

The Challenge

This Homecare Infusion Department had many challenges directly impacting their ability to effectively and efficiently bill. Some examples include:

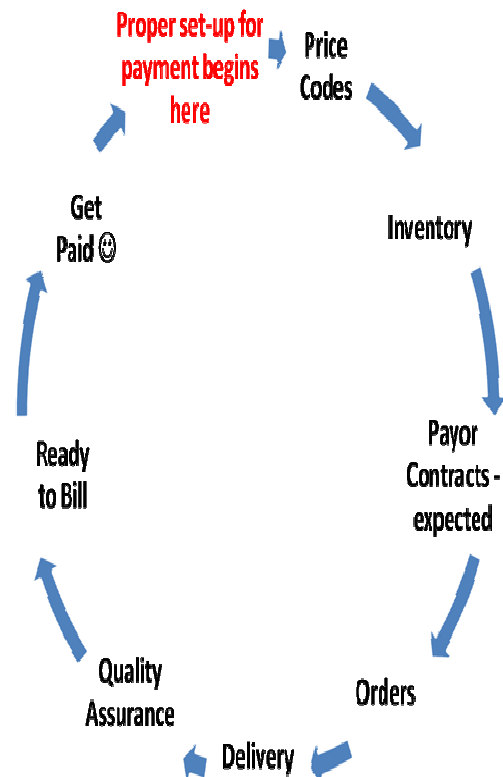
- Poor communication between the RN and RPh
- Lack of formal training and documentation for intake and billing
- 650 items waiting to be billed on average
- Manual checking and rewriting system

Targets

A Rapid Process Improvement (RPI) workshop was conducted with an 8-member Team. The Team was asked to accomplish the following targets:

- Establish standard work & instructions for Homecare Pharmacy, Infusion Intake and Infusion Billing processes
- Develop mistake proofing tools (checklists, system fields, etc.) for reliable methods
- Reduce lead time for confirming drug delivery by 50% (from 15 days to 7.5 days)
- Reduce lead time for delivery confirmation to billing days by 50 % (from 59 days to 29.5 days)
- Develop standard work for HCPC code additions and revisions
- Create visual system for Work in Progress (WIP)
- Measure: % Billed within 72 hours
- Measure: % orders without required fields or incomplete info leading to rejects
- Measure: Rejection rate- Reduce # of

Standardized Process Post Workshop



Let the system do the work:

- Efficiency
- Reporting
- Automated processing

Areas of Focus

The Team focused the workshop on the process beginning with the Intake and Receipt confirmation on medication delivery. The end process was the submission of invoice to the payer for adjudication. Several sub-processes were impacted, such as: Intake insurance verification; creating invoices for skilled nursing services and HC Pharmacy; submission of invoice for payment.

Workshop Actions

- Increased HCPC accuracy
- Created process for getting correct diagnosis code and doctor's name in the right place on the order to lead to decreasing rejections
- Developed system interface to eliminate double data entry
- Saved money by using eligibility checker efficiently
- Developed process to check authorization up front for eligibility
- Implemented new process to bring in revenue more faster and decrease denials and rework
- Defined and documented roles, responsibilities and ownership
- Assigned revenue analyst to HC to educate on requirements and inform of changes
- Reconnected the department team (have been in different building, departments)
- Determined how to use the system to its fullest capability

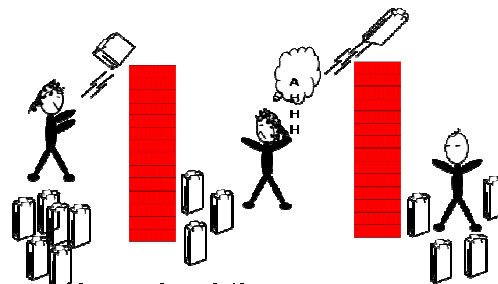
Results

Homecare Infusion Billing RPI - Process Data Worksheet

Value-Added Analysis	Measure	Before	Vision	Day 5
	NUMBER OF STEPS	48	41	41
	LEAD TIME	59	3	3
	NUMBER OF HANDOFFS	6	3	3
	NUMBER OF CHECKING STEPS	9	8	8
	NUMBER OF QUEUES	4	3	3

Old Process = SILOS

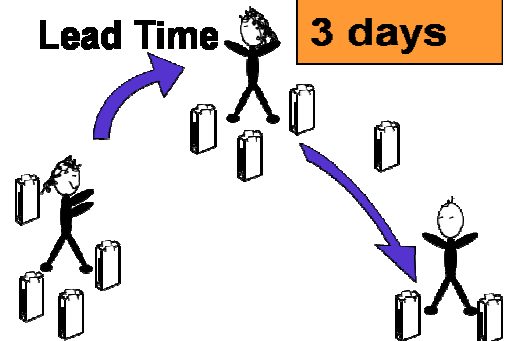
Lead Time 59 days



**Long lead times
High levels of WIP
Low visibility up and downstream**

New Process = ONE TEAM

Lead Time 3 days



**Improved communication and quality
Decreased waste of transport/travel**