

The Trinity Health logo is a stylized, circular emblem. It features a central figure with arms raised, surrounded by three large, leaf-like shapes that curve upwards and outwards, creating a sense of growth and care. The logo is rendered in shades of teal and light blue.

Trinity Health RAC Response Team

COPAM Presentation

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Agenda

- Trinity Health Overview
- Implementation Process & Activities
- RAC Project Team Structure
- Trinity Health Governance Model
- RAC Communication Plan
- Trinity Health MO RAC Coordinator Role
- MO RAC Readiness Testing Objectives
- MO RAC Readiness Testing Activities
- Staffing Issues

Trinity Health Overview

- Fourth largest Catholic Health System in the United States
- 44,500 full-time equivalent employees
- 8,074 active staff physicians
- 20 Ministry Organizations, encompassing 44 hospitals
- 379 Outpatient clinics/facilities, numerous long-term care facilities, home health and hospice programs, and senior housing communities in seven states
- Revenues of \$6.3 billion
- \$376 million in community benefit ministry

Trinity Health Overview

- Unified Enterprise Ministry (UEM)
 - Corporate offices and structure
- Ministry Organization (MO)
 - Facility
- Unified Revenue Organization (URO)
 - Functional areas of billing, registration, reimbursement, documentation improvement, HIM functions, managed care, charge capture, other revenue management functions
- Revenue Management Consultant
 - Work with Chief Financial Officers and leadership in Patient Financial Services, Health Information Management, Reimbursement, Clinical Departments, Managed Care functions and Information Systems
 - Implement “Best Practice Design” processes
 - Provide direct support, consultation and education

Implementation Process & Activities

- Research
 - CMS – Scope of Work; Demonstration Project Report; Frequently Asked Questions; Recent Updates; Transmittals
 - AHA – Advisories; RACTrac Database Reporting
 - RAC Region – Website; Outreach Meeting(s)
 - Seminars/Publications/Professional Organizations
- Develop process flow diagram(s)
 - Record Request
 - Technical Denial
 - Automated Reviews
 - Coding Appeal
 - Medical Necessity Appeal
- Expand process flows to step by step procedures

Implementation Process & Activities

- Determine database needs
 - Process flow/procedures
 - Reporting
 - AHA & State Hospital Associations
 - Internal – daily operational; metrics; monitoring and decision making; control
- Training
 - Determine who needs to be trained
 - Develop training materials – overview; system; process and procedural
 - Conduct training – live presentations, recording, post
 - Monitor compliance
- Document storage

Implementation Process & Activities

- Testing
 - Objectives
 - Methodology
 - Timeline
 - Conduct internal test (corporate staff)
 - Revise as necessary
 - Pilot test (2 hospitals)
 - Revise as necessary
 - Publish plan and obtain sign-offs
 - Organization (all hospitals)
 - Revise as necessary
- Go Live!!!

RAC Communication Plan

- RAC Report will be distributed monthly to CFOs with pertinent news and up-coming events related to RAC
- RAC pertinent news and upcoming activities along with education tips & tools are distributed monthly via the **RAC Update** to the hospital RAC Coordinators
- A RAC Groupwise mailbox is set-up for hospitals to submit questions and receive answers
- Monthly RAC stakeholder reporting will begin the month after the RAC initiates record requests for the applicable region. For example, if record requests start in June 09, then monthly stakeholder reports will be distributed in July 09.
- Hospitals will be able to obtain daily reports using the RAC Tracking database
- A Groupwise distribution list is set-up for RAC communications

Ministry Organization RAC Coordinator Role - HIM Director Recommended

- Organize Hospital RAC Response Team
 - Hospital RAC Response Teams are accountable for following the URO RAC process/procedure of designed workflow for responding effectively and efficiently to RAC requests for medical records and appeals of denials following review. Members of the team include:
 - HIM Director – Co-Chair
 - CFO – Co-Chair
 - Coding Manager/Supervisor
 - UR/Case Management Director
 - Patient Financial Services Director
 - Physician Champion for Documentation Improvement Program
 - Legal/LIO
 - Clinical Documentation Specialist
 - Denial Coordinator (optional)
 - Risk Management (optional)
 - TIS (optional)

Ministry Organization RAC Coordinator Role - HIM Director Recommended

- Review all URO RAC project correspondence from Home Office
 - Disseminate information to Hospital RAC Response team and other hospital staff as appropriate
 - Serve as hospital liaison with Home Office and URO RAC Manager
 - Coordinate hospital training needs through Home Office (including other departments)
 - Provide lists of required attendees
 - Disseminate feedback on employees not attending
 - Implement recommendations from Workgroups and Project teams

Ministry Organization RAC Coordinator Role - HIM Director Recommended

- Hospital Involvement
 - Assure team follows standards set by URO RAC team
 - Emphasis on endorsing and supporting the process and tools
 - Assure Hospital RAC Response team participates in education
 - Communicates URO RAC team Oversight activities
 - Serve as a resource within hospital for RAC questions and issues; uses the URO RAC Manager as a resource for answers
 - Use Trinity Health RAC Tracking database to run hospital specific reports
 - Distribute and review reports with appropriate areas
 - Review stats/metrics to address core concerns
 - Provide feedback to Documentation Improvement teams

Ministry Organization RAC Coordinator Role - HIM Director Recommended

- UEM involvement
 - Participate in Quality Health Record Council meetings to modify process flows. Include other departments in discussions as necessary/appropriate
 - Report progress to URO
 - Escalate issues to URO RAC Project Team
 - Awareness of appeal rates and stats

Ministry Organization RAC Readiness Testing Objectives

- Verify all sites have all needed systems access
- Verify all sites have training on systems used
- Verify all sites have knowledge of RAC procedures
- Identify gaps in procedures
- Identify application/system defects
- Identify any problems that would prevent the project from going live

Ministry Organization RAC Readiness Testing Activities

- Submit hospital information for medical necessity vendor (fax number, who to call for updates, who to call for questions, etc.)
- Submit list of names of staff who need RAC Tracking database access
- Review training materials on Trinity Health Intranet & Centra sessions
- Receive procedures from URO and review
- Receive Appointment of Representation form for medical necessity appeals from URO and determine procedure for completion and signature
- Receive readiness testing schedule from URO and note dates
- Participate in kickoff meeting on assigned testing date
- Complete testing by walking through procedure with URO testing coordinator at agreed upon time (record request, coding appeal, medical necessity appeal)
- Receive training on QuickBase reports

RAC Program issues that require leadership intervention: MO Staffing

- Staff Time Not Included:
 - Coding staff time to manage recoupment and review reports
 - Patient Financial Services time to post denials
 - Hospital RAC Response Team meetings
 - Management review and dissemination of reports and information
 - Education and/or communication with staff
 - Hospital RAC Coordinator role

RAC Program issues that require leadership intervention: MO Readiness

- Hospital Readiness:
 - Start regular Hospital RAC Response team meetings
 - Hospitals need to become familiar with results of demonstration project so they can begin working to minimize risks
- Formal readiness tools are in the process of being disseminated to hospitals including:
 - A functional model for communications and governance
 - A best practice RAC Response Team Charter and RAC Response Coordinator role description
 - A Readiness test plan and updated procedures
- Hospitals will be asked to:
 - Provide monthly RAC Response team minutes to URO RAC Manager starting (month)
 - Provide information for RAC testing by (date)
 - Schedule training and prepare for testing