



Hospitals and Health Systems



○ MANAGEMENT SUPPORT

○ ASSESSMENT

○ REVITALIZATION

Ancillary Care Solutions offers:

- Proven leadership in the successful assessment, management and revitalization of inpatient and outpatient therapy services
- 24/7 access to a team of clinical, financial, operational and regulatory specialists
- A long-term commitment to helping you achieve your goals

To provide high quality healthcare cost effectively, hospitals and health systems must seek positive contributions from all departments, including physical and occupational therapy. Ancillary Care Solutions (ACS) helps hospitals and health systems assess whether their rehab department is generating the maximum financial contribution, while empowering clinical and support staff.

To improve ancillary program performance, ACS recognizes that healthcare organizations must balance the needs of their primary offerings with those of ancillary programs. Working closely with administrators and clinicians, ACS assesses all aspects of inpatient and outpatient rehab, specializing in guiding and implementing short-term and long-term changes to operational processes to improve skilled care, ensure regulatory compliance and increase the contribution margin.

⦿ MANAGEMENT SUPPORT

While ACS firmly believes that hospital and health system should drive all therapy management decisions, we draw upon our diverse experience and expertise to help organizations manage both day-to-day therapy operations and long-term strategic growth. ACS' therapy management support services include the following:

- **Benchmarking** — You can't manage what you don't measure. Using our therapy-specific benchmarks and Web-based TherapyWorks solution, we help you track and analyze key financial and productivity metrics and compare your inpatient and outpatient rehab program to similar programs to spot trends, improve productivity and maximize return.
- **Contracting** — ACS helps analyze payment rates and negotiate new rates. We also help develop and implement processes to monitor payments and contest denials to ensure maximum payment.
- **Strategic Planning** — ACS helps hospitals and health systems develop and implement referral protocols to ensure appropriate utilization of therapy and maximize therapy revenue. ACS also helps hospitals and health systems determine whether and how they can benefit from adding specialized therapy programs, such as fall prevention, wellness and sports enhancement programs.
- **Compliance** — ACS helps you navigate federal, state and local laws and regulations, making sure clinical documentation, coding and billing consistently meet Medicare and other regulatory requirements.
- **Education/Training** — To help increase productivity, optimize treatment outcomes and boost revenue, ACS provides regular onsite specialized training to therapy providers, support staff and billing staff. Communication and customer service training helps promote employee teamwork and improve the patient experience, while training front desk staff to more efficiently schedule and authorize treatment allows therapists to focus on patient care and be more productive. We also provide specialized training to clinicians on how to document more efficiently and to billing and collection staff on how to maximize submission of clean claims to minimize denials.
- **Measuring Effectiveness** — By participating in ACS' clinical outcomes measurement program and using our Web-based TherapyWorks solution, you can track and compare your financial and clinical performance to national and regional benchmarks, enabling you to position your organization for

optimal reimbursement and clinical outcomes. Additionally, specially designed patient and physician satisfaction surveys provide reliable and useful feedback to guide continuous improvement of inpatient and outpatient therapy programs.

- **Human Resources/Recruiting** — To control staffing costs while delivering quality care, ACS helps hospitals and health systems determine the optimal number and skill mix of therapists, assistants, aides and receptionists and, more importantly, recruit the best candidates. To manage performance, we work with administrators to develop and implement incentive compensation and professional development programs designed to reward increased productivity and bolster staff satisfaction and retention.
- **Space/Equipment/Supplies** — ACS helps hospitals and health systems select clinic locations, design clinic layouts, evaluate the need for satellite operations and purchase or lease the most appropriate equipment. And, because ACS leverages the purchasing power of all of its clients, each client can take advantage of volume discounts for equipment and supplies to reduce costs.

⦿ ASSESSMENT

Many hospitals and health systems of all sizes and types have engaged ACS to conduct thorough and useful assessments of their therapy program's finances, operations and regulatory compliance.

Financial — ACS can compare your inpatient and outpatient therapy program to similar therapy programs using national and regional benchmarks to determine whether your organization is maximizing therapy income and, if not, where to focus improvement efforts. Other services provided to assess financial health include:

- Determining therapy revenue and profit potential based on patient visits, diagnosis and payment rates.
- Ascertaining whether therapy providers are capturing the appropriate amount of charges per patient visit.
- Analyzing payer contracts for profitability and determining whether these contracts should be modified or terminated.
- Determining whether provider base and incentive compensation packages are competitive and effective.

- Determining whether provider productivity expectations should be modified based on national and regional benchmarks and, if so, how.
- Providing concrete recommendations on how you can improve the financial performance of your rehab department.

Clinical Operations — Taking into consideration patient volume and other factors, ACS determines your appropriate number of therapists, assistants, aides and receptionists. Other services provided to assess clinical operations include:

- Determining whether therapists are appropriately and efficiently utilizing assistants, aides and other support staff.
- Reviewing scheduling and authorization processes and techniques to minimize cancellations/no shows and patient access delays.
- Assessing whether and how your electronic or paper documentation process can be streamlined to both ensure compliance and increase provider productivity.

- Measuring clinical outcomes and patient and physician satisfaction.
- Determining whether the amount of provider time spent on tasks other than direct patient care, such as administrative tasks, is appropriate as compared to other therapy programs.
- Evaluating the benefits and costs of adding satellite locations and extending hours.
- Exploring the merits of adding specialty programs (e.g., vestibular, wellness or sports-related programs).

Compliance — ACS also performs therapy specific documentation and compliance assessments that include:

- Determining whether clinical documentation complies with Medicare and other applicable payer requirements.
- Assessing whether therapists are correctly coding treatments and capturing all appropriate charges.



- Assessing the need for additional clinical, documentation or other types of training to improve compliance.
- Ascertaining if staff members are appropriately differentiating rules/regulations for coverage on specific units (inpatient/outpatient/IRF/SNU).
- Determining if staff appropriately differentiates supervision regulations per rehab designation.
- Determining whether your rehab department is prepared for the Recovery Audit Contractor (RAC) program.

⦿ REVITALIZATION

In some cases, and for a variety of reasons, rehab departments are generating lower than average contributions. Or, perhaps, referring physicians and patients are dissatisfied with the quality of care. To improve and help therapy programs reach the next level, ACS offers a full range of proven solutions to improve financial, operational and clinical performance. We work hand-in-hand with management and therapy staff to refocus efforts and create a formula for success that is tailored to the specific needs of your organization.

To help revitalize or turnaround a therapy program, we provide all of the management support services described above tailored to your specific situation with an emphasis on the following tasks, resulting in increased contributions and enhanced clinical outcomes:

- **Staffing** — Securing the right number and mix of therapists, assistants and support staff, rewarding increased productivity and replacing underperformers helps to create a top-performing team with strong morale.
- **Education/Training** — Upgrading the skills of current clinical and support staff, including technical skills such as documentation and coding, soft skills such as communications and leadership, and clinical competencies, elevates the caliber of team members and the program as a whole, increasing physician confidence, patient satisfaction and patient outcomes.
- **Finance and Operations** — Focusing on improving charge capture and proper submission and follow-up on claims increases revenue and contribution margin.
- **Customer Satisfaction** — Setting ambitious patient and physician satisfaction goals and closely monitoring progress to ensure that targets are reached promotes continuous improvement.

By teaming with ACS to use our proven financial, operational, clinical and regulatory expertise, many hospitals and health systems have turned their therapy program into thriving, profitable ventures that organizations and therapy staff throughout the continuum of care can be proud of.

