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Physician Charge Integrity: What The Data Can Tell Us

Presented by Andrew Sudimack

August 29, 2018

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Physician Charge Integrity: What The Data Can Tell Us

Presented by Andrew Sudimack

August 29, 2018

Today’s Speakers

Andrew Sudimack

Andrew is a Manager within Crowe’s Healthcare Performance practice. He has significant healthcare experience focusing on charge capture, CDM, clinical denials, utilization management, and coding compliance. Andrew is a Certified Professional Medical Auditor (CPMA).

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Polling Question #1

- On a scale of 1-5, how would you rate your organization’s current use of data in the physician revenue integrity process?

a) 1 (Data? What’s data?)
b) 2
c) 3 (We have scratched the surface, but there’s a lot of room for improvement)
d) 4
e) 5 (We are nearly optimizing the use of data in the revenue integrity process)

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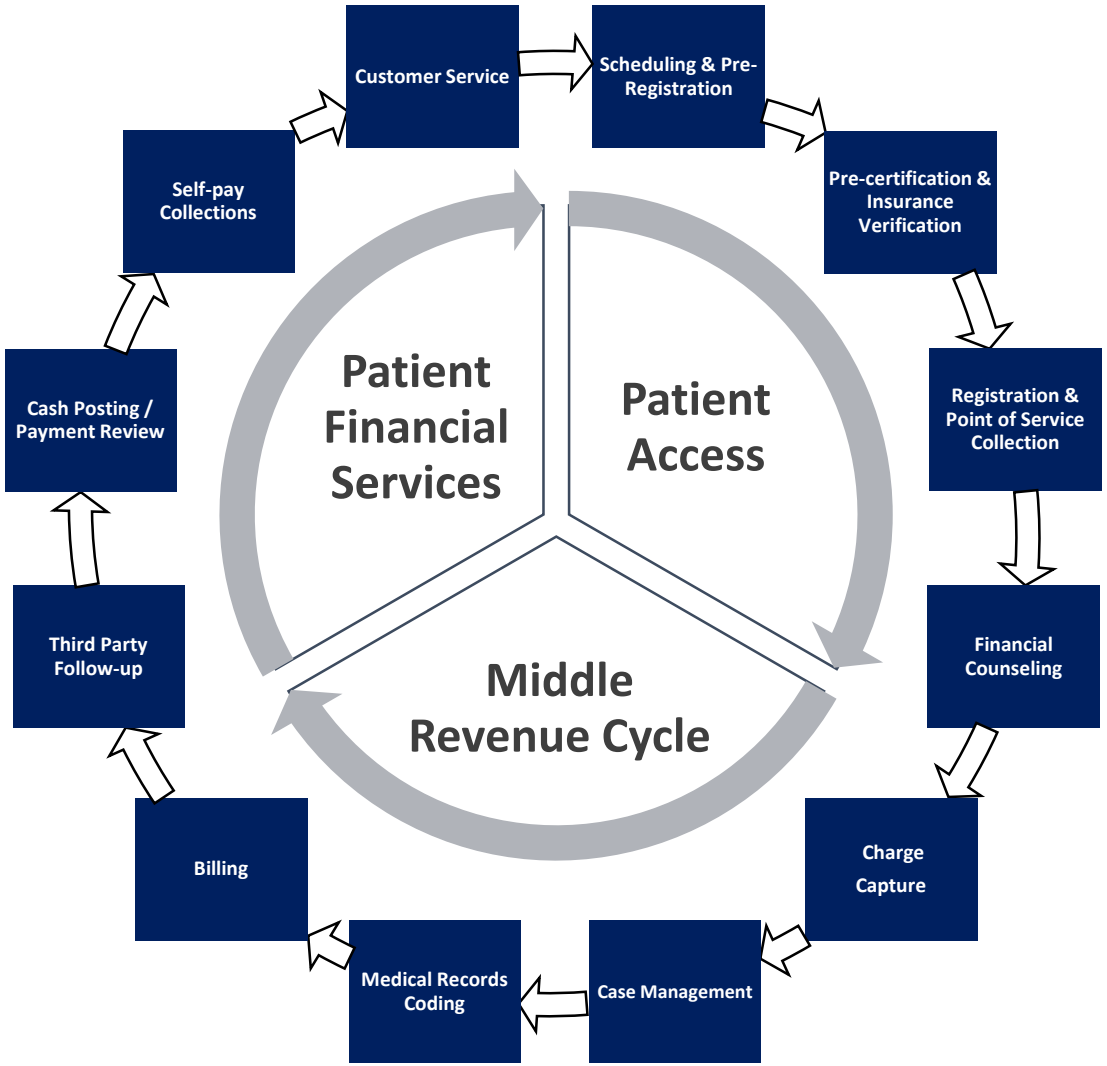
Understanding Revenue Cycle – Facility Model



Facility Model

- Organized and centralized
- Well-established and well-understood
- Structured internal support for revenue integrity (i.e. HIM, CDI, Case Management)
- Abundance of data-driven solutions in market

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Facility vs. Professional Revenue Cycle Process

Facility Model

- Organized and centralized
- Well-established and well-understood
- Structured internal support for revenue integrity (i.e. HIM, CDI, Case Management)
- Abundance of data-driven solutions in market

Professional Model

- Disorganized and de-centralized
- Constantly evolving with changing regulations and market pressures
- Inconsistent levels of internal support
- Lack of significant, data-driven solutions in market

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Factors Influencing Professional Revenue Cycle

- System acquisition of provider practices has significantly increased in recent years

- Multiple problems associated with practice integration:
  - Different EMR and documentation practices
  - De-centralized organizational structure
  - Inconsistent charge practices and education
  - Compensation structure
  - Data flow and oversight

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Polling Question #2

True or False: The revenue cycle process for professional services differs from that of facility services in that all processes are performed by staff within the provider clinic.

A) True
B) False

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Polling Question #3

True or False: In the past 3 years, the number of providers employed by health systems has leveled off due to fear of changing CMS regulations pertaining to provider-based billing clinics

A) True
B) False

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Provider Revenue Integrity Structure

Front End Staff

- Patient scheduling and registration
- Authorization and Insurance Verification
- Collect co-pays and deductibles

Providers

- Clinical documentation of professional services and orders
- Select appropriate visit level and procedure codes for encounter

Back End Staff

- Monitor and resolve billing/coding edits
- Submit claims and post payment
- Denials resolution
- Provider education and feedback

Clinic Management

- Ensure appropriate staffing and resource availability
- Monitor overall performance and provide feedback to staff
- Analyze revenue cycle metrics and trending

