	(9,880)	(744)	(3,737)	(931)	4,452	(3,906)	(350)	(4,745)
FC 6	50,249	75,568	(5,781)	70,890	136	21,317	(80,442)	314	(15,338)	54,549	10,817	(47,311)
FC 8*	3,705	(11,297)	(36,528)	(19,330)	276	(35,182)	(22,962)	(25,301)	(3,661)	(4,309)	(6,137)	262,029
FC 9	(22,918)	40,946	(53,299)	(40,645)	934	321,201	(51,983)	(7,390)	12,040	(99,830)	18,495	17,289
FC 10	928	856	92,758	21,274	(102,568)	60,542	66,779	54,632	(899)	12,749	(46,295)	(151,895)
FC 11	31,316	49,040	7,332	(120,915)	47,849	20,912	(4,253)	71,415	58,352	19,182	24,355	79,047
Grand Total	268,115	101,167	(318,612)	(414,931)	(83,079)	594,717	173,721	(22,224)	(300,478)	(544,438)	158,137	(663,358)

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March, April, and May Change in Prior Estimates

03 2018		04 2018		05 2018	
No	Yes	No	Yes	No	Yes
224,687	(176,131)	(410,940)	(413,444)	197,712	(445,246)
47,871	(58,791)	11,068	(157,135)	19,657	(259,593)
1,040	71,298	17,006	37,496	(57,118)	(64,635)
(3,280)	48,661	27,443	10,208	(2,997)	(48,298)
(3,737)	(931)	4,452	(3,906)	(350)	(4,745)
(80,442)	314	(15,338)	54,549	10,817	(47,311)
(22,962)	(25,301)	(3,661)	(4,309)	(6,137)	262,029
(51,983)	(7,390)	12,040	(99,830)	18,495	17,289
66,779	54,632	(899)	12,749	(46,295)	(151,895)
(4,253)	71,415	58,352	19,182	24,355	79,047
173,721	(22,224)	(300,478)	(544,438)	158,137	(663,358)

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Drilling into Account Detail

Ochsner Health System

Top N: 10

Instructions:
In the 'Top N' dropdown box select the # of top/bottom CIP accounts you would like to see. Select an account # below to view account details to the right. Hovering over values in the Acct Reserve Comparison will provide more info in a tooltip.

Change In Prior Detail

Top 10 for Contractual VA CIP
5/31/2018 12:00:00 AM

Account Number	Prim Sipg Alt	Thm Transaction Based	CIP Contractual	Total CIP	Account Balance	Estimated Total Res	Net A/R Excl Recoveries
12345	SIPG 19	Yes	14,304	16,346	500	192	308
67891	SIPG 19	Yes	11,726	12,297	0	0	0
23456	SIPG 19	Yes	11,563	11,721	0	0	0
78910	SIPG 19	Yes	8,495	9,449	0	0	0
12345	SIPG 19	Yes	8,064	8,739	1,634	626	1,007
67891	SIPG 19	Yes	7,566	8,058	0	0	0
23456	SIPG 19	Yes	7,111	7,891	0	0	0
78910	SIPG 19	Yes	6,887	6,197	3,472	1,332	2,141
12345	SIPG 19	Yes	6,520	6,748	750	288	462
67891	SIPG 19	Yes	6,431	6,983	0	0	0
23456							
78910							

Bottom 10 for Contractual VA CIP
5/31/2018 12:00:00 AM

Account Number	Prim Sipg Alt	Thm Transaction Based	CIP Contractual	Total CIP	Account Balance	Estimated Total Res	Net A/R Excl Recoveries
12345	SIPG 19	Yes	(1,862)	(1,670)	0	0	0
67891	SIPG 19	Yes	(831)	(814)	0	0	0
23456	SIPG 19	Yes	(610)	(610)	0	0	0
78910	SIPG 19	Yes	(499)	(554)	121	63	57
12345	SIPG 19	Yes	(386)	(329)	0	0	0
67891	SIPG 19	Yes	(361)	(356)	0	0	0
23456	SIPG 19	Yes	(346)	(346)	0	0	0
78910	SIPG 19	Yes	(318)	(845)	700	528	172
12345	SIPG 19	Yes	(273)	(216)	100	31	69
67891	SIPG 19	Yes	(206)	(161)	9,273	7,245	2,028
23456							
78910							

Acct Reserve Comparison

	12345	
	April 2018	May 2018
Mra Total Charges	31,329	31,329
C/A Trans	0	(6,081)
BD Trans	0	0
CH Trans	0	0
AD Trans	0	0
Total Payments	(250)	(24,748)
Account Balance	31,079	500
Estimated C/A	20,385	0
Estimated BD	2,228	172
Estimated CH	6	20
Estimated AD	0	0
Estimated Total Res	22,619	192
Net A/R Excl Recoveries	8,460	308

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Drilling into the Account Reserves

Acct Reserve Comparison

	12345	
	April 2018	May 2018
Mra Total Charges	31,329	31,329
C/A Trans	0	(6,081)
BD Trans	0	0
CH Trans	0	0
AD Trans	0	0
Total Payments	(250)	(24,748)
Account Balance	31,079	500
Estimated C/A	20,385	0
Estimated BD	2,228	172
Estimated CH	6	20
Estimated AD	0	0
Estimated Total Res	22,619	192
Net A/R Excl Recoveries	8,460	308

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Change in Prior (CIP) Dashboard - August

Showing Recoupment

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Ochsner Health System

Contains Data Calculated by:
July 30, 2019

Notes:
Change In Prior (CIP): Represents the value change only on accounts in month-end A/R from one period to the next. CIP does not include accounts that both came in and fell out of A/R mid-month.
Transaction Based Yes/No: Yes represents the CIP on accounts where a transaction was posted throughout the month. No represents the CIP on accounts where no transaction was posted, generally meaning a reserve change has taken place.

