Checklists in the Revenue Cycle

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Checklists in Aviation
Lufthansa Flight 540

Flight engineer was found to have failed to follow the pre-flight checklist and open the engine bleed air valves as required. The result was a stall caused by leading edge flaps left in a retraced position ...
Pre-Flight Checklists

- Introduced by Boeing following a 1935 crash of a pro-type B-17 in Dayton, Ohio
- Do you want to get on a plane where the pilot has not gone thru a complete check?
# BOEING 747-400 NORMAL PROCEDURES CHECKLIST

## POWER UP / SAFETY CHECK

<table>
<thead>
<tr>
<th>First Officer</th>
<th>Captain</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIRCUITBREAKERS</td>
<td>CHECKED</td>
</tr>
<tr>
<td>BATTERY</td>
<td>OFF</td>
</tr>
<tr>
<td>STANDBY POWER</td>
<td>AUTO</td>
</tr>
<tr>
<td>HYDRAULIC DEMAND PUMPS</td>
<td>OFF</td>
</tr>
<tr>
<td>WINDSHIELD WIPERS</td>
<td>OFF</td>
</tr>
<tr>
<td>ALTERNATE FLAPS AND GEAR</td>
<td>OFF</td>
</tr>
<tr>
<td>GEAR LEVER</td>
<td>DOWN</td>
</tr>
<tr>
<td>FLAPS</td>
<td>CHECKED</td>
</tr>
<tr>
<td>APU</td>
<td>RUNNING</td>
</tr>
<tr>
<td>ELECTRICAL SYSTEM</td>
<td>SET/APU AVAIL ON</td>
</tr>
<tr>
<td>APU BLEED AIR</td>
<td>ON</td>
</tr>
<tr>
<td>ISOLATION VALVES</td>
<td>OPEN</td>
</tr>
<tr>
<td>PACKS</td>
<td>NORMAL</td>
</tr>
</tbody>
</table>

## PREFLIGHT

<table>
<thead>
<tr>
<th>First Officer</th>
<th>Captain</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMERGENCY EQUIPMENT</td>
<td>CHECKED</td>
</tr>
<tr>
<td>FIRE PROTECTION</td>
<td>CHECKED</td>
</tr>
<tr>
<td>INTERRUPT SWITCHES</td>
<td>OFF</td>
</tr>
<tr>
<td>PASSENGER OXYGEN</td>
<td>NORMAL</td>
</tr>
<tr>
<td>STAB TRIM CUTOUT SWITCHES</td>
<td>AUTO</td>
</tr>
<tr>
<td>NAV EQUIPMENT</td>
<td>CHECKED</td>
</tr>
<tr>
<td>OXYGEN AND INTERPHONE</td>
<td>CHECKED</td>
</tr>
<tr>
<td>GEAR PINS</td>
<td>STOWED</td>
</tr>
</tbody>
</table>

## BEFORE STARTING

<table>
<thead>
<tr>
<th>First Officer</th>
<th>Captain</th>
</tr>
</thead>
<tbody>
<tr>
<td>HYDRAULIC DEMAND PUMPS</td>
<td>AUTO, AUX (1 AND 4)</td>
</tr>
<tr>
<td>BRAKE PRESSURE</td>
<td>NORMAL</td>
</tr>
<tr>
<td>FUEL QUANTITY</td>
<td>KG</td>
</tr>
<tr>
<td>FUEL SYSTEM</td>
<td>SET</td>
</tr>
<tr>
<td>X-FEEDS</td>
<td>OPEN (1 &amp; 4 CLOSED)</td>
</tr>
<tr>
<td>SEAT BELTS SIGN</td>
<td>ON</td>
</tr>
<tr>
<td>NOTOC</td>
<td>CHECKED</td>
</tr>
<tr>
<td>SHIPS PAPERS</td>
<td>ON BOARD</td>
</tr>
<tr>
<td>PERFORMANCE DATA</td>
<td>CHECKED AND SET</td>
</tr>
<tr>
<td>V2</td>
<td>SET</td>
</tr>
<tr>
<td>LNAV AND VNAV</td>
<td>SET</td>
</tr>
<tr>
<td>DOORS</td>
<td>CLOSED</td>
</tr>
</tbody>
</table>
Checklists in Surgery
World Health Organization Safe Surgery Checklist

- Identifies 3 Phases of an operation
  - Before the induction of anesthesia (sign in)
  - Before the incision of the skin (time out)
  - Before the patient leaves the operation room (time out)

- In each phase, checklist coordinator must confirm that the surgery team has completed the listed tasks before it proceeds with the operation
# Surgical Safety Checklist (First Edition)

