

NH Case Study

The Challenge

In July 2017, a large Midwestern health system contacted us with an immediate need. In Q1 of 2017, the health system brought in external consultants to train their medical groups because they had switched from the 1997 CMS Coding Guidelines to the 1995 CMS Coding Guidelines and wanted to improve documentation accuracy. Unfortunately the training did not have the desired outcomes and it led to some negative unintended consequences. It left the physicians confused and scared and their coding profiles dropped dramatically. This resulted in reductions to Relative Value Units (RVU), physician compensation, and health system revenue as well as perpetuated a lack of alignment across the coding team.

This health system sought referrals from peer organizations, including a major health system in the southeastern US who was also a MediSync client. The Chief Operating Officers of the two organizations spoke and the AMC recommended MediSync based on the following rationale:

- Extraordinary financial outcomes including incremental revenues and short payback period
- Endorsement of our physician-driven approach which changes behaviors and aligns stakeholders
- Confidence in our comprehensive and sustainable methods that lead to long term success

By the time this health system reached us, the situation had become quite urgent.

First Steps

MediSync performed a Revenue Analysis which showed high variation baseline among cohorts of physicians and missed revenue opportunity. The health system's physicians, auditors, and coders were confused which led to a very subjective interpretation that immobilized the team. MediSync started with our Coding Guideline Discussion Meeting intended to uncover and resolve sources of disagreement among the key stakeholder groups including leadership, physicians, revenue integrity, and coding. MediSync worked to align the team on interpretation, rationale, and which led to a clear position on their strategy.

The health system agreed to a limited pilot to prove the concept before committing the entire physician population. The pilot was led by MediSync's physician expert who guided small groups of 4 physicians in each of three sessions. The health system's coding team observed the sessions, which promoted further alignment as a team. Even before the completion of the pilot, the health system surveyed providers and found that this engagement was a complete turnaround with higher physician confidence and satisfaction, reduced audit risk, and dramatically improved coding profiles and projected revenue.

Full Implementation and Realization in <5 months.

The health system committed to a complete rollout to 250 primary care physicians requiring multiple MediSync physician trainers, concurrent sessions aimed at completing the entire physician population by year end 2017 (5 months). As in the pilot, the client physicians demonstrated immediate improvement and dramatic reductions in coding variability. MediSync created coding profile reports in order to educate the physicians, leadership, and all stakeholders throughout the process. The health system took a strategic approach starting with clear direction from leadership, peer-to-peer review processes, planned intervention strategies when regression appeared, and tracking and reporting systems to sustain visibility and controls.



Results and Outcomes

At the beginning of the project, the health system's situation was urgent with revenues at an all-time low, confused physicians at conflict with coding personnel, and frustrated leadership in need of an immediate fix. At the completion of the program, the conflict and chaos were gone, there was renewed harmony in the department around common understandings and processes, and leadership had demonstrated their ability to correct the situation.

Three months after completion, the actual gains for this Midwestern healthcare system included:

- Incremental annual revenue gain of \$3.187M per year or \$16,427 on a per-physician basis
- The project paid back after only 3 months and represented a first year ROI of 348% (and a projected 2-year ROI of 796%).
- High physician satisfaction with the training experience and the renewed organizational alignment
- Revenue Integrity team satisfaction and confidence following the MediSync engagement

Result Highlights

\$3.187M
PER YEAR

Incremental annual revenue gain

\$16,427

On a per-physician basis

With the new surveillance processes and infrastructure, health system leadership feels confident that these results are sustainable for the future and they are working with MediSync to continue training their new physician as part of their onboarding process.