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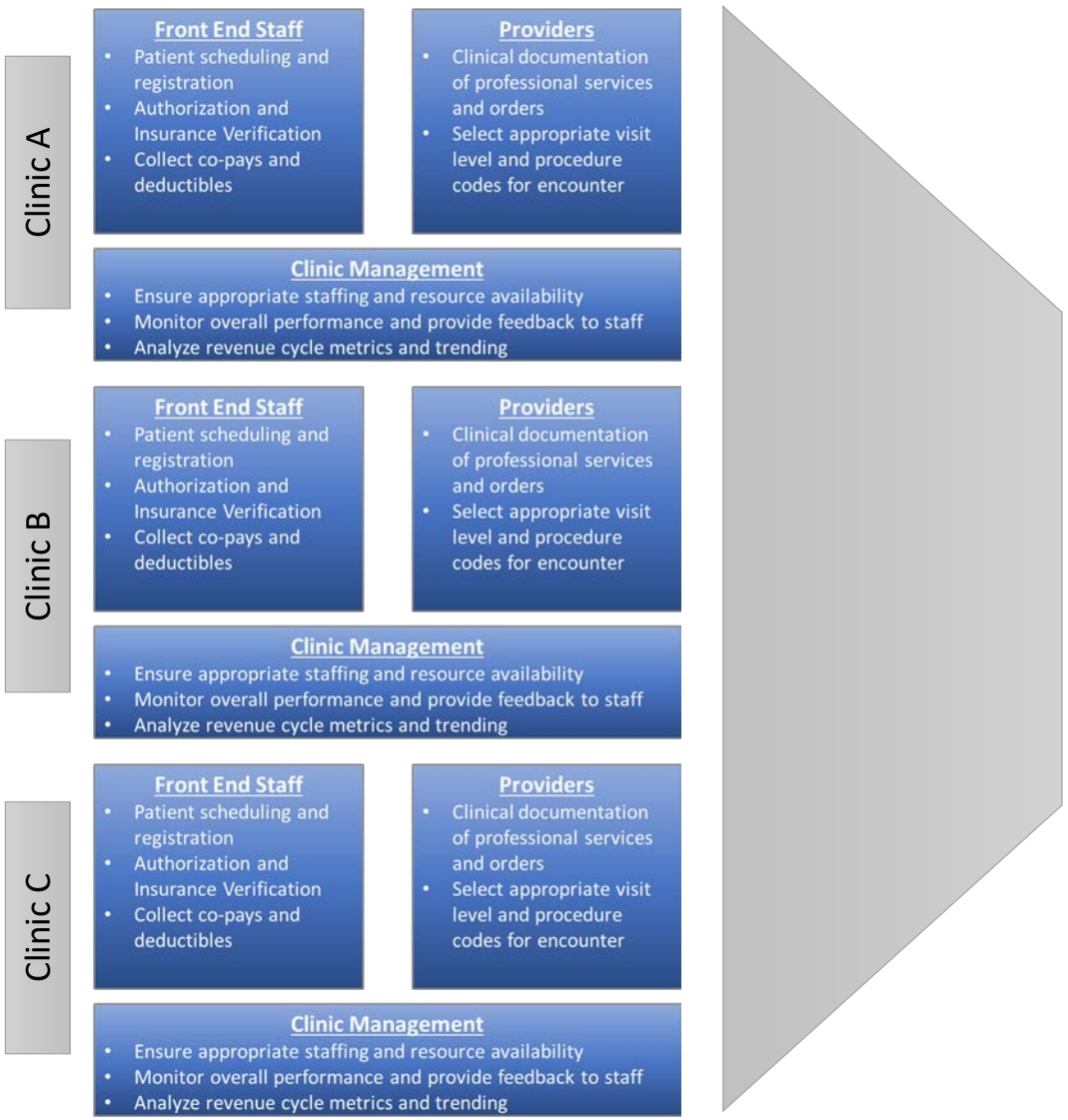
Provider Revenue Integrity Structure



System Back End

- Provide coding and billing support to providers
- Work edits and submit claims
- Denials resolution
- Monitor documentation and billing trends and provide feedback and education to clinic staff and providers

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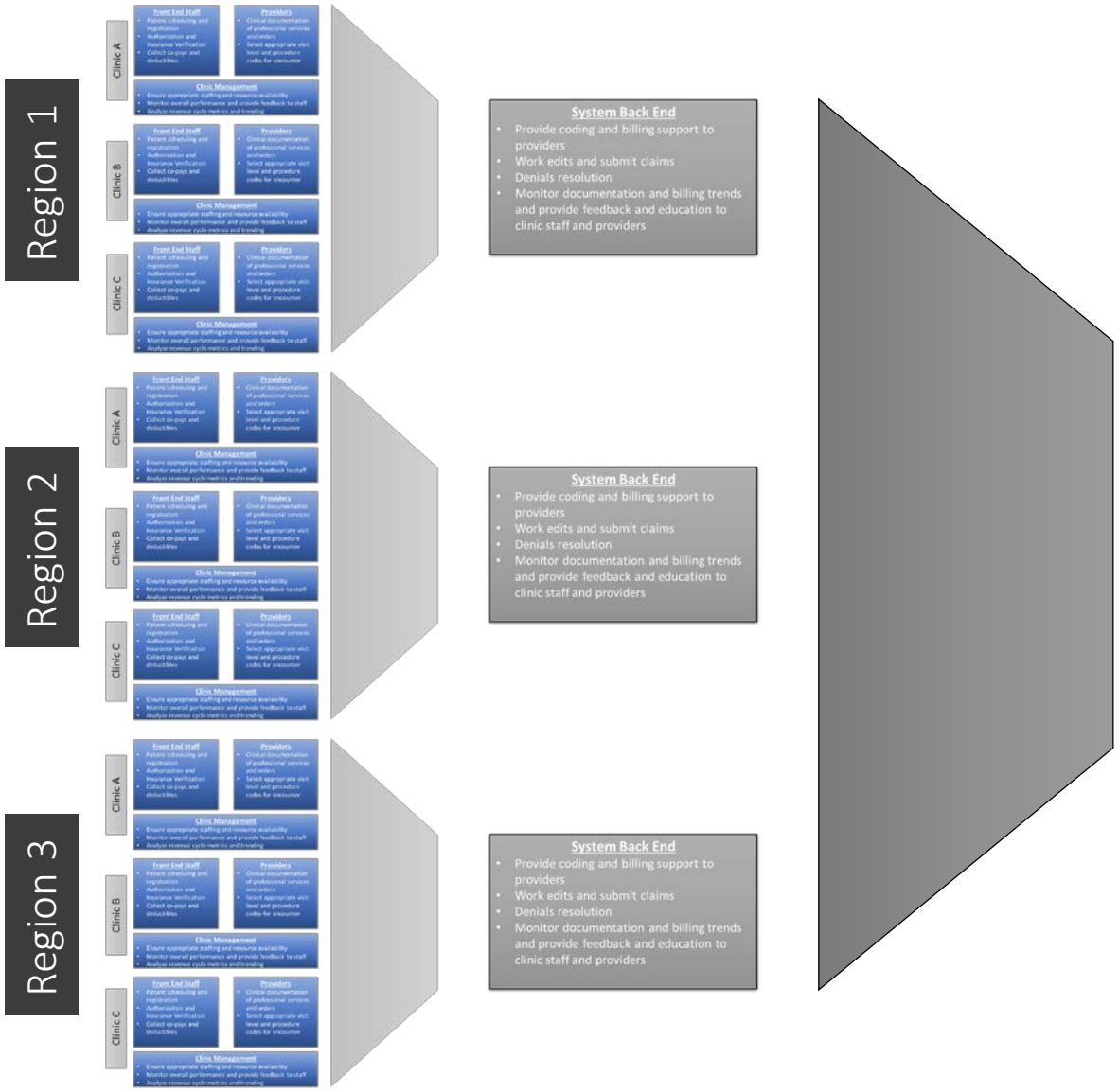
Provider Revenue Integrity Structure



System PB Finance and Leadership

- Resource allocation
- High level trending and analysis of revenue cycle metrics, including coding and billing
- Implementation of technology and data drive solutions
- Provider and payer contracting

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Polling Question #4

- Considering the organizational structure discussed, which of the following aspects of the revenue integrity process could potentially be impacted when a provider clinic is acquired by a health system?

a) Provider communication with back-end staff regarding billing trends and denials
b) Electronic Medical Record and documentation tools used by provider for clinic visits
c) Provider-Coder feedback processes
d) A and B only
e) All of the above would be impacted

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Key Issues In Provider Charge Integrity

1. Inadequate Coding and Billing Support

2. Decentralization

3. Lack of Structured Feedback Mechanism

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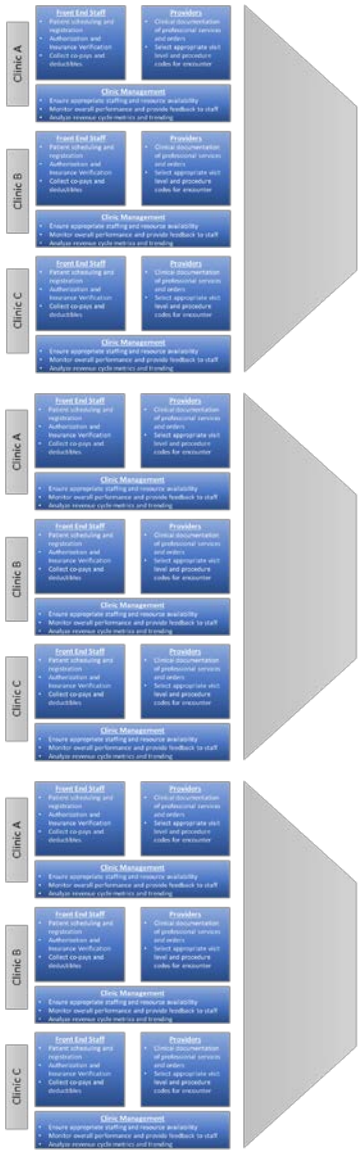
Region 1