Bad Debt, Charity & Admin Change In Prior (CIP) Dashboard

Subfacility: Westbank (1202) | In Out Type: (All) | Primary Sipg: (All)

6 Month Trend on Change In Prior Estimates

Transaction Based Yes/No

	03 2018		04 2018		05 2018		06 2018		07 2018		08 2018	
	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes
FC 1	(59,047)	162,145	(76,931)	157,410	(86,200)	132,329	(12,678)	204,011	(239,183)	(2,853)	(159,772)	79,452
FC 2	(11,084)	(31,733)	(14,875)	35,157	(24,610)	(4,996)	(18,610)	8,200	(19,634)	(4,622)	(59,072)	35,318
FC 3	36,211	263,703	22,160	187,351	43,838	165,515	44,769	165,970	11,319	170,933	25,898	161,459
FC 4	6,394	4,866	15,079	40,997	8,822	10,353	(4,284)	14,140	(2,727)	(1,746)	(22,222)	35,132
FC 5	(1,663)	9,311	(1,867)	497	(430)	293	45	1,918	675	145	459	
FC 6	(5,383)	49,706	(140)	66,803	(7,211)	54,217	(8,910)	59,408	(26,320)	55,998	(20,186)	73,595
FC 8*	462	1,716	(5,224)	(3,333)	4,170	2,020	(4,126)	(1,267)	(4,019)	4,259	(5,524)	9,836
FC 9	(8,980)	28,209	6,865	47,748	(11,947)	8,648	(362)	15,518	(3,825)	14,814	(18,462)	13,593
FC 10	(419)	292	167	(2,234)	(1,492)	2,903	(2,289)	3,079	(1,838)	3,748	(1,931)	3,245
FC 11	6,753	7,518	6,026	17,961	(2,412)	(56,623)	(10,757)	10,943	(18,413)	10,307	(14,135)	8,449
Grand Total	(36,756)	495,732	(48,741)	548,357	(77,471)	314,658	(17,202)	481,920	(303,965)	250,982	(274,945)	420,080

Month Over Month Variance on CIP Est

Transaction Based Yes/No

	08 2018		08 2018
	No	Yes	Total
FC 1	79,411	82,304	161,716
FC 2	(39,438)	39,940	502
FC 3	14,579	(9,474)	5,105
FC 4	(11,971)	15,940	3,969
FC 5	(216)	(145)	(361)
FC 6	6,134	17,598	23,732
FC 8*	(1,505)	5,577	0
FC 9	(14,637)	(1,220)	4,072
FC 10	(93)	(502)	(15,857)
FC 11	4,278	(1,857)	(595)
Grand Total	36,543	148,159	2,421
			184,702

Current Month SIPG Analysis

Transaction Based Yes/No

	No	Yes
SIPG 1	(14,988)	(8,463)
SIPG 2	(1,379)	987
SIPG 3	(64,485)	80,108
SIPG 5	(14,267)	(29,867)
SIPG 6	(12,478)	33,587
SIPG 7	62	966
SIPG 8	(11,915)	(2,891)
SIPG 10	(9,387)	15,569
SIPG 11	(20,269)	73,419
SIPG 12	(4,664)	1,401
SIPG 15	(2)	
SIPG 16	(4,731)	(17,751)
SIPG 17	1,503	28
SIPG 18	0	0
SIPG 19	(5,524)	9,836
SIPG 20	(32,600)	22,960
SIPG 21	(59,072)	35,318
SIPG 22	26,145	161,635
SIPG 24	(12,197)	(9,879)
SIPG 26	(638)	29,443
SIPG 27	459	
SIPG 31	(18,452)	11,979
SIPG 33	(1)	1,506
SIPG 34	(1,929)	1,740
SIPG 35	(14,135)	8,449
Grand Total	(274,945)	420,080

Current Month Aging Analysis

Transaction Based Yes/No

	No	Yes
Closed	(1,535)	490,523
In-House	(5,728)	1,831
DNFB	12,672	5,311
0-30	8,774	(852)
31-60	(22,060)	(72,812)
61-90	(113,250)	(1,914)
91-120	(43,564)	(4,489)
121-150	(27,640)	(145)
151-180	(30,624)	1,009
181-270	(18,128)	5,645
271-360	(3,890)	3,777
361+	(29,972)	(7,805)
Grand Total	(274,945)	420,080

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6 Month Trend on Change in Prior Estimates

Showing Payor Recoupment

Contractual Change In Prior (CIP) Dashboard

Subfacility: (Multiple values)

Prim Sipg Alt: (Multiple values)

