

The Third National Medicare RAC Summit

Organizing and Managing the Hospital Response “A Process for Success”

March 4, 2010

Presenter: Kathy Skrzypczak

Assistant Vice President, Corporate Services

Martin Memorial Health System

Martin Memorial Health System

- Integrated Health System, located on the Central East Coast, Florida
- Operations in 2 counties
- 3,300 Associates
- Two Inpatient Facilities, 344 licensed beds
- 325 Medical Staff Members
- Employ 80 physicians
- 5 Outpatient Diagnostic Testing Centers

Martin Memorial Health System

- Health System Net Revenues = \$342M
- Medical Center Net Revenues = \$302M
- 16,300 Inpatient Admissions
- 2,800 Observation Admissions
- Medicare Payer Mix = 68%
- 50% Net Rev. Outpatient Business Lines

A Process to Success-Key Design Elements

- Staff Resources
- Communication Protocols
- Medical Records Management
- Electronic Document Management
- Claims Tracking Solutions
- Access To Utilization Review Notes
- Physician Advisors



Staff Resources

- Assess Internal Skills Sets:
 - Written communication skills
 - Appeal experience
- Additional Resources ?
- External Resources – Business Partners
 - Consistent Business Philosophy
 - Legal Assistance

Communications Protocols

- Distribution Lists by Communication Type
 - Request for Records
 - Record Review Response
 - Appeal
 - Appeal Response
- External Communications
 - Incoming Mail – Primary plus a backup
 - Incoming Requests for Medical Record Copies
 - Tracking Response documentation
- Internal Contact Point – Program Coordinator
 - Appeal Status
 - Business Office Claims follow-up
 - Missing Documentation follow-up

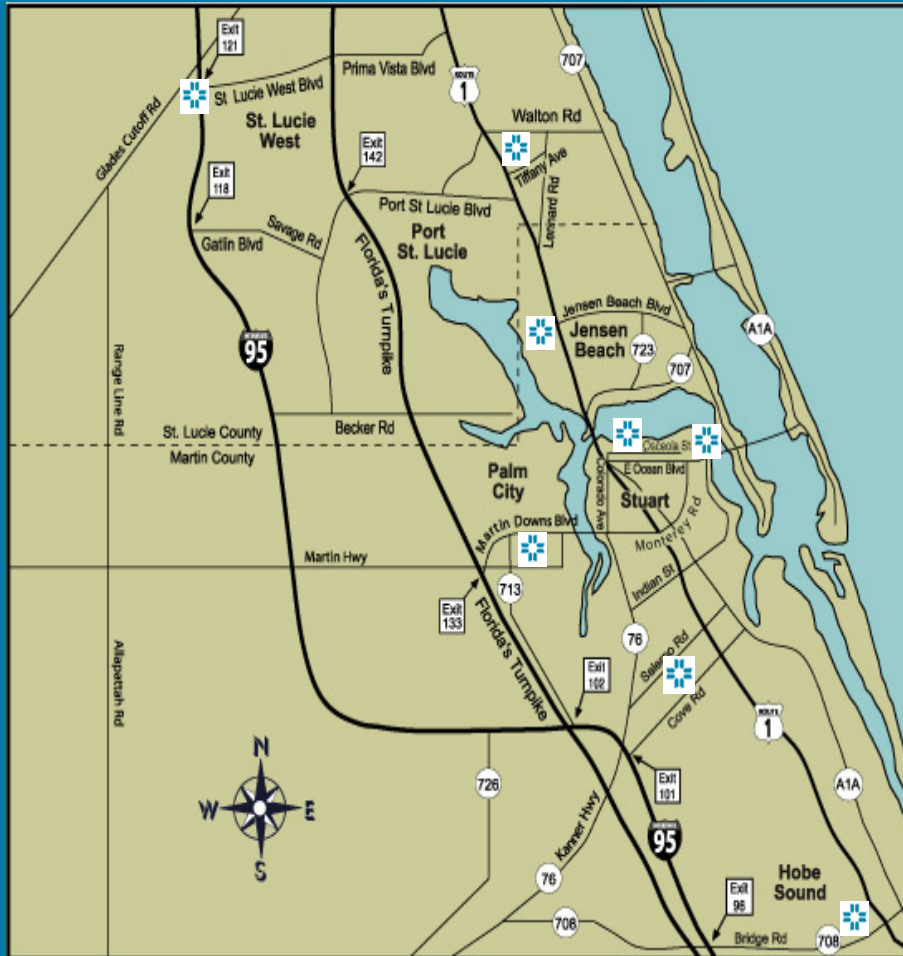


Medical Records Management

- Additional Information:
 - Coding Department – Retrospective Queries are part of the permanent medical record
 - Utilization Review Documentation
 - Physician Advisor Worksheets are filed in the Medical Record and copied as part of the Contractor Record Request
- Pre-mail “chart review” process
- Pagination

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Medical Records Management Multiple Hospital Department Locations



- Think about the future
 - Retain electronic images of documents sent in response to a record request
 - Avoid accessing paper documentation multiple times

Electronic Document Management

- Ability for multiple individuals to electronically access key documents that may be referenced multiple times during the appeal process
 - Audit #
 - Copy of documents sent
 - Mail tracking slips
 - Contractor responses
 - Appeal letters
 - Appeal responses

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Software Tracking Considerations

- Designed to support workflow
 - Target dates for actions
 - Assigned party accountable for a follow up action
 - Outcomes
- Key Data Fields (reference and reporting)
 - Patient identifiers
 - Audit number
 - Dates of service
 - Dates responses due by
 - Tracking numbers, references

Software Tracking Considerations

- Ability to hold electronic files and scanned documents;
 - Contractor communications,
 - Hybrid medical record,
 - Copies of postal service tracking, etc.
 - Coding and utilization review notes/backup
- Centralized database to be used
 - for numerous payers
 - by multiple concurrent users
- Data Analysis – Fiscal Exposure
- Compliance Program Monitoring Plan to identify Risk Areas for Investigation

Software Tracking Considerations

- Ability to generate template driven communications
- Financial Statement Entries
- Internet based; potential to support management of appeals by an external third party
- Retain claim determination outcomes at all levels of appeal; including reason for denial
- Progressive product development – working toward communicating with audit contractors electronically
- Ability to generate AHA RACTrak data

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Access to Utilization Review Documentation

- Retain notes for future use on the Utilization Review Criteria Used to qualify patients for inpatient admission
- Document Category case was reviewed under
 - Infectious Disease, Cardiac, etc.
- Document clinical data supporting:
 - Severity of Illness (clinical indicators, blood pressure, temperature, etc.)
 - Intensity of Service (rate of IV medications, diagnostic testing, etc.)
- References to abnormal test results

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Physician Advisors

- UR Staff is restricted to assigning the admission status based on approved guidelines
- Exceptions to the general rule are established through policy approved through Physician Advisor and UR team
- Cases will require PA Review
- PA worksheet summarizes Case Facts
- PA worksheet is filed in medical record and made available for outside record requests
- Consider UR Criteria Training for PA
- Physician Advisors - Backups

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Questions



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