Region 2

Region 3



Documentation and Billing

System Back End
- Provide coding and billing support to providers
- Work edits and submit claims
- Denials resolution
- Monitor documentation and billing trends and provide feedback and education to clinic staff and providers

System Back End
- Provide coding and billing support to providers
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System Back End
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System PB Finance and Leadership
- Resource allocation
- High level trending and analysis of revenue cycle metrics, including coding and billing
- Implementation of technology and data drive solutions
- Provider and payer contracting

Oversight and Support

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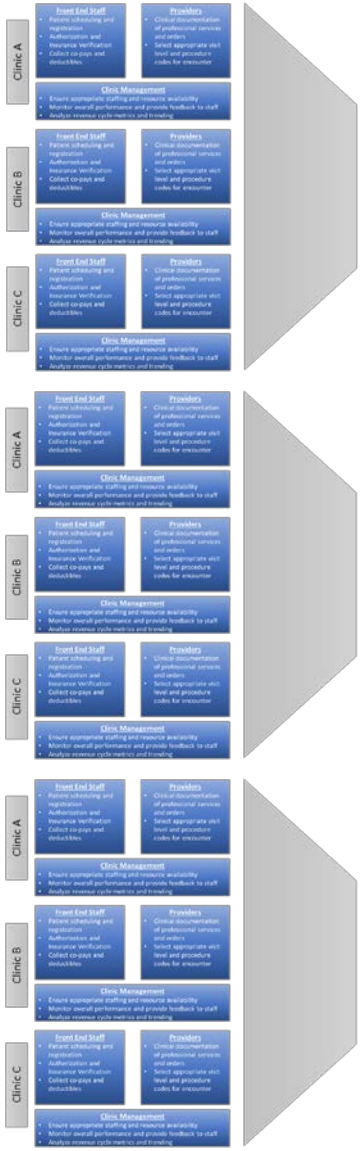
Region 1

Region 2

Region 3



System Back End
- Provide coding and billing support to providers
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Data

System PB Finance and Leadership

- Resource allocation
- High level trending and analysis of revenue cycle metrics, including coding and billing
- Implementation of technology and data drive solutions
- Provider and payer contracting

Analysis and Trending

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Demonstration

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Provider Billing and Coding Dashboard

Executive Dashboard

December 2017 - **All**

Clinic Billing Performance

Current Month	12 Month Total
($2,571,075)	($28,851,799)

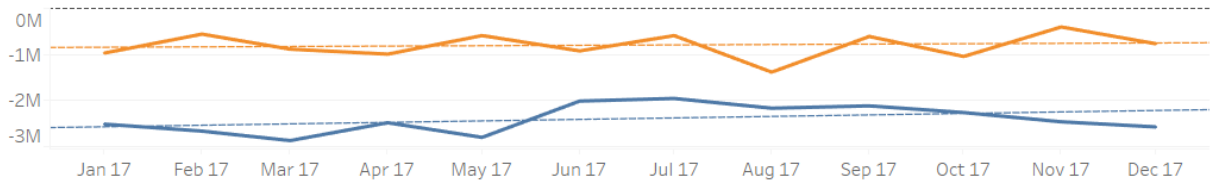
Hospital Billing Performance

Current Month	12 Month Total
($765,843)	($9,702,752)

Monthly Billing Performance by Specialty

	Clinic	Hospital	Grand Total
Family Medicine	(795,188)	(114,366)	(909,555)
Urgent Care	(635,399)	(1,033)	(636,432)
Pediatrics	(456,016)	(7,261)	(463,277)
Nurse Practitioner	(289,530)	(46,316)	(335,847)
Psychiatry	(86,543)	(238,238)	(324,781)
Internal Medicine	116,762	(396,895)	(280,133)
Physical Medicine and Rehabilit..	(13,254)	(215,220)	(228,474)
Physician Assistant	(143,310)	(898)	(144,208)
Obstetrics and Gynecology	(79,894)	(29,773)	(109,668)
Infectious Diseases	(9,346)	(72,299)	(81,645)
Palliative Care	2,178	(48,633)	(46,455)
Rheumatology	(42,778)	(285)	(43,063)
Urology	(24,981)	(15,508)	(40,489)
Neurology	(57,556)	18,269	(39,288)
Emergency Medicine	(37,390)	(1,771)	(39,161)
Child and Adolescent Psychiatry	(11,549)	(24,517)	(36,065)
Pediatric Cardiology	(16,411)	(1,408)	(17,819)
General Surgery	5,552	(22,604)	(17,052)
Bariatrics	(1,728)	(13,111)	(14,839)
Gastroenterology	(3,236)	(9,958)	(13,194)
Radiation Oncology	(9,634)	(865)	(10,499)
Otolaryngology	(9,948)	0	(9,948)

Billing Performance Trend - **All**



Top/Bottom 5 **All Clinics** - All

Family Med - Region A	(121,324)
Hospitalists - Facility A	(115,742)
Hospitalists - Facility B	(106,777)
Infectious Disease - Region D	(77,368)
Hospitalists - Facility E	(74,382)
Pediatrics - Region G	40,456
Hospitalists - Facility D	47,657
Family Med - Region F	74,147
Cardiology - Region B	75,616
Psych - Region F	152,738

Top/Bottom 5 **All Providers**

Provider 1	(64,986)
Provider 2	(45,111)
Provider 3	(42,242)
Provider 4	(38,390)
Provider 5	(30,634)
Provider 6	27,787
Provider 7	28,282
Provider 8	29,012
Provider 9	30,362
Provider 10	176,634

Specialty Dashboard

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Provider Billing and Coding Dashboard

Executive Dashboard

December 2017 - **Family Medicine**

Clinic Billing Performance

Current Month	12 Month Total
($795,188)	($9,501,843)

Hospital Billing Performance

Current Month	12 Month Total
($114,366)	($1,543,641)

Monthly Billing Performance by Specialty

	Clinic	Hospital	Grand Total
Family Medicine	(795,188)	(114,366)	(909,555)
Urgent Care	(635,399)	(1,033)	(636,432)
Pediatrics	(456,016)	(7,261)	(463,277)
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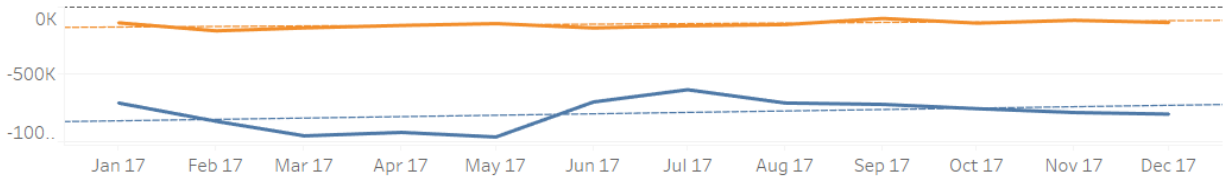
General Surgery	5,552	(22,604)	(17,052)
Bariatrics	(1,728)	(13,111)	(14,839)
Gastroenterology	(3,236)	(9,958)	(13,194)
Radiation Oncology	(9,634)	(865)	(10,499)
Otolaryngology	(9,948)	0	(9,948)

Billing Performance Trend - **Family Medicine**



Top/Bottom 5 **Family Medicine** Clinics - All

Family Med - Region A	(120,832)
Family Med - Region B	(72,270)
Family Med - Region C	(69,918)
Family Med - Region D	(66,189)
Family Med - Region E	(45,111)
Family Med - Region G	18,919
Family Med - Region F	19,108
Family Med - Region H	23,346
Family Med - Region I	29,035
Hospitalists - Facility D	31,073

Top/Bottom 5 **Family Medicine** Providers

Provider 4	(230,341)
Provider 29	(160,615)
Provider 2	(135,333)
Provider 1	(129,972)
Provider 55	(82,165)
Provider 179	39,607
Provider 982	42,388
Provider 27	44,788
Provider 1009	56,101
Provider 6	111,148

Specialty Dashboard

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Provider Billing and Coding Dashboard