6 Month Trend on Change In Prior Estimates

Transaction Based Yes/No

	03 2018		04 2018		05 2018		06 2018		07 2018		08 2018	
	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes
FC 1	224,687	(176,131)	(410,940)	(413,444)	197,712	(445,246)	(21,004)	(266,535)	(185,768)	(304,997)	(200,922)	(537,826)
FC 2	47,871	(58,791)	11,068	(157,135)	19,657	(259,593)	17,347	(413,173)	17,354	(318,030)	9,625	(269,105)
FC 3	1,040	71,298	17,006	37,496	(57,118)	(64,635)	77,305	(71,845)	15,416	44,048	(78,065)	202,747
FC 4	(3,280)	48,661	27,443	10,208	(2,997)	(48,298)	6,276	(64,660)	2,133	(59,365)	(13,800)	53,956
FC 5	(3,737)	(931)	4,452	(3,906)	(350)	(4,745)	412		(8,936)	(491)	(2,469)	(87)
FC 6	(80,442)	314	(15,338)	54,549	10,817	(47,311)	(64,887)	(62,255)	(43,821)	53,414	(73,270)	45,047
FC 8*	(22,962)	(25,301)	(3,661)	(4,309)	(6,137)	262,029	4,527	459,062	(30,628)	312,592	(5,311)	(313,652)
FC 9	(51,983)	(7,390)	12,040	(99,830)	18,495	17,289	(16,223)	(14,758)	15,573	60,063	(21,816)	8,996
FC 10	66,779	54,632	(899)	12,749	(46,295)	(151,895)	18,106	14,055	(10,934)	47,790	(35,787)	62,334
FC 11	(4,253)	71,415	58,352	19,182	24,355	79,047	24,180	(19,638)	40,014	145,345	132,373	65,757
Grand Total	173,721	(22,224)	(300,478)	(544,438)	158,137	(663,358)	46,040	(439,748)	(189,596)	(19,631)	(289,443)	(681,832)

Month Over Month Variance on CIP Est

Transaction Based Yes/No

	08 2018		08 2018
	No	Yes	Total
FC 1	(15,154)	(232,829)	(247,983)
FC 2	(7,729)	48,925	41,196
FC 3	(93,481)	158,699	65,218
FC 4	(15,933)	113,322	97,388
FC 5	6,466	405	6,871
FC 6	(29,449)	(8,368)	(37,817)
FC 8*	25,317	(626,244)	(600,928)
FC 9	(37,389)	(51,067)	(88,455)
FC 10	(24,853)	14,544	(10,310)
FC 11	92,359	(79,588)	12,772
Grand Total	(99,847)	(662,201)	(762,048)

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OHS Reimbursement Patient Net Revenue Team

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QUESTIONS

Revenue Cycle Performance Analytics

Kristen Hancock

CHRISTUS Health

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Kristen Hancock

is the director of Reporting and Analytics for CHRISTUS Health, a Catholic, not-for-profit healthcare an international Catholic, faith-based, not-for-profit health system comprising almost 350 services and facilities, including more than 60 hospitals. Kristen has 10 years of experience in the healthcare industry including the areas of pharmaceuticals, physician practice and revenue cycle. She is involved in operational budgeting, data analytics, revenue cycle and financial reporting.

CHRISTUS Health®

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Smart decisions. Lasting value.™

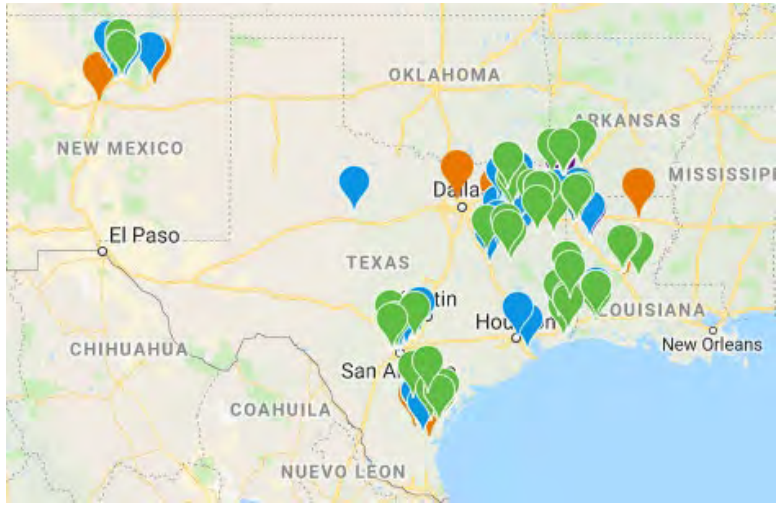
CHRISTUS and Crowe Performance Analytics

Crowe Healthcare Summit 2019

CHRISTUS Background and Crowe Relationship

"CHRISTUS Health is a Catholic, not-for-profit system made up of more than 600 centers, including long-term care facilities, community hospitals, walk-in clinics and health ministries. We are a community 45,000 strong, with over 15,000 physicians providing individualized care."

CHRISTUS currently has 27 acute facilities, 5 critical access facilities, and 1 rehab facility live on RCA, scatter throughout Texas, New Mexico, and Lousiana. Some of these facilities are legacy CHRISTUS while others are more recent acquisitions.



