

TECHNICAL ASSISTANCE PROGRAM

Financial Assistance Service Descriptions

Financial Review

The focus of a financial review is the evaluation of processes and systems, rate structures, cost structures and key financial targets that attains and maintains financial viability. The Financial Review Process evaluates various aspects of the fiscal operations of the facility and includes recommendations for their correction and improvement.

Restructuring Process of Fiscal Services

Restructuring of the fiscal operation is done when there is no other option available to stabilize operations and get to a break even point. The restructuring process is a teaching process that trains staff to be accountable and responsible for their individual positions without the need for ongoing consulting services.

Accounts Receivable Management

Working with the facility to decrease accounts receivable days outstanding through proven management tools, policies and procedures and benchmark goals. Implementation of a Patient Representative System to enhance accountability and productivity of staff.

Management Reporting

Management reporting on a departmental level basis analyzes month to date and year to date information compared to budget on: statistics, productive and nonproductive hours, overtime usage, expenses, revenues, cost per unit, productivity, and rates.

Productivity Analysis

Using expertise and understanding of minimum staffing, consultants can assist in developing the tools (benchmarks) for productivity and identify the staffing needs of small rural hospitals and other healthcare entities.

Corporate Compliance Program (Medicare)

Assistance can be provided to assist you with writing a mission statement and code of ethics, preparing a job description and training for a corporate compliance officer, providing a checklist of all elements of a corporate compliance program, writing policies to make sure all requirements are met, preparing staff training programs, and develop a process for reporting.

Chargemaster and Cost Report Review

The review will help validate compliance with third-party payer regulations and appropriate reimbursement for a facility. Each chargemaster section is reviewed to ensure proper code usage and adherence to pricing and compliance issues. Individual meetings with department heads are conducted (one per facility limit).

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Financial Assistance Service Descriptions (Cont.)

Business Office Focus Analysis

Review of your entire revenue cycle with emphasis on improving the bottom line by decreasing days in accounts receivable and increasing cash flow, thus lessening your bad debt. This service may include an operational and staffing level review of the business office.

Medicare/ Medicaid Reimbursement Services

Preparation of hospital, nursing home, rural health clinic, home health agency, CORF, and Home Office Medicare cost reports and analysis of completed Medicaid cost reports is available.

Pricing Analysis

A comparison of charges for the hospital that have CPT/HCPCS codes assigned will be made against public Medicare data published for selected facilities. Charge items not requiring CPT/HCPCS codes for the hospital, i.e. supplies and drugs, will be compared to the Medicare cost-to-charge ratios of the area hospitals. Room charges for the hospital will also be compared to room charges of selected area hospitals.

Capital Financing Assistance

Help in evaluating financial options and the financing process when it comes time to consider either new construction or refinancing existing facilities is available.

Outpatient Chart To Payment Review

Assessment of the facility's overall hospital billing processes by completing a chart to payment review on a sample of outpatient claims can be completed.

Operational Analysis

A thorough review of your facility's operations can be completed, meetings with key medical and hospital staff, and recommendations concerning staffing, service additions, swing bed usage, and long term cost reductions.

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Organizational/Management Development Service Descriptions

Organizational Surveys

This on site review uses confidential interviews with key organization personnel and stakeholders and organization document analysis to help you determine what changes need to be made to improve organizational efficiency and the organization's environment.

Scope of Services Reviews

This review uses on site interviews with key health care providers and an analysis of the populations health care needs to help you determine the gaps and overlaps in local health care services and what services might be more fully developed.

Scope of Services Determinations

Services in this area could include community wide health development programs, appropriate scope of community health services determinations- an important activity in this time of down-sizing and competition, health risk appraisals, and assessments of community/provider readiness for managed care.

Board Development and Training

Training can include a general overview of board responsibilities and sessions that focus on specific board responsibilities and topics. Topic specific sessions include: decision making, effective meetings, selecting/evaluating the administrator, developing/monitoring policy, planning, reviewing organization by-laws and policies, monitoring/evaluating organization performance, monitoring/evaluating board performance, representing the organization in the community, and keys to effective boards.

Teambuilding

Teambuilding sessions are designed to assess your organization's specific teambuilding needs and provide you with teambuilding and group development training that fit your specific needs. The interactive sessions are not only informative, they are designed to be teambuilding/group development activities in themselves.

Strategic Planning Facilitation

Two hours to two days, two people to 50, mission statements to full plans, our consultants have designed and facilitated healthcare facility planning sessions and retreats to fit just about any time schedule, group size and outcome desired.

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Legal Assistance Service Descriptions

Legal Services

Hawley Troxell Ennis & Hawley will provide the legal component of the Technical Assistance Program. Their services can include advice and representation for individual facilities on an hourly fee basis or through a developed TAP focus on board training, compliance plan reviews, and other specialized services.

- Development of legal forms, policies, including bylaws, provision of individualized legal advice, etc.

Compliance Planning

HTEH will work with the facility's compliance officer and other key members of administration to:

- Identify and review the facility's existing compliance plan
- Measure the compliance plan against the OIG's Model Compliance Plan for Hospitals, for instance
- Where appropriate, update the compliance plan
- Assist the facility in evaluating whether its compliance plan is, in fact, being followed
- Compliance planning, Training and Education (review and development of compliance plans for compliance with federal and state fraud and abuse laws, etc.)
- Review of Contracts and Transactions (review of affiliation and employment agreements, unrelated business income issues, problems, antitrust violations)
- Board training, including best governance principles

Cost: TAP will pay the HTEH's legal fees associated with the compliance review up to \$2000. This will cover the cost of the initial review, evaluation and suggestions; however, the facility will be responsible for any additional services specifically requested as well as actual travel costs authorized by the facility if it chooses to have HTEH visit and work with personnel.

Specialized Legal Services

HTEH will be available to assist the facility in those health law areas in which the facility's regular attorney may lack expertise and which are not otherwise covered by the facility's insurance, including:

- Transactions and contracts that may implicate fraud and abuse or other laws
- Regulatory compliance
- Physician relations
- Governance
- Accreditation, licensing and surveys

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Legal Assistance Service Descriptions (Cont.)

- Development and drafting of bylaws, policies and procedures
- Representation or advice in administrative actions
- Other non-litigation matters involving health law matters

Costs: TAP will subsidize the cost of HTEH legal fees by paying \$100/hour of HTEH's legal fees up to a total of \$1000. (10 hours). The facility will be responsible for the balance of any legal fees and costs, which, in most cases, will be \$75 to \$85/hour. HTEH will notify the facility if the work is approaching or would appear to exceed the 10-hour limit.

Training

Board Training:

HTEH will come to the facility to provide a focused, two-hour workshop for Board members. In addition to any issues identified in advance by facility administration, the workshop will address:

- Board members' duties of due care, loyalty, obedience, and confidentiality
- Relevant issues concerning regulatory compliance, including recognizing and avoiding fraud and abuse
- Physician credentialing and corrective action
- Institutional and individual risk management
- Idaho's open meeting laws
- Best governance principles
- Questions and answers

Cost: TAP will cover the legal fees associated with the workshop up to a total of \$2000. Absent any additional services specifically requested by the facility, this will cover all the fees for training. The participating facility will be responsible for the paying for any travel costs associated with the workshop up to a maximum of \$500.