

# biweekly report

Dedicated to Excellence in Health Care Management • Trusted in Interim Management

#### MARCH 19, 2012

#### VOLUME 28 NUMBER 6

#### **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 Wagg. 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 Wagg 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.

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#### **15<sup>TH</sup> PHYSICIAN PRACTICE SIGNS FOR EMR IMPLEMENTATION ASSISTANCE**



As part of AMS' distinction of being selected as an **Implementation and Optimization Organization (IOO) by the Massachusetts e-Health Institute** (**MeHI**) in late 2010, we are excited to announce that the fourteenth and fifteenth Massachusetts physician practice has signed for assistance with "achieving meaningful use" in conjunction with installing electronic medical records (EMR). This number has doubled from April 2011. The new practices have 24 and 19 providers. AMS assumes the role of project manager to take the burden and stress off of the providers and staff in ensuring that they meet the Meaningful Use criteria. In addition, the providers receive operational consulting expertise, including workflow analysis (to ensure that the system installed matches how the staff and providers work day-to-day); as well as a high level look at the revenue cycle processes (to ensure that the front end and back end processes are in sync to capture maximum revenue for the practice).

Practices we are working with use or are considering the following EMRs.

- AllScripts
- AthenaHealth
- eClinicalWorks
- eMDs
- Greenway Medical Technologies
- Vitera (formerly Sage)

- Connexin Software (Office Practicum)
- McKesson (Lytech and Practice Partner)
- NextGen Healthcare
- Physicians Computer Company (PCC)
- Point and Click Solutions
- Pulse

AMS has worked with over 120 physician practices on a variety of issues from operational to technological enhancement engagements. For more information, contact Shari Robbins, vice president, at <u>srobbins@aboutams.com</u>.

#### **EVOLVING IT TECHNOLOGY THAT IMPACTS ALL OF US AT HIMSS**

35,000 plus attended **HIMSS 2012** in Las Vegas. The conference once again proved that it is a key venue for networking with colleagues and learning—through the 400+ education sessions—how others have been successful with their initiatives, whether it is apps or EMR and meaningful use. The exhibitor floor was packed this year with over 1,100 companies. "Each year the conference expands its framework to account for the rapid change in technology. When I first started attending HIMSS back in 2000 there was no such thing as Facebook or Twitter (co-founder Biz Stone was the opening keynote speaker) and now these companies have established themselves as ways to reach a wider patient population," Shari Robbins, AMS vice president, commented. Matt Bornstein, manager, IT and data analysis said, "Based on the needs of our current clients, we focused on educational topics and technologies including: Meaningful Use, ICD-10, patient throughput and satisfaction and change management. It is truly amazing to see first hand the technological progress enhancing the industry's interoperability."

#### AMS PARTNER TO SPEAK AT HIS ALMA MATER

On March 22, 2012, Patrick Abrami, partner, will speak at the **University at Buffalo's** School of Engineering, Buffalo, New York, UB Research Symposium on Health and Medical Systems. His topic will be Relevance of an Industrial Systems Engineering Approach to the Healthcare Sector.



## Labor Key Performance Indicators

# 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 peformance 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:

Michael Foley Senior Vice President (**800) 462-1685** mfoley@aboutams.com

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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 Community Hospital, ME Specialty Hospital, CT	Specialty Hospital, WV Community Hospital, OH
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

#### **Contact:**

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