Problem

After all of this growth, CHRISTUS corporate was in need reporting that would allow for non-manual tracking metrics across different facilities and patient account systems by way of an apples-to-apples comparison. Additionally, their Reporting & Analytics division needed access to KPI data to perform their own manipulations and tracking.

Solution

Internal Reporting
+
Vendor Reports
+
Crowe Performance Analytics Data

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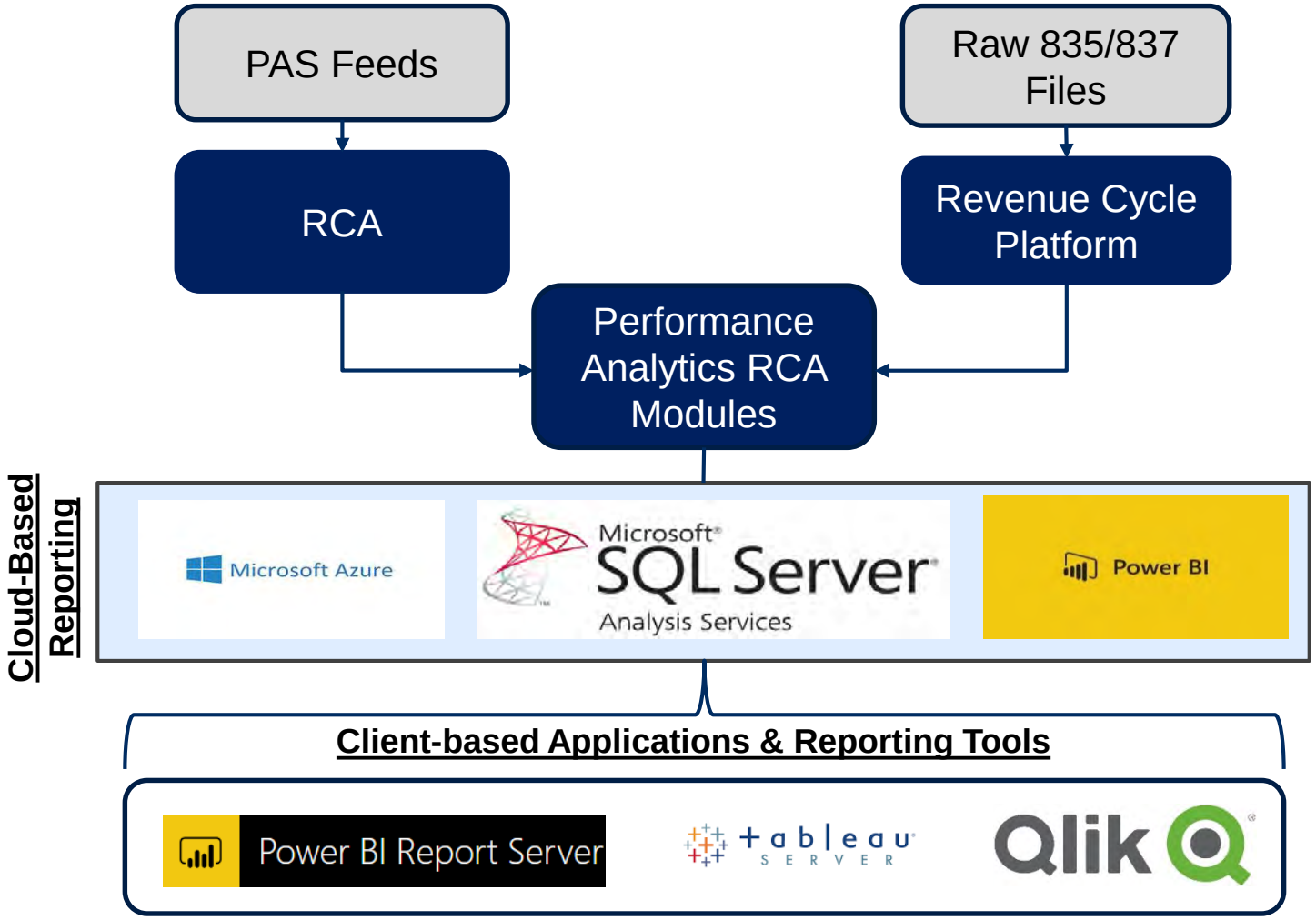
Crowe Performance Analytics Reporting/Product



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CHRISTUS PowerBi Dashboard Sample 1