Executive Dashboard

December 2017 - **Family Medicine**

Clinic Billing Performance

Current Month	12 Month Total
($795,188)	($9,501,843)

Hospital Billing Performance

Current Month	12 Month Total
($114,366)	($1,543,641)

Monthly Billing Performance by Specialty

	Clinic	Hospital	Grand Total
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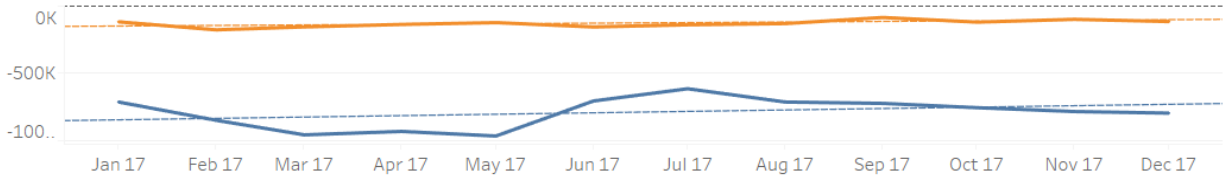
Specialty Dashboard

Billing Performance Trend - **Family Medicine**



Top/Bottom 5 **Family Medicine Clinics - All**

Family Med - Region A	(120,832)
Family Med - Region B	(72,270)
Family Med - Region C	(69,918)
Family Med - Region D	(66,189)
Family Med - Region E	(45,111)
Family Med - Region G	18,919
Family Med - Region F	19,108
Family Med - Region H	23,346
Family Med - Region I	29,035
Hospitalists - Facility D	31,073

Top/Bottom 5 **Family Medicine Providers**

Provider 4	(230,341)
Provider 29	(160,615)
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Provider 55	(82,165)
Provider 179	39,607
Provider 982	42,388
Provider 27	44,788
Provider 1009	56,101
Provider 6	111,148

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Provider Billing and Coding Dashboard

Specialty Dashboard

December 2017 - **Family Medicine - All**

Clinic Billing Performance

Current Month	12 Month Total
($866,781)	($10,234,170)

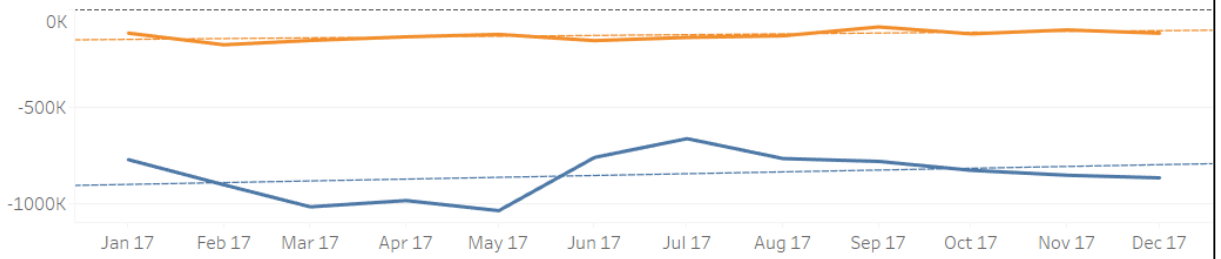
Hospital Billing Performance

Current Month	12 Month Total
($120,183)	($1,596,271)

Monthly Billing Performance by Clinic

	Clinic	Hospital	Grand Total
Family Med Clinic 12 - Region A	(70,246)	(50,586)	(120,832)
Family Med Clinic 4 - Region A	(32,445)	(39,825)	(72,270)
Family Med Clinic 3 - Region C	(69,918)	0	(69,918)
Family Med Clinic 10 - Region F	(66,189)	0	(66,189)
Family Med Clinic 4 - Region E	0	(45,111)	(45,111)
Family Med Clinic 8 - Region C	(22,312)	(22,154)	(44,467)
Family Med Clinic 4 - Region G	(32,102)	0	(32,102)
Family Med Clinic 2 - Region A	(30,770)	0	(30,770)
Family Med Clinic 8 - Region B	(29,930)	0	(29,930)
Family Med Clinic 4 - Region B	(29,348)	(196)	(29,545)
Family Med Clinic 1 - Region G	(28,033)	0	(28,033)
Family Med Clinic 10 - Region G	(27,191)	0	(27,191)
Family Med Clinic 3 - Region F	(26,625)	0	(26,625)
Family Med Clinic 4 - Region D	(25,681)	0	(25,681)
Family Med Clinic 2 - Region C	(25,532)	70	(25,462)
Family Med Clinic 2 - Region E	(23,088)	0	(23,088)
Family Med Clinic 3 - Region D	(22,192)	(322)	(22,515)
Family Med Clinic 1 - Region E	(19,635)	(1,196)	(20,831)
Family Med Clinic 8 - Region F	(11,390)	(8,689)	(20,079)
Family Med Clinic 12 - Region G	(19,582)	0	(19,582)
Family Med Clinic 6 - Region D	(19,329)	0	(19,329)
Family Med Clinic 11 - Region G	(17,271)	0	(17,271)

Opportunity Trend - **Family Medicine - All**



Top/Bottom 5 Family Medicine Providers

Provider 4	(230,341)
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Provider 179	39,607
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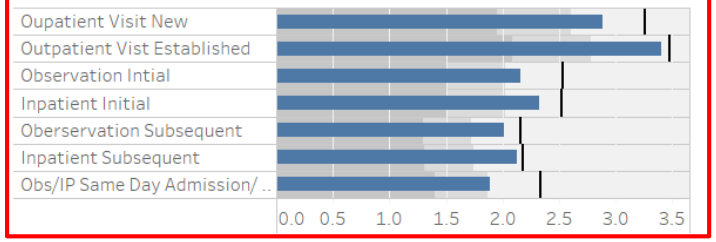
Provider 1009	56,101
Provider 6	111,148

Level Average - **Family Medicine**



Clinic Dashboard

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Provider Billing and Coding Dashboard

Specialty Dashboard

December 2017 - **Family Medicine - All**

Clinic Billing Performance

Current Month	12 Month Total
($866,781)	($10,234,170)

Hospital Billing Performance

Current Month	12 Month Total
($120,183)	($1,596,271)

Monthly Billing Performance by Clinic

	Clinic	Hospital	Grand Total
Family Med Clinic 12 - Region A	(70,246)	(50,586)	(120,832)
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Family Med Clinic 4 - Region E	0	(45,111)	(45,111)
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Family Med Clinic 4 - Region B	(29,348)	(196)	(29,545)
Family Med Clinic 1 - Region G	(28,033)	0	(28,033)
Family Med Clinic 10 - Region G	(27,191)	0	(27,191)
Family Med Clinic 3 - Region F	(26,625)	0	(26,625)
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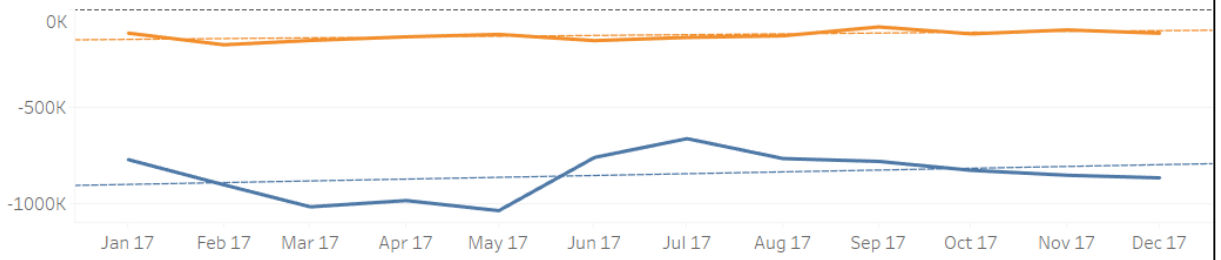
Opportunity Trend - **Family Medicine - All**



Top/Bottom 5 **Family Medicine** Providers

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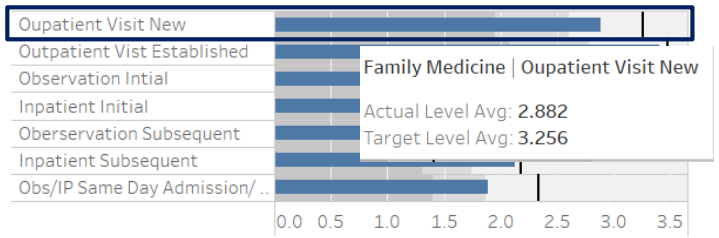
Provider 179	39,607
Provider 982	42,388
Provider 27	44,788
Provider 1009	56,101
Provider 6	111,148