**Before Induction of anaesthesia**

<table>
<thead>
<tr>
<th>SIGN IN</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Patient has confirmed:</td>
</tr>
<tr>
<td>- Identity</td>
</tr>
<tr>
<td>- Site</td>
</tr>
<tr>
<td>- Procedure</td>
</tr>
<tr>
<td>- Consent</td>
</tr>
<tr>
<td>- Site marked/not applicable</td>
</tr>
<tr>
<td>- Anaesthesia safety check completed</td>
</tr>
<tr>
<td>- Pulse oximeter on patient and functioning</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TIME OUT</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Confirm all team members have introduced themselves by name and role</td>
</tr>
<tr>
<td>- Surgeon, anaesthesia professional and nurse verbally confirm:</td>
</tr>
<tr>
<td>- Patient</td>
</tr>
<tr>
<td>- Site</td>
</tr>
<tr>
<td>- Procedure</td>
</tr>
</tbody>
</table>

**Sign Out**

<table>
<thead>
<tr>
<th>SIGN OUT</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Nurse verbally confirms with the team:</td>
</tr>
<tr>
<td>- The name of the procedure recorded</td>
</tr>
<tr>
<td>- That instrument, sponge and needle counts are correct (or not applicable)</td>
</tr>
<tr>
<td>- How the specimen is labeled (including patient name)</td>
</tr>
<tr>
<td>- Whether there are any equipment problems to be addressed</td>
</tr>
<tr>
<td>- Surgeon, anaesthesia professional and nurse review the key concerns for recovery and management of the patient</td>
</tr>
</tbody>
</table>

This checklist is not intended to be comprehensive. Additions and modifications to fit local practice are encouraged.
Checklists in Other Industries

- Construction
  - Inspection
  - Safety
- Fast Food
- Manufacturing
How Do We Rate?
Oh, I forgot to collect the co-pay on Mrs. Brown! And I didn’t update that insurance. I guess it doesn’t really matter. They can take care of it later.
Cost of Reworking a Claim

- Staff time: $10.67
- Supplies: $1.50
- Interest: $1.75
- Overhead: $1.00
- Total: $14.92

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Creating a Checklist
What is a checklist?

- Detailed list of repetitive action items
- Job aid used to verify, check or inspect to ensure you don’t forget important steps
- Helps to ensure consistency and completeness in carrying out a task
- Used to verify users are meeting the intent of every item on the checklist
Why a checklist?

- Provides consistency
- Ensures higher degree of accuracy
- Takes away the guesswork
Checklist Concerns

✓ Excessive dependence may hinder performance with time-critical situations
✓ Should not replace common sense
✓ Checklists assist people to not forget
A Checklist for checklists

(projectcheck.org)
Development of checklist

- Do you have clear, concise objectives for your checklist?
- Is each item:
  - A critical safety step and in great danger of being missed?
  - Not adequately checked by other mechanisms?
  - Actionable, with a specific response required for each item?
  - Designed to be read aloud as a verbal check?
  - One that can be affected by the use of a checklist?
Development of checklist

- Have you considered?
  - Adding items that will improve communication among team members
  - Involving all members of the team in the checklist creation process?
Making each item clear & concise

✓ Each item on the checklist should be easily understood by the person using the checklist.
✓ Tasks should be concise so they are easy to use
Drafting the checklist

- Does the checklist
  - Utilize natural breaks in workflow (pause points)?
  - Use simple sentence structure and basic language?
  - Have a title that reflects its objectives?
  - Have a simple, uncluttered, and logical format?
  - Fit on one page?
  - Minimize the use of color?
Drafting the checklist

- Is the font?
  - Sans serif?
  - Upper and lower case text?
  - Large enough to be read easily?
  - Dark on a light background?

- Are there fewer than 10 items per pause point?

- Is the date of creation (or revision) clearly marked?
Group items by category

- Short checklists do not need categories
- Longer checklists should be organized into categories for easy navigation
- Keep it simple!
Checklist Groups

Short Checklist
- Smile and greet the patient by name
- Collect copay
- Collect outstanding balance
- Verify insurance & update if necessary
- Verify demographics & update if necessary
- Arrive patient

Checklist with Grouping
- Collect signatures needed
  - New patient – all registration forms
  - Change of insurance
  - Non-covered services waiver form
  - ABN (Medicare)
  - Consent for treatment
  - Medical history
  - Financial policy
  - Notice of privacy policy
  - HIPAA
- Information required from patient
  - Scan/copy insurance card ...
Make each item an action item

✓ Essential that each item be an action item!
✓ Be specific – break items into smaller action items

Example:
Collect signatures needed
or
Collect items needed
   List each item to be collected
Validation of checklist

- Have you:
  - Trialed the checklist with front line users (either in a real or simulated situation)?
  - Modified the checklist in response to repeated trials?