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Peer Group Filters

Bed Group: 300 +

Medicaid Payor Mix: 20% - 100%

Net Revenue Per Day: All

Self Pay Payor Mix: All

Medicare Payor Mix: All

Medicare Net Revenue Per IP Day: All

Commercial Payor Mix: All

Peer Facility Count: 62

Region: All

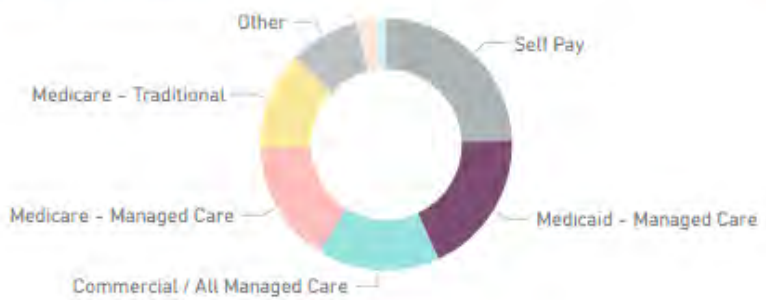
Facility: Facility 12

Crowe Payor: All

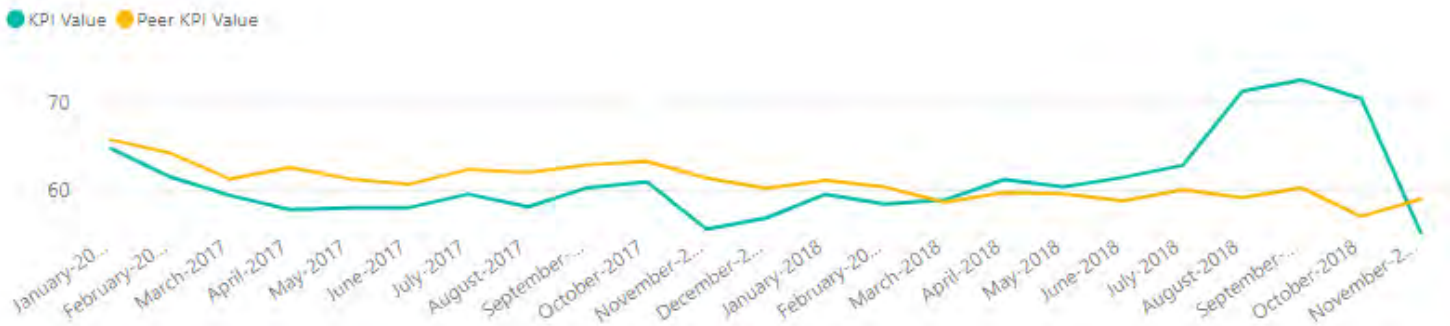
KPI Category: Accounts Receivable

KPI Name	KPI Value	Peer KPI Value
Net AR Days	[illegible]	52.17
True AR Days	55.49	56.80
Six-Month Lagged Cash to Net Revenue	[illegible]	0.98
Cash/60 Day Lagged Net Revenue	[illegible]	0.91
Cash/60 Day Lagged 3-Month Average...	[illegible]	1.12
True AR > 90 Days	[illegible]	0.37
Credit Days	[illegible]	0.70
Credit Liability % of Credit AP	[illegible]	0.29
Late Charges (% of GPSR)	[illegible]	0.03

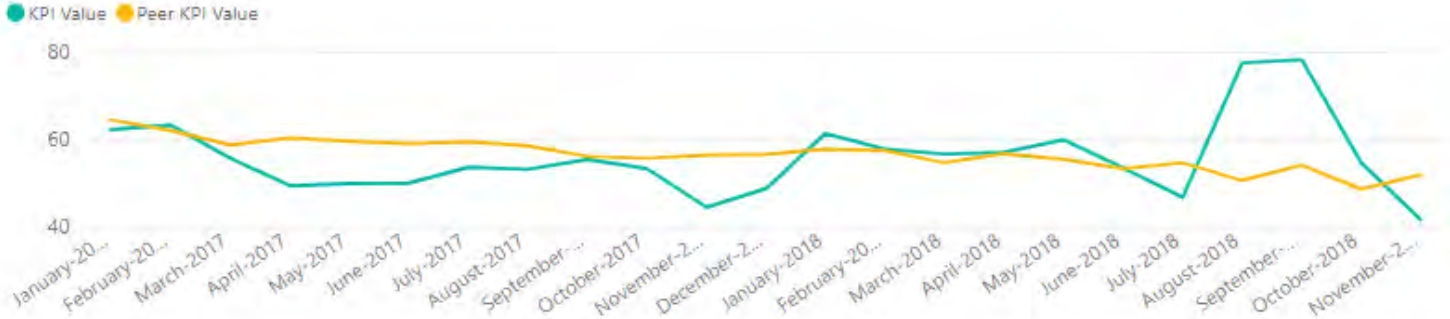
Payor Distribution



Overall



By Crowe Payor



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CHRISTUS PowerBi Dashboard Sample 2

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KPI Name	Aetna	Blue Cross	Cigna	Coventry	Healthfirst	Healthsmart	Humana	Other Commercial	UMR	United Healthcare
True AR Days	47.6839	32.5574	48.5530	49.0739	86.2081	78.4445	44.6473	54.6461	49.3662	39.5624

PeriodID

(Multiple Selections)

Crowe Payor Name

Commercial / All Managed Care

FacilityName

All

PayorGroup

All

Insurance Name	KPI Name	KPI Numerator	KPI Denominator	MaxKPIValue
BLUE CROSS PPO TX	True AR Days	$588,760,080	$17,235,716	34.1593
UHC CHOICE SELECT PLUS	True AR Days	$538,447,708	$13,570,872	39.6767
BLUE CROSS PPO LA	True AR Days	$327,069,912	$10,454,546	31.2849
BCBS BLUE CHOICE PPO	True AR Days	$249,839,074	$7,911,838	31.5779
AETNA PPO POS	True AR Days	$345,927,017	$6,877,826	50.2960
CIGNA PPO	True AR Days	$235,430,225	$4,696,491	50.1290
HUMANA PPO	True AR Days	$140,203,065	$3,310,202	42.3548
CHRISTUS ASSOCIATE HEAL...	True AR Days	$133,290,186	$2,867,827	46.4778
CHRISTUS HEALTH PLAN HIX	True AR Days	$111,650,639	$2,272,218	49.1373