Level Average - **Family Medicine**



Clinic Dashboard

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Provider Billing and Coding Dashboard

Specialty Dashboard

December 2017 - **Family Medicine - Family Med Clinic 8 - Region F**

Clinic Billing Performance

Current Month	12 Month Total
($11,390)	($172,018)

Hospital Billing Performance

Current Month	12 Month Total
$0	($47,639)

Monthly Billing Performance by Clinic

	Clinic	Hospital	Grand Total
Family Med Clinic 12 - Region A	(70,246)	(50,586)	(120,832)
Family Med Clinic 4 - Region A	(32,445)	(39,825)	(72,270)
Family Med Clinic 3 - Region C	(69,918)	0	(69,918)
Family Med Clinic 10 - Region F	(66,189)	0	(66,189)
Family Med Clinic 4 - Region E	0	(45,111)	(45,111)
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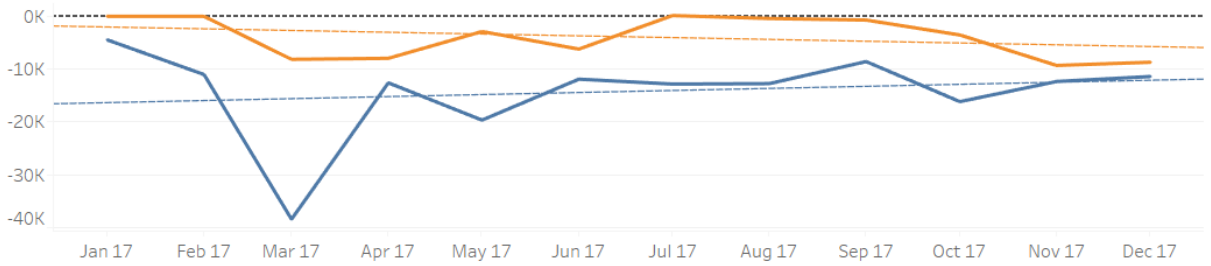
Family Med Clinic 1 - Region G	(28,033)	0	(28,033)
Family Med Clinic 10 - Region G	(27,191)	0	(27,191)
Family Med Clinic 3 - Region F	(26,625)	0	(26,625)
Family Med Clinic 4 - Region D	(25,681)	0	(25,681)
Family Med Clinic 2 - Region C	(25,532)	70	(25,462)
Family Med Clinic 2 - Region E	(23,088)	0	(23,088)
Family Med Clinic 3 - Region D	(22,192)	(322)	(22,515)
Family Med Clinic 1 - Region F	(19,635)	(1,196)	(20,831)
Family Med Clinic 8 - Region F	(11,390)	(8,689)	(20,079)
Family Med Clinic 12 - Region G	(19,582)	0	(19,582)
Family Med Clinic 6 - Region D	(19,329)	0	(19,329)
Family Med Clinic 11 - Region G	(17,271)	0	(17,271)
Family Med Clinic 7 - Region C	(16,163)	0	(16,163)

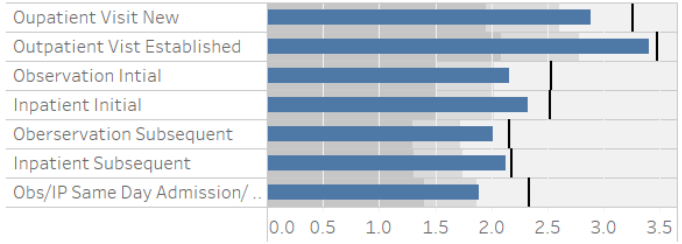
Opportunity Trend - **Family Medicine - Family Med Clinic 8 - Region F**



Top/Bottom 5 **Family Medicine Providers**

Provider 157	(5,953)
Provider 981	(5,881)
Provider 1234	(5,621)
Provider 874	(2,623)

Level Average - **Family Medicine**



Clinic Dashboard..

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Provider Billing and Coding Dashboard

Clinic Dashboard

December 2017 FAMILY MEDICINE - All

Clinic Billing Performance

	Current Month	12 Month Total
Gross $	($22,312)	($309,571)

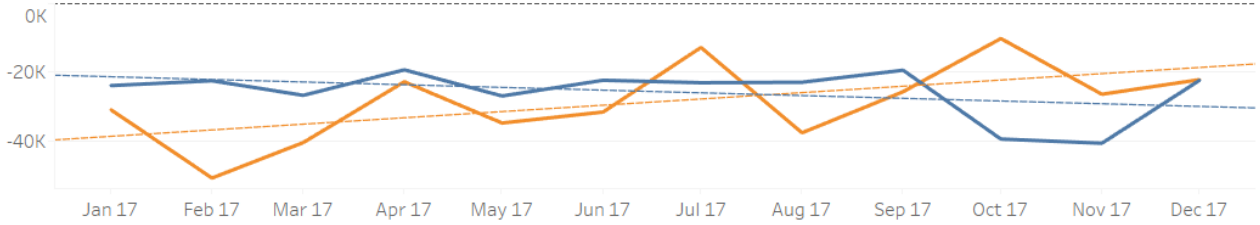
Hospital Billing Performance

Current Month	12 Month Total
($22,154)	($346,372)

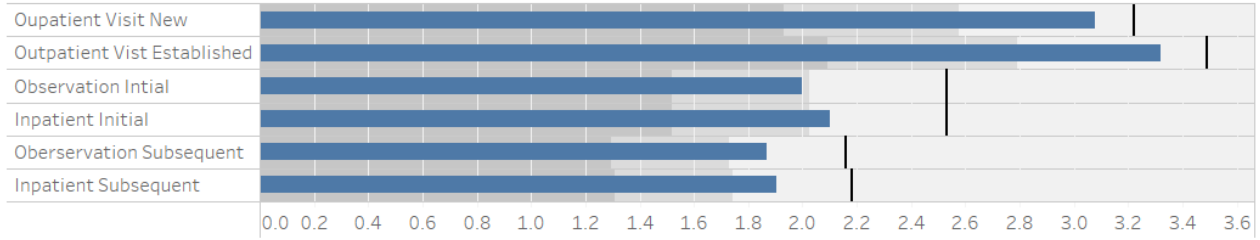
Monthly Billing Performance by Provider

	Clinic	Hospital	Grand Total
Provider 751	(3,139)	(7,270)	(10,409)
Provider 2563	(177)	(8,444)	(8,621)
Provider 920	(3,288)	(3,982)	(7,270)
Provider 799	(2,752)	0	(2,752)
Provider 632	(1,541)	(1,077)	(2,618)
Provider 28	(1,459)	(447)	(1,906)
Provider 888	(1,155)	0	(1,155)
Provider 945	(1,154)	0	(1,154)
Provider 33	(1,151)	0	(1,151)
Provider 721	(1,012)	(131)	(1,143)
Provider 769	(202)	(939)	(1,142)
Provider 1001	(1,081)	0	(1,081)
Provider 297	(803)	(64)	(868)
Provider 278	(357)	(440)	(797)
Provider 703	(122)	(601)	(722)
Provider 656	0	(549)	(549)
Provider 733	(517)	0	(517)
Provider 1245	(515)	41	(474)
Provider 905	(405)	0	(405)
Provider 879	(403)	0	(403)
Provider 610	(370)	0	(370)

Opportunity Trend



Level Average - Family Med Clinic 8 - Region C



Provider Dashboard

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Provider Billing and Coding Dashboard

Clinic Dashboard

December 2017 FAMILY MEDICINE - All

Clinic Billing Performance

	Current Month	12 Month Total
Gross $	($22,312)	($309,571)

Hospital Billing Performance

Current Month	12 Month Total
($22,154)	($346,372)