- Does the checklist:
  - Fit the flow of work?
  - Detect errors at a time when they can still be corrected?
Validation of checklist

- Can the checklist be completed in a reasonably brief period of time?
- Have you made plans for future review and revision of the checklist?
The Pre-Visit
What is the pre-visit?

Actions you need to take **BEFORE** the patient is seen in your practice
What is the pre-visit?

It’s a PROCESS

- Takes place before the visit
- Determines patient’s ability to pay for services to be rendered by your practice
Does your practice prepare for a patient clinically?

✓ Prepare the exam rooms for patients?
✓ Review the patients chart?
✓ Get ready for the patient????

SHOULDN’T YOU DO THE SAME FOR YOUR BUSINESS?
Prepare, prepare, prepare

- Capture patient demographics
- Current insurance information
- Verify eligibility and benefits
- Determine financial responsibility BEFORE the visit
- Set financial expectations
- Do you need to get a pre-authorization or referral?
Pre-visit checklist – Items to consider

1. Does patient have a prior account balance?
2. Verify insurance coverage and benefits eligibility.
3. Does patient have a co-payment?
4. What co-insurance and deductibles does patient have?
5. Are there pre-authorizations required for visit?
Pre-visit checklist

6. Update demographics and insurance if required.
7. Does patient have a history of no-shows?
8. Does patient have a collection history?
Pre-visit – Customer service

What can you do to improve the pre-visit experience?

✔ Make the initial patient contact the best it can be – train your staff in customer service
Pre-visit - Customer Service

- Let’s talk!
- Prepare a script
  - Greeting
  - Your practice name
  - Your name
  - How may I help you?
Pre-visit – Scheduling

Scheduling
When was the last time you took a look at appointment scheduling?
Are you using all of the functionality?
New Patient Registration Packet

- Do all units send new patient registration packet
- Are forms available on web site
- Can forms be completed on line
- Do forms get sent back prior to appointment

Is this part of your checklist????
The Patient Encounter
Patient encounter defined

Actions you need to take **AT THE TIME** the patient is seen in your practice
Are you ready when the patient arrives?

✓ Do you review all scheduled patients for prior balances before the appointments?
✓ Do you attempt to collect all prior balances at time of service?
✓ Do you collect co-payments at time of service?
✓ What is your policy if a patient does not pay?
Patient Visit – Customer service

What can you do to improve the patient visit experience?

✓ Train your staff in customer service
Patient Arrival Checklists

☑ Accurate Registration
☑ Insurance Verification and Benefits Eligibility (if not already conducted)
☑ Scan or Copy ID Cards
☑ TOS Payment
☑ Past Due Amounts
Waiting

Two Options

1. Reduce the *time* to wait
   - Improve front desk processes
   - Establish ‘realistic’ scheduling techniques

2. Improve the *quality* of the wait
What are your expectations of staff?

- Performance rates
- Error rates
- Are you working with billing office to see what types of denials relate back to the front office?
Back End Processes
Charge capture checklists

- Who is responsible for capturing charges?
- Who reconciles charges to visits?
- What is your charge lag time?
Ensuring all charges are captured

- Office and outpatient charges
- Surgery charges
- Hospital charges
- Lab charges
- Tests (global, professional, technical)
- Injections
- Supplies
AMA Claims Process Check List

- Do you prepare and submit accurate claims in a timely manner?
- Do you update and verify patient insurance coverage and eligibility information prior to each visit to make sure you submit eligible claims to the correct payer?
- Do you have a process for reviewing payments for accuracy?
- Do you review EOB’s and ERA’s for delays, denials and reductions?

AND IT GOES ON!
Clean claims checklist

- Assignment of benefits
- Authorization missing
- Invalid CPT
- Insurance policy/group number incorrect
- Missing admin/discharge date on hospital charges
- NPI number missing
- Missing modifiers
- Patient information incorrect (gender, birthdate, etc.)
EDI checklist

- Claim run submitted
- Verification that run received and submitted
- Claim log to ensure runs are not missing
- Statement log to ensure runs are not missing
## Denial follow up checklists