KPI Trend over Selected Date Range

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CHRISTUS PowerBi Dashboard Sample 3

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Crowe

Crowe KPI Analysis Report

Filters

Peer Group Filters

Facility Selection

All Facilities

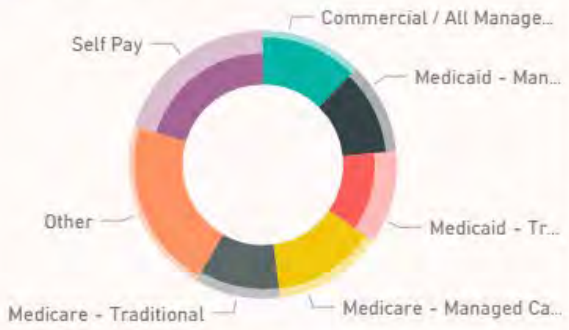
KPI Name

True AR Days

Crowe Payor Selection

All Payors

Payor Distribution



Bed Group: All

Medicare Payor Mix: All

Medicaid Payor Mix: All

Medicare Net Revenue Per IP Day: All

Net Revenue Per Day: All

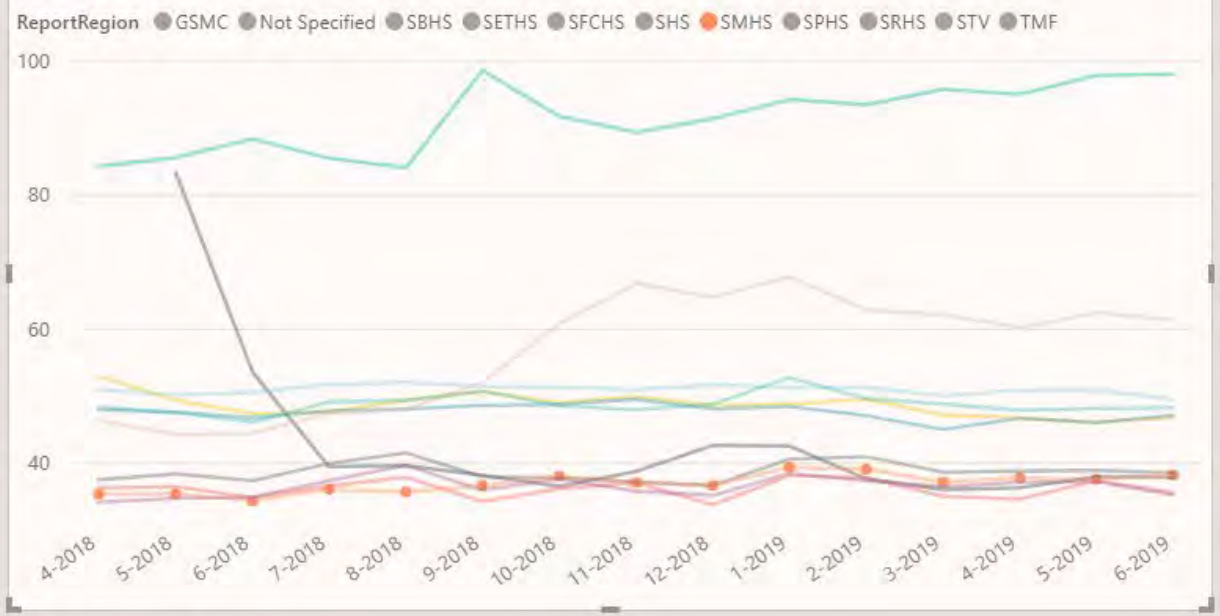
Commercial Payor Mix: All

Self Pay Payor Mix: All

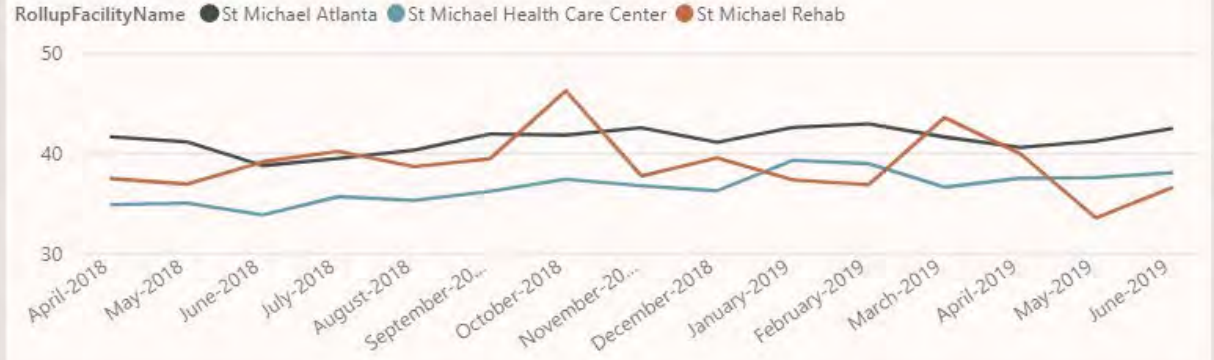
Peer Facility Count

1221

Overall



By Crowe Payor



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Monthly Deliverables

Facility Level

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Select from the dro **Revenue Cycle KPI Dashboard**
ael Acute **Facility Summary**

