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BEST WAY TO REMEMBER A LEGACY



March 16, 2012 was the 9th anniversary of the passing of one of the giants in the HIM field, our own Dot Waggoner. An AMS vice president and first force behind our Health Information Management and Compliance division, Dot was very active in professional societies and organizations. Her legacy is celebrated through a Memorial Legislative Seminar each year put on by the Massachusetts Health Information Management Association and the Dot Waggoner Memorial JD Scholarship sponsored by the American Health Information Management Association.

At AMS, we continue to be leaders and active in HIMC professional societies and organizations, which is a fitting tribute to Dot's legacy. Some examples include:

- **Jeanne Beando**, JD, RHIA, CHC, member of the American Health Information Management Association (AHIMA), member of the Health Care Compliance Association and Massachusetts Health Information Management Association. AHIMA-Approved ICD-10-CM/PCS Trainer.
- **Linnea Fraser**, RHIA, member of the New Hampshire Health Information Management Association, and AHIMA. A transcription expert and national speaker and panelist on documentation.
- **Jan Sayer**, JD, CHC, member of the Health Care Compliance Association, American Health Information Management Association, and Rhode Island Health Information, AHIMA-Approved ICD-10-CM/PCS Trainer and ICD-10 co-panelist at a conference co-hosted by the New England Health Information and Management Systems Society and Maine Healthcare Financial Management Association in Maine.
- **Donna Shaw**, RHIA, board member and director of advocacy and policy, New Hampshire Health Information Management Association, and AHIMA. AHIMA-Approved ICD-10-CM/PCS Trainer.

and alphabetically last, but not least,

- **Linda Young**, JD, RHIA, president elect and member of the board of directors, Massachusetts Health Information Management Association (affiliate of American Health Information Management Association). Noted speaker and author, including co-author of "What Every CEO Should Know About Medicare's Recovery Audit Contractor Program", published in the Journal of Healthcare Management.

Quickly reveal opportunities to reduce labor expense

The **AMS Key Performance Indicator (KPI) Review**, is a rapid review to identify cost reduction opportunities in labor expense through a high level, off-site data analysis of payroll and workload statistics. AMS analyzes your performance against other hospitals using comparative data in our proprietary database.

Compare labor performance against our proprietary database

Immediate Benefits

■ **Areas of opportunity:** A KPI analysis identifies areas of opportunity that go beyond a typical high level benchmark such as FTEs/AOB. While global labor ratios will be reviewed, AMS will provide indicators of opportunity at the department level.

■ **Annual budget planning:** A KPI analysis identifies opportunities to reduce labor expense in next year's budget.

■ **Target resources:** A KPI analysis allows you to quickly identify where to focus your efforts to achieve maximum savings with minimal effort.

Recent Results

4 hospital, 1,100-bed regional system: AMS identified areas with staffing opportunity equal to 6.9% (601 FTEs) of the system's 8,677 FTEs.

120-bed hospital: AMS identified a labor improvement opportunity of 94 FTEs of the hospital's 1,273 FTEs. Seven outlier departments accounted for 75% of the opportunity.

Critical access hospital: AMS identified a 5% staffing opportunity in a health system consisting of 25-bed acute care, 25-bed nursing home, 10-bed rehab unit, and support staff for physician practices. A detailed review identified an additional 2.5% staffing opportunity for a total of 25 FTEs.

Labor KPIs

Global KPIs

- FTEs/AOB
- FTEs/AOB CMI Adjusted
- Paid Hours/Adjusted Discharge
- Salary, Wages and Benefits as a % of Net Revenue
- Labor Expenses/Adjusted Discharge
- Net Operating Revenue/FTE
- Overtime Usage

Unit of Service KPIs for Major Departments

- Nursing Services
 - Med/Surg/Telemetry
 - Critical Care
 - Rehabilitation
 - Pediatrics
 - Maternal and Child Health
- Surgical Services
 - OR/PACU
 - Endoscopy
 - Sterile Processing
- Emergency Services
- Imaging Services
 - Diagnostic/CAT
 - MRI
 - Nuclear Medicine
 - Ultrasound
- Laboratory Services
- Environmental Services
- Health Information Services
- Patient Financial Services
- Nutrition Services
- Cardiac Cath Lab
- Cardiopulmonary Services
 - EKG
 - Respiratory
- Pharmacy
- Rehabilitation Services

To learn more, please contact:

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RECENT INTERIM MANAGEMENT ASSIGNMENTS OCTOBER 2011 – JANUARY 2012

AMS Interim Management is a combination of consulting and management where AMS runs the department or function. We have been providing interim management since the 70s when the management engineering department at hospitals was outsourced to AMS.

ACCOUNTS RECEIVABLE MANAGEMENT GROUP (ARMS) – FINANCE

Director of Revenue Cycle	Community Hospital, WV
Director of Revenue Cycle	Community Hospital, ME
Director of Patient Accounts	Academic Medical Center, MA

HEALTH INFORMATION MANAGEMENT GROUP (HIM) – INCLUDES COMPLIANCE

Assistant Director, HIM	Academic Medical Center, MA	
	Critical Access Hospital, MN	
Director, HIM	Academic Medical Center, MA	Specialty Hospital, WV
	Community Hospital, ME	Community Hospital, OH
	Specialty Hospital, CT	
Project Manager, HIM	Specialty Hospital, WV	
	Community Hospital, OH	
Manager, HIS	Academic Medical Center, MA	
Manager, Coding	Community Hospital, RI	
	Specialty Hospital, RI	
Operations Manager, HIM	Academic Medical Center, MA	
Director, Coding	Critical Access Hospital, MN	

SYSTEMS ENGINEERING GROUP (SEG) - CLINICAL

Laboratory Services Executive	Community Hospital, MA (3)
Director, Patient Care/Nursing	Community Hospital, VT
Laboratory Chief Operating Officer	Academic Medical Center, MA

Available for Immediate Placement:

Director, Compliance and Privacy
Director, Health Information Management
Director, Revenue Cycle

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