<table>
<thead>
<tr>
<th>This is the problem</th>
<th>This is what I need to do to fix the problem</th>
<th>This is the Action Code I need to apply in Task Management</th>
<th>This is the Status Code I need to apply in Task Management</th>
<th>Do I need to send a claim or form letter?</th>
<th>Do I put in a review date?</th>
<th>Is a note required?</th>
<th>Can I transfer the task to another queue?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Past Filing Limit Claim sent within timely filing period</td>
<td>1. Confirm posting date.</td>
<td>Claim is Appealed Action Code Appeal1 followed by Appeal2</td>
<td>Status Code is APPEAL</td>
<td>Depends on payer. Send appropriate documentation.</td>
<td>Yes, 15 Days</td>
<td>Yes - See Notes Template for Timely Filing</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>2. Confirm claim/bill date.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. If claim was sent within timely filing period, provide POTF, Appeal with payer.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Past Filing Limit Claim was not sent within timely filing period</td>
<td>1. Confirm posting date.</td>
<td>Action code is automatically TRANSF because you are transferring to WRITE OFF queue.</td>
<td>You will transfer so status will be TRANSF.</td>
<td>No</td>
<td>No</td>
<td>Yes - See Notes Template for Timely Filing</td>
<td>Yes to WRITEOFF</td>
</tr>
<tr>
<td></td>
<td>2. Confirm claim/bill date.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. If claim was not sent within timely filing period, document history in Task Management, Use appropriate action code and transfer to Write Off Queue.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## A/R Follow Up

<table>
<thead>
<tr>
<th>This is the problem</th>
<th>This is what I need to do to fix the problem</th>
<th>This is the Action Code I need to apply in Task Management</th>
<th>This is the Status Code I need to apply in Task Management</th>
<th>Do I need to send a claim or form letter?</th>
<th>Do I put in a review date?</th>
<th>Is a note required?</th>
</tr>
</thead>
<tbody>
<tr>
<td>No response from payer and payer says no claim on file</td>
<td>1. Call payer or go check payer website&lt;br&gt;2. If payer says no claim on file or cannot locate claim on website, rebill with proof of timely filing attached&lt;br&gt;3. If billed through eCommerce, print POTF and attach to claim and rebill&lt;br&gt;4. If billed on paper, print claim detail for that claim only and attach to claim and rebill</td>
<td>RFCLM indicating claim was rebilled to insurance&lt;br&gt; PEN indicating you will follow up on the task if it is not paid by the review date.</td>
<td>Yes with POTF&lt;br&gt;Yes - 45 days</td>
<td>Yes - See Notes Template for Timely Filing Notes A/R Follow Up</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charge is in A/R queue and we have a response from the payer in paper form that has not been pushed to Denial Queue</td>
<td>1. Call payer and payer acknowledges claim and denial&lt;br&gt;2. Obtain copy of EOB with denial from payer or web site&lt;br&gt;3. Post denial to charge which forces to Denial Queue&lt;br&gt;4. After Denial is posted and Task is in Denial Queue, Edit the Task in A/R queue and complete it</td>
<td>FRCDEN to indicate the charge had a denial posted&lt;br&gt; COMPL to complete it out of A/R Follow up Queue</td>
<td>No&lt;br&gt;No</td>
<td>Yes - Denial received &amp; posted. Completed out of A/R Follow Up</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Account Collections checklists

- Implementation Checklist
  - Steps required to convert Collections Plus to Account Collections
- Collections processes checklists
  - Define your process
Monitor, Report, Audit
Claim Denials

- Eligibility Denials
  - Look at last 6 months
  - By Payer
  - By POS
## Leading Performance Indicators

<table>
<thead>
<tr>
<th>Error Rate due to front-end billing</th>
<th>&lt;2 percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time of service collections</td>
<td></td>
</tr>
<tr>
<td>Copayments</td>
<td>100%</td>
</tr>
<tr>
<td>All other time of service payments</td>
<td>75%</td>
</tr>
</tbody>
</table>

*Source: 2009 Walker, Woodcock, Larch.*
## Leading Performance Indicators

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Claim edits and denials due to registration and referrals</td>
<td>&lt;2 percent</td>
</tr>
<tr>
<td>Percentage of insurance verified</td>
<td>98 percent</td>
</tr>
<tr>
<td>Number of patients cleared prior to visit</td>
<td>90 percent</td>
</tr>
<tr>
<td>(Cleared defined as demographic and insurance date necessary for claims processing verified with the source for information.)</td>
<td></td>
</tr>
</tbody>
</table>

*Source: 2009 Walker, Woodcock, Larch.*
Questions?
Resources

- AMA Practice Management Center Physician Claims Process Check List
- Boeing Preflight Checklists 747
- Business Performance Resource (www.bpir.com)
Resources


Contact Information

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