Key Financial Indicators	Jun-19 Actual	Jun-19 Goal	Jun-19 Var	FYTD Actual	FYTD Goal	FYTD Var	Trend
Cash to Goal %	101%	100%	1%	102%	100%	2%	
Net AR Days *	42.67	45	(2.33)	43.87	45	(1.13)	
Denial Write Offs - $'s	$306,200	$209,909	$96,291	$2,816,462	$2,499,866	$316,596	
Denial Write Offs - % of Net	1.4%	2.0%	(0.6%)	1.1%	1.9%	(0.8%)	
Change In Prior	$1,175,802	$720,263	$455,539	$9,102,665	$8,733,412	$369,253	
Billed Insurance >90 Days	12%	17%	(5.0%)	14%	19%	(5.0%)	
Admitting Indicators							
POS Collections - $'s	$220,183	$269,928	($49,745)	$2,988,674	$2,987,792	$882	
POS Collections - % of Net	0.9%	2.0%	(1.1%)	1.0%	2.1%	(1.1%)	
POS Collections - % of Total Self Pay (TLRA Early Out)	26.7%	40%	(13.3%)	31.4%	39.5%	(8.1%)	
I Plan Accuracy %	1.4%	1.5%	(0.1%)	1.8%	1.9%	(0.1%)	
Accu Reg %	99.1%	99.0%	0.1%	99.3%	98.4%	0.8%	
HIM/Coding							
Total DNFB Days	4.99	5.5	(0.51)	5.01	5.2	(0.19)	
UPH Days	1.21	2.5	(1.29)	1.43	2.4	(0.97)	
UPH Dollars	$5,008,842						
ABS Days	0.88	1.5	(0.62)	0.97	1.6	(0.63)	
ABS Dollars	$4,015,622						
ABS - Pending MD Dollars	$1,957,223						
Revenue Integrity							
Late Charge % (pending)	2.9%	2.5%	-0.4%	3.1%	2.4%	-0.7%	
PFS/Accounts Receivable							
Initial $ Denial Rate *	6.2%	8.2%	(2.0%)	6.4%	8.1%	(1.7%)	
Initial Volume Denial Rate *	18.0%	18.5%	(0.5%)	18.9%	17.1%	1.8%	
Clean Claim Rate (system level only)							
FBNS AR Days	0.03	0.69	(0.66)	0.29	1.0	(0.71)	
Credit Days *	0.38	0.67	(0.29)	0.45	0.50	(0.05)	
PFS Work Que - Past Due Dollars	$973,103	<5%			<5%		
Ministry Work Que - Past Due Dollars	$550,182	<5%			<5%		
Work Que Accuracy %	94.8%	96.0%	(1%)	96.1%	98.0%	(2%)	
Denials	$400,681	$310,909	$89,772	$2,816,462	$2,499,866	$316,596	
Med Nec	$90,423			$1,578,330			
Auth	$150,899			$470,112			
PFD	$90,126			$169,882			
Other	$69,233			$598,138			
BD Write Offs - BAI	$1,627,457	$1,235,623	$391,834	$14,998,156	$10,778,342	$4,219,814	
BD Write Offs - SP	$701,466	$587,113	$114,353	$7,892,261	$7,998,443	($106,182)	
CC Write Offs	$7,934,977	$6,982,251	$952,726	$85,677,332	$84,556,123	$1,121,209	

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*The CHRISTUS metrics shown are based on dummy data.

Monthly Deliverables

System Level

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§ Select from the drop-down ↓ | Revenue Cycle KPI Dashboard
ALL | Enterprise Summary