Monthly Billing Performance by Provider

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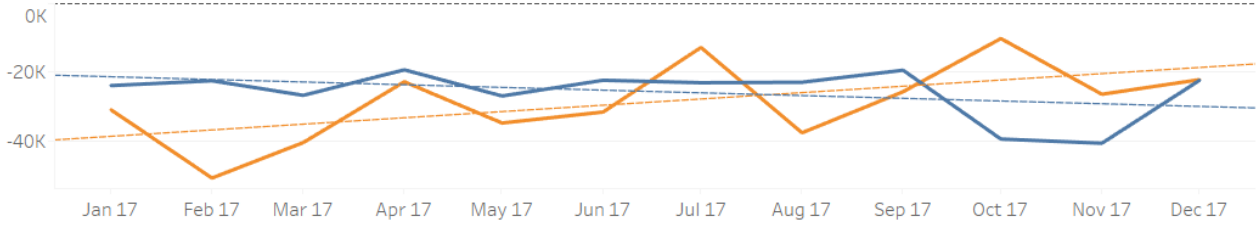
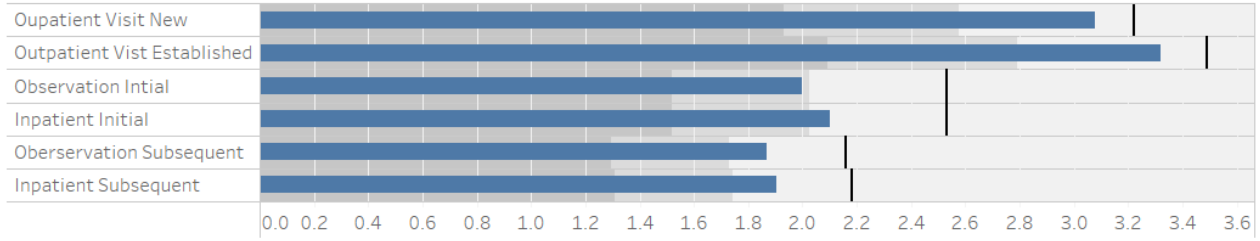
Provider 33	(1,151)	0	(1,151)
Provider 721	(1,012)	(131)	(1,143)
Provider 769	(202)	(939)	(1,142)
Provider 1001	(1,081)	0	(1,081)
Provider 297	(803)	(64)	(868)
Provider 278	(357)	(440)	(797)
Provider 703	(122)	(601)	(722)
Provider 656	0	(549)	(549)
Provider 733	(517)	0	(517)
Provider 1245	(515)	41	(474)
Provider 905	(405)	0	(405)
Provider 879	(403)	0	(403)
Provider 610	(370)	0	(370)

Opportunity Trend



Level Average - Family Med Clinic 8 - Region C



Provider Dashboard

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Provider Billing and Coding Dashboard

Provider Dashboard

December 2017 · FAMILY MEDICINE - Provider 751

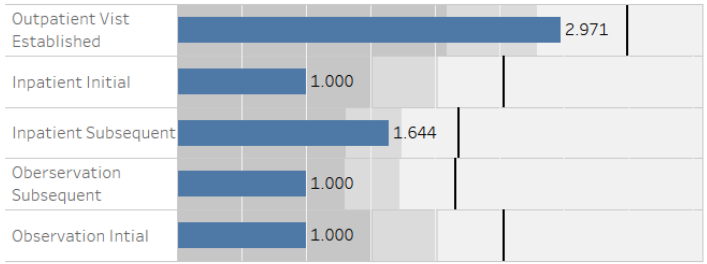
Clinic Billing Performance

	Current Month	12 Month Total
Gross $	($3,139)	($21,378)
wRVU	(25)	(173)

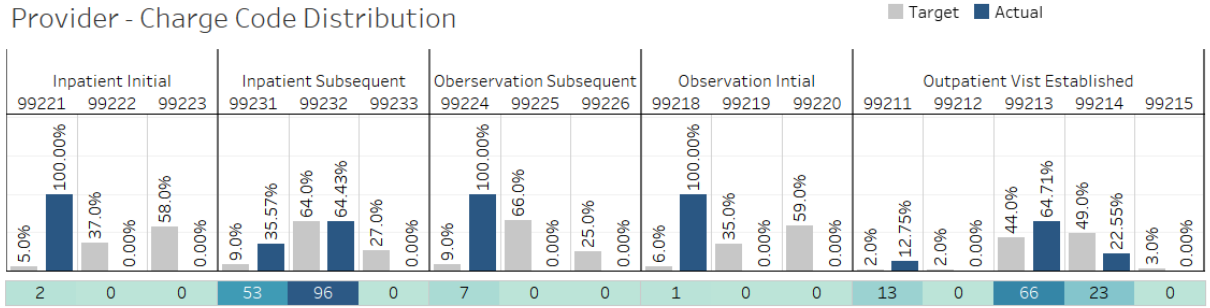
Hospital Billing Performance

	Current Month	12 Month Total
Gross $	($7,270)	($61,701)
wRVU	(59)	(496)

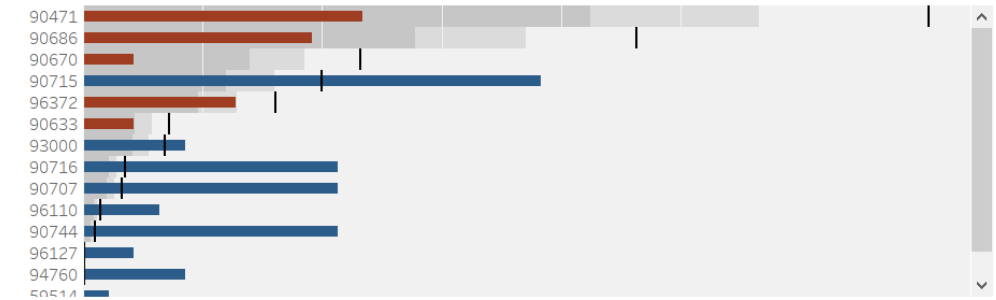
Level Average



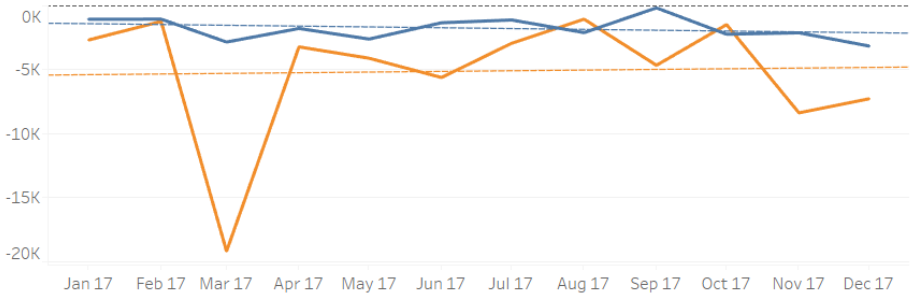
Provider - Charge Code Distribution



Procedure Utilization at all Clinics - Excluding E&M Codes



Opportunity Trend



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Provider Billing and Coding Dashboard

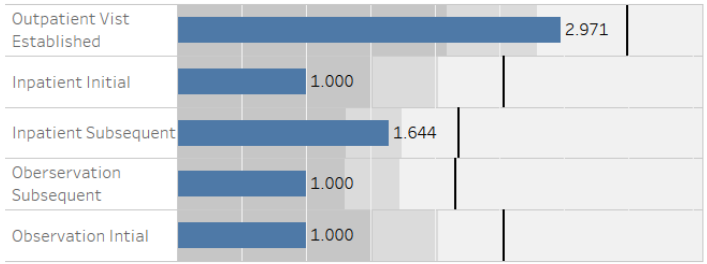
Provider opportunity displayed in terms of both gross charges and RVU

Provider Dashboard

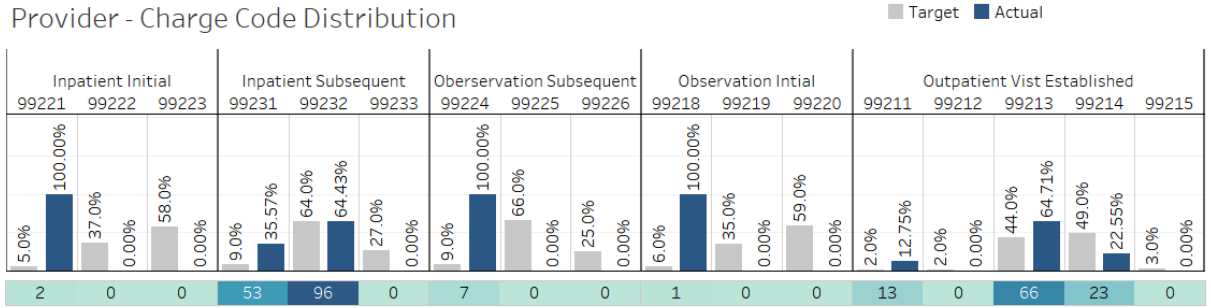
December 2017 FAMILY MEDICINE - Provider 751

