

# **A Holistic Approach To Quality Improvement**



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# PCMC of Humphreys County

- Located in Belzoni, Mississippi
- Town census is 9,994
- Race
  - Black 71.5%,
  - White non-Hispanic 26.8%,
  - Hispanic 1.5%,
  - other 0.6%
- Approximately 38% below poverty level

# PCMC of Humphreys County

- Hospital built in 1969
- Converted to Critical Access in 2003
- 34 Bed Hospital
- 9 Senior Care Unit
- 25 Bed Acute / Swing bed



## There's a new vision of healthcare at Patients' Choice Medical Center.

A vision of rural regions like the Delta having access to modern and efficient healthcare is becoming a reality at Patients' Choice Medical Center of Humphreys County.

Energized with the thought that a small hospital in the heart of the Mississippi Delta can survive and thrive, the staff is renewing its commitment to provide effective and compassionate healthcare.

Targeting special needs of Delta residents, new programs are serving a growing senior population and those afflicted by behavioral conditions. Inpatient and outpatient services provide medical and therapeutic treatment in a caring, tranquil environment.

Patients' Choice Medical Center is committed to providing healthcare second to none right here at home in the Delta.



# PCMC of Humphreys County

## The management team involved in Project :

- Administrator started 4 months prior to the project
- DON began 7 months prior to the project
- Business Office Manager started 3 months after the project
- Medical Records Director employed for 15 years
- Accounts Receivable employed for 13 years

# Developing Measurements

**Indicators & parameters for each measurement were developed by the Management team:**

- CEO
- DON
- Business office manager
- Health Information manager
- Ancillary managers

# Project Target List

Determine PCHCH baseline of the following comparing with national benchmarks:

<b>Registration:</b>	<b><u>National</u></b>	<b><u>PCHCH</u></b>
• Pre-registration rate	95%	0%
• Admission data quality	100%	0%
• ABN and MSP obtained	96%	0%
• Insurance Verification	100%	0%
• Cross training of personnel	100%	0%

# Project Target List

## Registration, cont'd:

## National    PCHCH

- |   |      |    |
|---|------|----|
| • Collection of co-pays and deductibles   | 98%  | 3% |
| • Collection of prior balances  | 98%  | 1% |
| • Screening uninsured inpatients / high<br>balance outpatients for financial assistance | 100% | 0% |
| • Payment arrangements for non charity<br>eligible inpatients/high balance outpatients  | 100% | 0% |
| • Prompt payment discount percentage  | 100% | 0% |
| • Cross training of financial counselors  | 100% | 0% |

# Project Challenges

- Coding and admissions software needed
- Recruitment of coders, billing staff and nurses
- Physician documentation
- Nursing documentation

# Project Challenges

- Late charge hold period
- Late charges as a percentage of total charges
- Lost charges as a percent of total charges
- Charge master incorrect / missing CPT codes
- Charge master incorrect / invalid revenue codes
- Charge master price less than fee schedule
- Cross training for charge entry

# Project Challenges

## Backlog Issues:

- Cross-over billing backlog
- Denial rate:
  - Clinical denial rate: 38%
  - Technical denial rate: 62%
  - Total denial rate: 36%

# Project Challenges

- Gross A/R days: 186 days
- Patient cash as a % of cash goal: 0%
- Cross training of billers: None

# Implementation Process

- Weekly meetings focused on goals and continued progress
- Implemented new admission, collection and charity care policies
- Education provided to physicians, admission clerks and nursing staff regarding documentation requirements
- Monitored results and tracked improvements

# Implementation Process Continued

- Restructured Business Office
- New Business Office Manager
- Updated the charge master
- Offered prompt pay discount
- Charity care program
- Implemented new admission processes
- New Admissions manager

# Implementation Process Continued

- Major emphasis on staff education
- Audit then feedback
- Nursing staff education
- Physician education multi-faceted
- Admission staff education
- Business office staff education

# PCMC of Humphreys County

Today PCHCH baseline of the following comparing with national benchmarks:

<b>Registration:</b>	<b><u>National</u></b>	<b><u>PCHCH</u></b>
• Pre-registration rate	98%	50%
• Admission data quality	100%	50%
• ABN and MSP obtained	96%	90%
• Insurance Verification	100%	90%
• Cross training of personnel	100%	50%

# Outcomes of Process Improvement

- Employees became engaged in process improvement and receptive to changes because of the weekly meetings
- Charge master was updated
- Admissions and business office staff were cross trained to increase efficiency
- Nursing and ancillary staff have engaged in new processes

# Outcomes Continued

- **Gross AR days reduced to 38.29 from 186**
- **Gross Revenue increased 50%**



**Process improvement  
is on-going and a  
continued**

***“work in progress”***

# Outcomes Continued

**Decreased A/R days and increased revenue directly connected to:**

- Improved admissions processes
- Improved collections
- Improved documentation
- Improved charge capture
- Improved business office processes

# Staff Dynamics

**The overall success of project dependent on:**

- Dynamics between inter and intra departments, physicians and administration
- Conscious leadership
- Breaking cycle of reactivity

# Staff Dynamics

## Successful group dynamics:

- Roles are respected
- Organizations thrive with all four roles:
  - Bystander
  - Mover
  - Follower
  - Opposer

# Staff Dynamics

**Hallmark of successful teams:**

- Respect of each role
- Versatility
- Flexibility
- Efficiency

# Contact Information

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**PATIENTS' CHOICE**  
MEDICAL CENTER  
OF HUMPHREYS COUNTY

A NEW ERA IN RURAL HEALTHCARE  
FOR THE MISSISSIPPI DELTA