

TECHNICAL ASSISTANCE PROGRAM



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Community Assessment Service Descriptions

Market Analysis

An examination of the types of patients who make up your client mix and comparison with your market's potential is completed. This review will give you a better understanding of who you're serving, who you're not serving but could, and how well you've penetrated your market in terms of age and gender, payor source, zip code and diagnosis.

Community Market Surveys

A questionnaire is distributed to 1000 randomly selected residents in a service area to solicit their perceptions about local health care and provide reported utilization patterns.

Key Informant/ Focus Group Interviews

Skilled interviews with patients and potential patients either individually or in small groups to determine if they have any issues with local health care delivery. These types of interviews are an outstanding way to educate people about your services and show your interest in their opinions.

Community Wide Meetings

Community Wide Goal Setting Meetings are an extremely effective way to find out what your community likes and dislikes about local health care services and what changes or improvements residents would like to see. All this in just three hours!

Customer Satisfaction Surveys

Confidential patient satisfaction surveys regarding the facility and practice in general or about specific services or departments can be developed to help you understand where you are strong and weak from the patient's perspective.

Economic Impact Studies

These studies utilize local health care facility data (revenues, expenses, utilization, personnel, etc.) to estimate the economic impact a facility has on the surrounding area by calculating direct impacts in the form of wages and purchases and indirect or induced economic impacts in the form of income multiplier effects or induced spending.

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.

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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.

Internal Budget Process (Financial Planning)

A complete process of developing an internal budget process which includes templates of forms and training materials for departmental managers. Results in a financial plan for the facility that generates a targeted operating margin that meets strategic objectives of the facility. Template includes step downs for allocation of overhead departments.

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.

Developing an Internal Audit Program

Internal audit processes are developed to insure internal control and the accuracy of the monthly financial statements. This process includes forms and the setting up of a year-end audit notebook so that audit costs can be minimized.

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.

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Financial Assistance Service Descriptions (cont.)

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.

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.

Interim Financial Management

One of our consulting firms can provide interim chief financial officer, business office manager, and HIM department manager positions on an as-needed basis. Other support positions within these departments would also be available.

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 including preparation of projections, forecasts, feasibility studies, escrow verifications and periodic arbitrage rebate calculations for tax-exempt bond issues.

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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Legal Assistance Service Descriptions

Legal Services

Hawley Troxell Ennis & Hawley LLP 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.

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

Cost. TAP will pay 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
- 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.

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Legal Assistance Service Descriptions (cont.)

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
- 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 the training. The participating facility will be responsible for paying for any travel costs associated with the workshop up to a maximum of \$500.

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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.

Employee Job Satisfaction/Morale Surveys

This simple survey provides you with insight about what employees like and dislike about their job and the organization and why. Such insight enables you to develop appropriate strategies for improving or reinforcing job satisfaction and morale in a cost effective manner.

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

Leadership Training

These interactive training sessions are ideal for governing boards and employee leadership. Sessions are tailor-made to fit your organization's needs and incorporate the most current information on leadership development.

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 training sessions are not only informative, they are designed to be teambuilding/group development activities in themselves.

Medical Staff Development/ Conflict Resolution

Interpersonal relationships can become strained between a hospital or clinic administrator and medical staff. Services can be provided to resolve contract negotiations, E.R. coverage issues, difficult personalities, medical staff development plans, and other issues facing hospital or clinic administrators.

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.