

Where Are Your Opportunities?

ICAHN Boot Camp – 2014

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Where Are Your Opportunities?

- ▶ Learning Objectives
 - Define operational assessments
 - Using operational assessments to make a positive impact on your practice
 - Nuts and bolts of conducting an operational assessment
 - Celebrate improved performance!

Where Are Your Opportunities?

*Maximize efficiency of resources
to improve overall bottom line.*

What is an Operational Assessment?

Quality improvement process
conducted to enhance
overall financial
performance of
the organization.



What is an Operational Assessment?

- ▶ Operational assessment
 - Entire practice or selected area
 - Check-in
 - Claims filing
 - Medical records
 - Specific process
 - Time of service payments
 - Release of medical records

How can Operational Assessments Make a Positive Impact?

- ▶ Identify lost revenue
- ▶ Increase patient volume
- ▶ Accelerate cash flow
- ▶ Maximize staff efficiency and effectiveness
- ▶ Decrease expenses

Nuts and Bolts of an Operational Assessment

- ▶ Identify the department or process to assess
- ▶ Identify key stakeholders
- ▶ Gather pertinent facts related to the current process



Nuts and Bolts of an Operational Assessment

- ▶ Assemble supporting documents for the current process
- ▶ Document each step in the process
- ▶ Analyze each step and supporting document in the current process



Nuts and Bolts of an Operational Assessment

- ▶ Establish goals to improve the process
- ▶ Develop an action plan to achieve the goals
- ▶ Communicate the plan
- ▶ Implement the action plan
- ▶ Monitor progress
- ▶ Celebrate successes!



Nuts and Bolts of an Operational Assessment

- ▶ Consider and analyze
 - Past or chronic problems
 - Patient complaints
 - Provider dissatisfaction
 - High turnover
 - Financial impact



Nuts and Bolts of an Operational Assessment

- ▶ Who is involved in this process?
 - Internal
 - Staff
 - Providers
 - External
 - Patients
 - Hospital
 - Vendors and/or advisors



Nuts and Bolts of an Operational Assessment

- ▶ Techniques
 - Interview those involved
 - Observe work flow
 - Role play scenarios
 - "Pretend I'm a patient – let's schedule an appointment"
 - Continuously ask "why" throughout the process

Nuts and Bolts of an Operational Assessment

- ▶ Gather a sample of every document in the process
 - Internal practice documents
 - Staff-created documents, such as manual logs
 - Staff “cheat sheets”
 - External documents

Nuts and Bolts of an Operational Assessment

- ▶ Review the physical documents
 - Do they support or hinder the process?
 - Are there multiple staff members creating individual activity logs?
 - Are the physical documents current?
 - How much CYA?



Nuts and Bolts of an Operational Assessment

Key Question

If you were to design the process from scratch, is this the process you would adopt?



Nuts and Bolts of an Operational Assessment

- ▶ Enhance that bottom line!
 - Improve accuracy
 - Improve patient throughput
 - Improve patient satisfaction
 - Improve compliance
 - Improve revenue and cash flow
 - Improve utilization of resources
 - Improve productivity
 - Improve efficiency

Nuts and Bolts of an Operational Assessment

- ▶ Effective action plans
 - Engaged key stakeholders
 - Clearly delineated plan in manageable segments
 - Assigned accountability for segments of the plan

Nuts and Bolts of an Operational Assessment

- ▶ Effective action plans
 - Established timeline for achieving
 - Relevant benchmarks
 - Keep project on schedule
 - Assess progress toward goals



Nuts and Bolts of an Operational Assessment

- ▶ Clearly state the goals
 - Outline the plan
 - Emphasize the benefits to be gained
- ▶ Involve the entire practice
 - Support from the top
 - Identify key internal stakeholders
- ▶ Communicate with external stakeholders

Nuts and Bolts of an Operational Assessment

- ▶ Communicate the action plan
 - Clearly state expectations
 - Identify evaluation criteria
- ▶ Commit adequate resources
- ▶ Provide feedback throughout plan
 - Constructive and timely






Nuts and Bolts of an Operational Assessment

- ▶ Stay on track
 - Compare actual results to scheduled results
 - Address variances
 - Was original schedule too ambitious?
 - Are the right stakeholders involved?
 - Tweak the implementation plan as necessary

Celebrate Successes!

- ▶ Celebrate meeting benchmarks
 - Throughout implementation of the project
 - At the conclusion
 - Use data to demonstrate desired results
- ▶ Evaluate the overall project
 - Are you better off than before the operational assessment?

Where Are Your Opportunities?

- ▶ Continuously strive for an improved practice
- ▶ Focus on areas that improve revenue 
- ▶ Focus on areas that decrease expenses
- ▶ Use operational assessment methodology to identify opportunities  
- ▶ Enjoy the benefits of a more profitable practice!

Where Are Your Opportunities?

Anders Health Care Services optimizes staff, resources and revenue for hospitals and physicians by offering solutions and direction to complex practice management issues.

We provide an integrated approach from the financial, operational, compliance and strategic perspectives.

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