	Jun-19			FYTD			
Key Financial Indicators	**Actual**	**Goal**	**Var**	**Actual**	**Goal**	**Var**	**Trend**
Cash to Goal %	95%	100%	(5%)	98%	100%	(2%)	
Net AR Days *	47.00	45.66	1.34	46.23	45.00	1.23	
Denial Write Offs - $'s	$7,513,464	$3,000,784	$4,512,680	$55,676,272	$36,383,067	$19,293,205	
Denial Write Offs - % of Net	3.1%	2.0%	1.1%	2.9%	2.0%	0.9%	
Change In Prior	$1,785,334	$330,002	$1,455,332	$8,100,416	$4,167,640	$3,932,776	
Billed Insurance >90 Days	16%	17%	(1.0%)	17%	15%	(2.0%)	
Admitting Indicators							
POS Collections - $'s	$3,001,143	$3,100,116	($98,973)	$36,517,968	$34,493,184	$2,024,784	
POS Collections - % of Net	1.0%	2.0%	(1.0%)	1.4%	2.0%	(0.6%)	
POS Collections - % of Total Self Pay (TLRA Early Out)	37.7%	40%	(2.3%)	38.4%	40%	(1.6%)	
I Plan Accuracy %	1.8%	1.5%	0.3%	1.8%	1.5%	0.3%	
Accu Reg %	97.2%	99.0%	(1.8%)	98.1%	99.0%	(0.9%)	
HIM/Coding							
Total DNFB Days	5.21	5	0.21	5.78	4.9	0.88	
UPH Days	4.89	2.8	2.09	4.80	2.8	2.00	
UPH Dollars	$101,000,234						
ABS Days	1.11	1.6	(0.49)	1.01	1.4	(0.39)	
ABS Dollars	$48,902,356						
ABS - Pending MD Dollars	$32,997,845						
Revenue Integrity							
Late Charge % (pending)	3.5%	2.4%	-1.1%	3.2%	2.3%	-0.9%	
PFS/Accounts Receivable							
Initial $ Denial Rate *	7.5%	8%	(0.5%)	8.2%	8%	0.2%	
Initial Volume Denial Rate *	17.0%	19%	(2.0%)	18.1%	20%	(1.9%)	
Clean Claim Rate (system level only)	93%						
FBNS AR Days	0.07	0.9	(0.83)	0.80	0.9	(0.10)	
Credit Days *	0.65	0.50	0.15	0.69	0.50	0.19	
PFS Work Que - Past Due Dollars	$11,986,443	<5%			<5%		
Ministry Work Que - Past Due Dollars	$5,123,432	<5%			<5%		
Work Que Accuracy %	95.2%	98.0%	(3%)	96.1%	98.0%	(2%)	
Denials	$7,513,464	$3,000,000	$4,513,464	$55,676,272	$38,762,335	$16,913,937	
Med Nec	$2,009,324			$23,867,990			
Auth	$813,412			$5,467,992			
PFD	$2,100,945			$3,999,012			
Other	$2,589,783			$22,341,278			
BD Write Offs - BAI	$16,988,765	$12,004,021	$4,984,744	$160,876,234	$142,356,772	$18,519,462	
BD Write Offs - SP	$15,667,245	$15,344,987	$322,258	$190,778,456	$190,778,446	$10	
CC Write Offs	$120,667,228	$80,223,678	$40,443,550	$1,002,445,673	$975,990,265	$26,455,408	

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Monthly Deliverables

CFO View (Region Level)

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Select from the drop-down ↓ SMHS

Revenue Cycle KPI Dashboard

Enterprise Summary

Key Financial Indicators	Jun-19 Actual	Jun-19 Goal	Jun-19 Var	FYTD Actual	FYTD Goal	FYTD Var	Trend
Cash to Goal %	98%	100%	(2.0%)	99%	100%	(1.0%)	
Net AR Days *	39.21	45	(5.79)	41.57	45	(3.43)	
Denial Write Offs - $'s	$456,332	$207,531	$248,801	$3,000,567	$2,490,373	$510,194	
Denial Write Offs - % of Net	1.8%	2.0%	(0.2%)	1.2%	2.0%	(0.8%)	
Change In Prior	$1,784,221	$980,341	$803,880	$10,998,732	$11,098,345	($99,613)	
Billed Insurance >90 Days	13.5%	17%	(3.5%)	14.2%	17%	(2.8%)	
Admitting Indicators							
POS Collections - $'s	$245,621	$280,995	($35,374)	$3,350,667	$3,500,986	($150,319)	
POS Collections - % of Net	1.0%	2.0%	(1.0%)	1.2%	2.0%	(0.8%)	
POS Collections - % of Total Self Pay (TLRA Early Out)	23.5%	40%	(16.5%)	28.4%	40%	(11.6%)	
I Plan Accuracy %	1.8%	1.5%	0.3%	1.7%	1.5%	0.2%	
Accu Reg %	98.5%	99.0%	(0.5%)	98.6%	99.0%	(0.4%)	
Patient Satisfaction		95.0%			95.0%		
HIM/Coding							
Total DNFB Days	4.82	5.5	(0.68)	4.73	5.5	(0.77)	
PFS/Accounts Receivable							
Initial $ Denial Rate *	6.4%	8%	(1.6%)	6.6%	8%	(1.4%)	
Initial Volume Denial Rate *	19.0%	20%	(1.0%)	19.3%	20%	(0.7%)	
Clean Claim Rate (system level only)							
FBNS AR Days	0.50	1.0	(0.50)	0.60	1.0	(0.40)	
Credit Days *	0.62	0.50	0.12	0.54	0.50	0.04	
PFS Work Que - Past Due %	20%	5%	15%	19%	5%	14%	
Ministry Work Que - Past Due %	10%	5%	5%	9%	5%	4%	
Work Que Accuracy %	97.2%	97.0%	0.2%	97.0%	97.0%	0.0%	
Denials	$412,356			$2,863,953			
Med Nec	$95,667			$1,400,213			
Auth	$150,234			$450,768			
PFD	$93,446			$200,965			
Other	$73,009			$812,007			
BD Write Offs - BAI	$1,987,564	$1,128,374	$859,190	$16,887,423	$13,548,265	$3,339,158	
BD Write Offs - SP	$798,623	$700,985	$97,638	$10,000,234	$9,410,414	$589,820	
CC Write Offs	$8,500,234	$8,234,123	$266,111	$93,452,334	$98,392,867	($4,940,533)	

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Questions?

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