Clinic Billing Performance		Hospital Billing Performance	
Current Month	12 Month Total	Current Month	12 Month Total
($3,139)	($21,378)	($7,270)	($61,701)
(25)	(173)	(59)	(496)

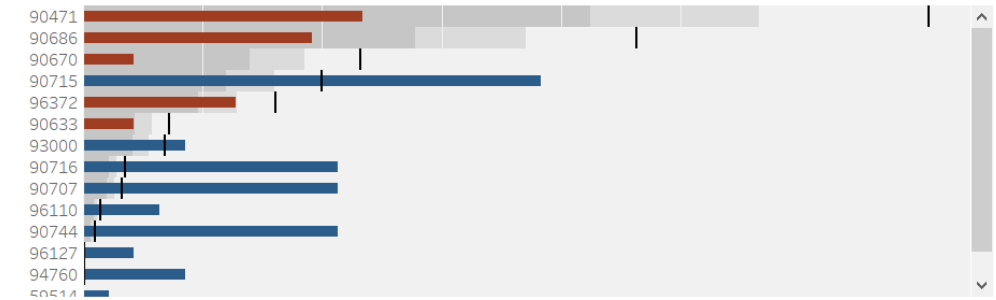
Level Average



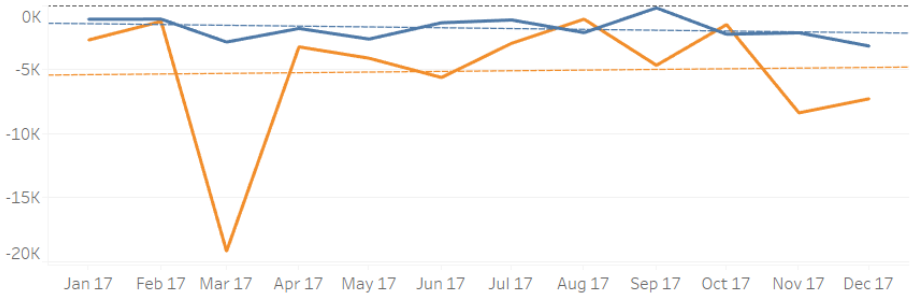
Provider - Charge Code Distribution



Procedure Utilization at all Clinics - Excluding E&M Codes



Opportunity Trend



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Provider Billing and Coding Dashboard

Provider Dashboard

December 2017 FAMILY MEDICINE - Provider 751

Clinic Billing Performance

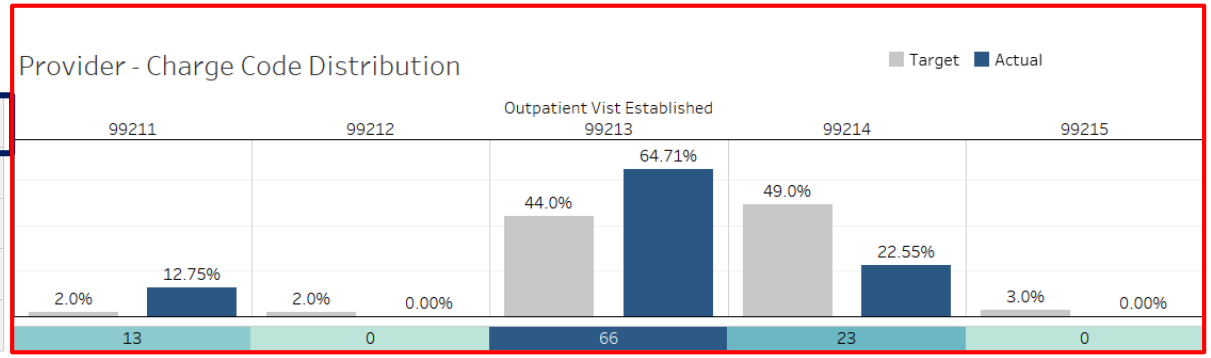
	Current Month	12 Month Total
Gross $	($3,139)	($20,415)
wRVU	(25)	(164)

Hospital Billing Performance

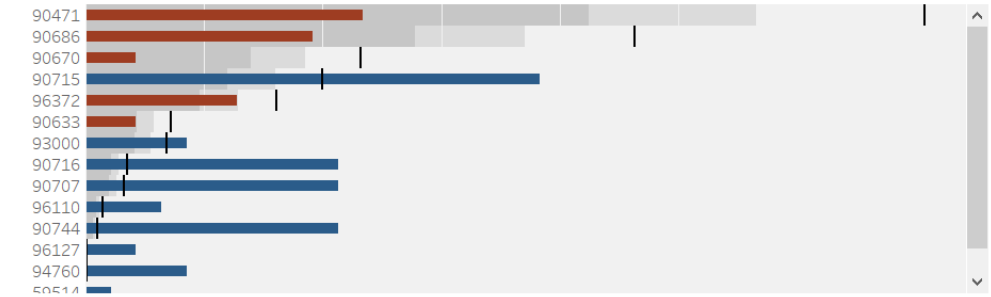
Level Average

Outpatient Vist Established	2.971
Inpatient Initial	1.000
Inpatient Subsequent	1.644
Oberservation Subsequent	1.000
Observation Intial	1.000

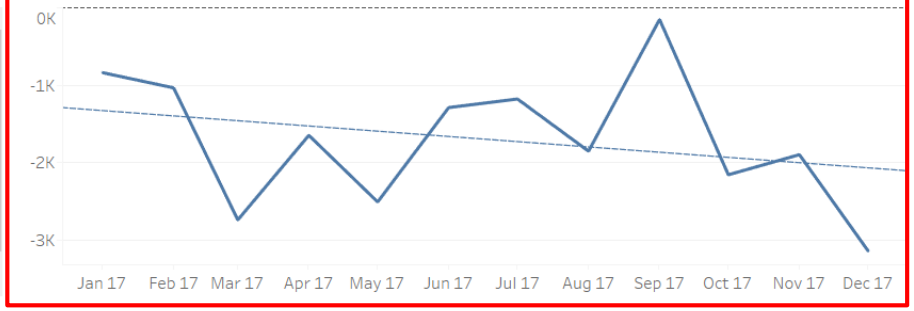
Provider - Charge Code Distribution



Procedure Utilization at all Clinics - Excluding E&M Codes



Opportunity Trend



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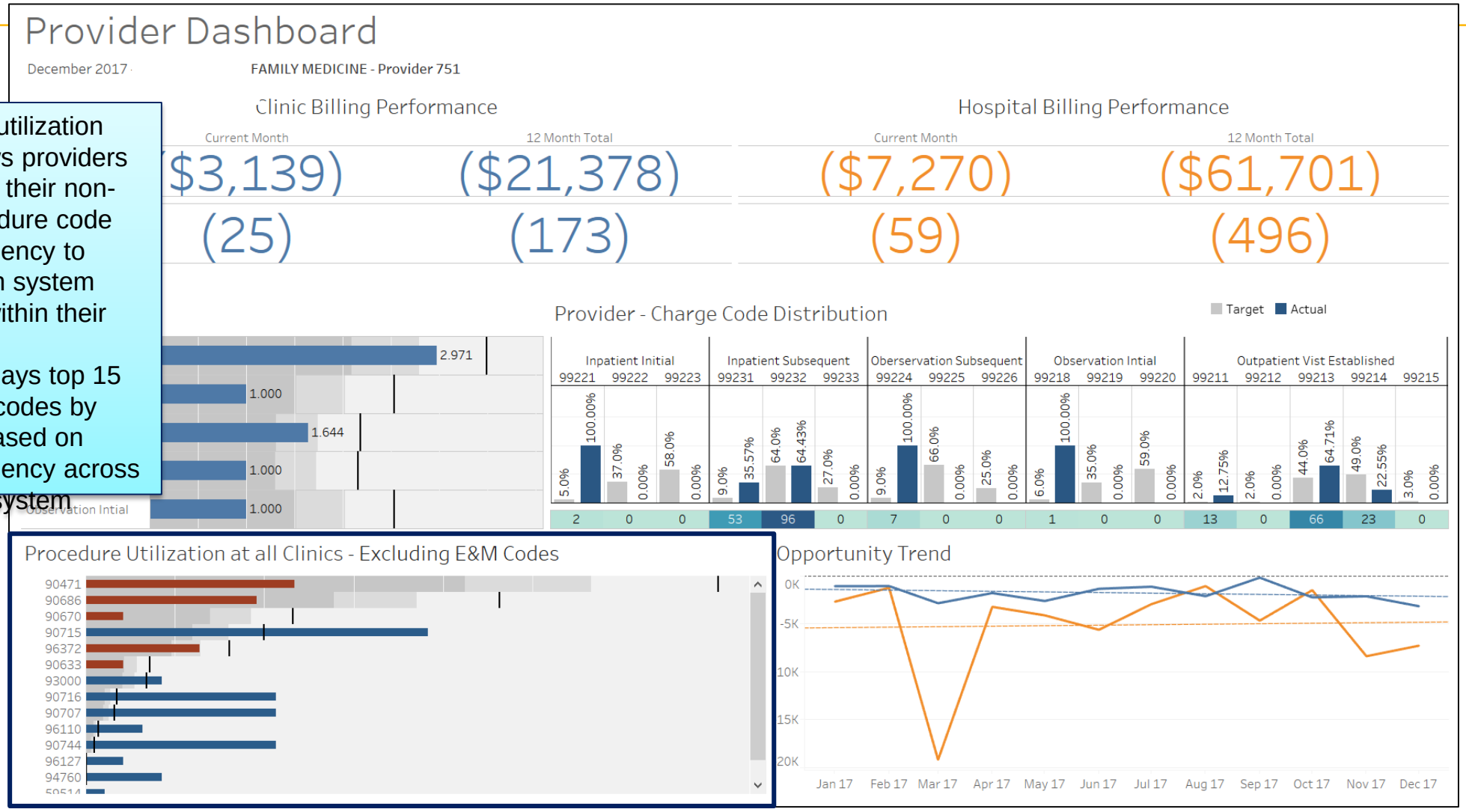
Provider Billing and Coding Dashboard

- Procedure utilization graph allows providers to compare their non-E&M procedure code billing frequency to other health system providers within their specialty
- Graph displays top 15 procedure codes by specialty based on billing frequency across the health system



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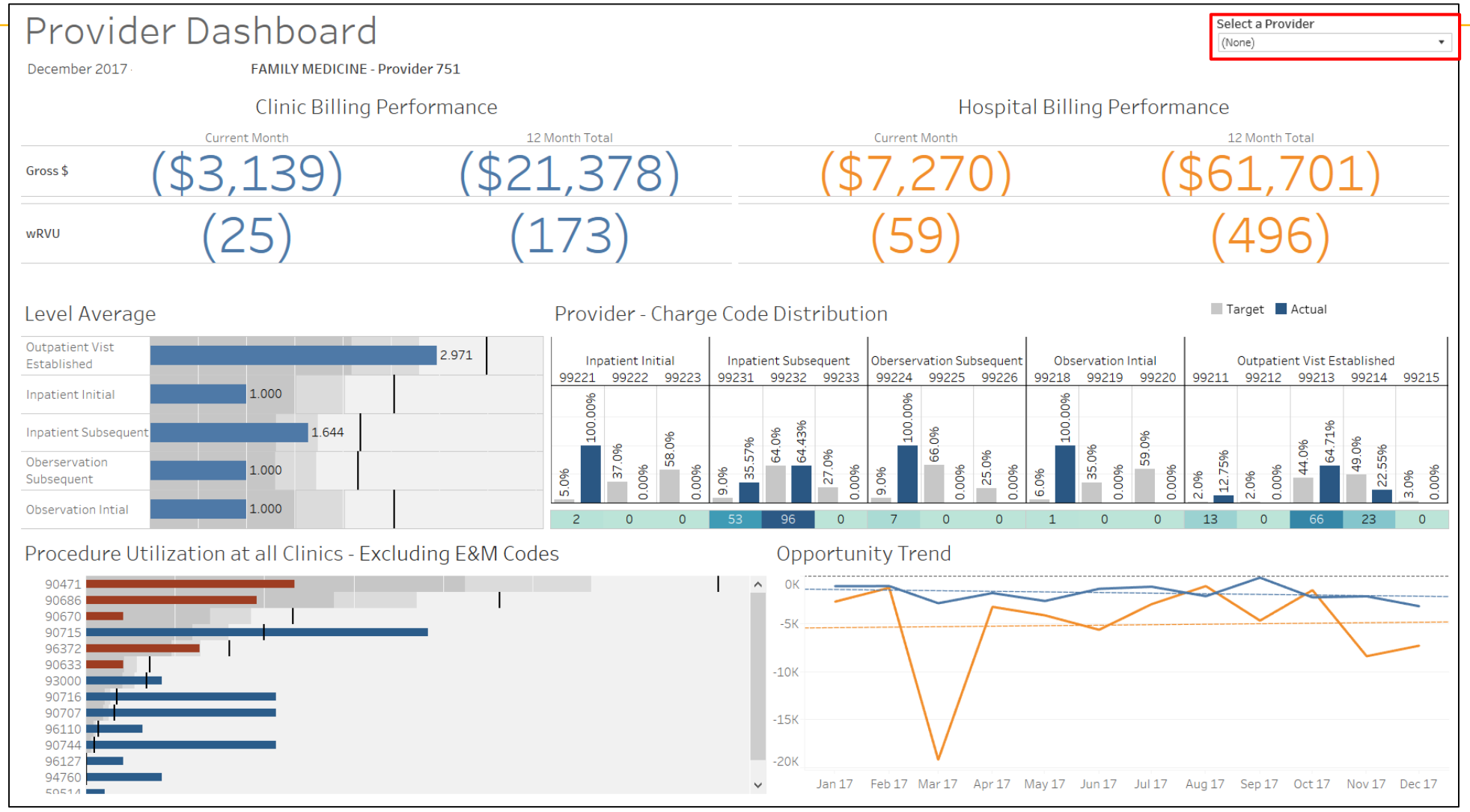
Provider Billing and Coding Dashboard



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Polling Question #5

- Which of the following statements is **most appropriate** regarding the potential use of data to improve physician revenue integrity?

a) A comparison of current provider billing trends to national benchmarking data allows systems to identify clinics and specialties with the greatest opportunity for improvement
b) Visibility to billing trends is more important at a system level than at a clinic level because it provides additional scope and context
c) The best approach to revenue integrity data is a comprehensive one, utilizing both internal and external benchmarking to evaluate performance on a system and individual scale
d) None of the above statements is appropriate regarding the potential use of data to improve physician revenue integrity

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Use of Data to Improve Charge Integrity

1. Inadequate Coding and Billing Support
   - Using analytics to effectively allocate resources based on greatest opportunity
2. Decentralization
   - Analyzing regional and provider utilization rates to identify outliers and target decentralized processes
3. Lack of Structured Feedback Mechanism
   - Creation of top-down reporting of regional and provider billing and coding trends in order to increase accountability and awareness

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Polling Question #6

- On a scale of 1-5, how would you rate your organization’s current use of data in the physician revenue integrity process?

a) 1 (Data? What’s data?)
b) 2
c) 3 (We have scratched the surface, but there’s a lot of room for improvement)
d) 4
e) 5 (We are nearly optimizing the use of data in the revenue integrity process)

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Conclusion

- Professional revenue processes have undergone significant changes in response to the changing healthcare marketplace

- While beneficial from a revenue standpoint, increasing provider acquisition by health systems has led to disorganized structure and difficulties in resource management

- Efficient use of data can help organizations to optimize resources, promote standardization, and improve the feedback loop between billing and providers

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Thank You

Andrew Sudimack
Crowe, LLP
Andrew.Sudimack@crowe.com

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