



Physician Group Services



○ START-UP ○ MANAGEMENT SUPPORT ○ ASSESSMENT ○ REVITALIZATION

Ancillary Care Solutions offers:

- Proven leadership in the successful development and management of ancillary 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 remain competitive in the face of declining payments and escalating costs, physician groups must continue to expand services and maximize ancillary income. Ancillary Care Solutions (ACS) helps physician groups establish and optimize the performance of physical and occupational therapy programs, while empowering clinical and support staff.

ACS handles all areas of program implementation, including planning, development, execution and support of day-to-day operations. From concept development to facility design, from equipment needs to staff recruitment and beyond, ACS provides comprehensive support for ancillary programs. Whether you are considering the start-up of a new therapy program or seeking to revitalize your existing program, you can count on ACS' expertise and experience to help you develop and manage a successful program that meets your patient needs and business objectives.

⊙ START-UP

With extensive experience serving clients across the United States, Ancillary Care Solutions (ACS) has an impressive track record of helping physician groups add successful outpatient therapy programs to their practices. In fact, no other organization has helped more physician groups expand their practices to include physical, occupational and hand therapy programs. Services offered to help you build a foundation for a successful program include:

- **Feasibility Studies** — Recognizing that every physician group is unique, ACS determines whether and how adding a specific ancillary program can benefit your patients, fit your practice's needs and generate a healthy return on investment.
- **Facility Search** — ACS helps determine how much space is necessary, helps scout for the ideal location, assists in negotiating the lease or purchase and then works with you to design and build-out a clinic that will ensure maximum patient comfort and staff productivity.
- **Staffing** — ACS' specialized recruiting team helps physician groups recruit the optimal mix of skilled therapy providers and support staff and offer a competitive compensation package that includes progressive incentive packages to encourage both highly skilled care and productivity.
- **Equipment and Supplies** — ACS helps physician groups choose and price the optimal types of equipment and supplies.
- **Training and Education** — ACS trains front desk staff to efficiently schedule appointments, manage cancellations and no shows and authorize care. Specialized training is provided to business office staff on therapy billing and collection, managing denials and maximizing the submission of clean claims to increase revenue. ACS' clinical team provides direction and support for therapists' clinical education to ensure that all therapists possess the clinical skills required for exceptional patient care.
- **Compliance** — To ensure ongoing regulatory compliance while maximizing revenue, ACS provides ongoing notice and guidance on ever-changing federal, state and local regulations.
- **Information Technology** — ACS helps physician groups develop and refine EMR templates to ensure compliance with Medicare and other therapy documentation requirements while minimizing the provider and support staff time required for documentation.

⊙ MANAGEMENT SUPPORT

While ACS firmly believes that the physician group should drive all primary therapy management decisions, we draw upon our diverse experience and expertise to help groups manage both day-to-day therapy operations and long-term strategic growth to keep your business thriving. 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 program to similar programs nationwide to spot trends, improve productivity and maximize income.
- **Contracting** — ACS helps analyze payment rates and negotiate new rates. We also help monitor payments to ensure that groups are receiving full payment and effectively contesting denials.
- **Strategic Planning** — ACS helps groups develop and implement referral protocols to ensure appropriate utilization of therapy and maximize therapy revenue. ACS also helps groups 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 profitability, ACS provides regular onsite 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 efficiently schedule and authorize treatment allows therapists to focus on caring for their patients and be more productive. We also educate clinicians on how to document more effectively and train billing and collection staff on how to submit clean therapy claims and 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 our national benchmarks including those of similar therapy programs, enabling you to position your practice for optimal reimbursement and clinical outcomes. Additionally, specially designed patient and physician satisfaction surveys provide reliable and useful feedback to guide you in continuing to improve your therapy program.

- **Human Resources/Recruiting** — To control staffing costs while delivering quality care, ACS helps physician groups 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 groups to develop and coordinate base and incentive compensation programs and provide a professional development program designed to increase staff satisfaction and retention.
- **Space/Equipment/Supplies** — ACS has helped dozens of physician groups select clinic locations, design clinic layouts, evaluate the need for satellite operations and purchase or lease the best 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 physician groups 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 individual providers and group to other physician-based therapy programs using national

and regional benchmarks to determine whether your group 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 productivity-related benchmarks and, if so, how.
- Providing a comprehensive explanation of the different methods of ancillary income allocation and the advantages and disadvantages of each method.
- Providing concrete recommendations on how a group can improve the financial performance of its therapy program.



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 whether physician referrals comply with the Stark rules and other applicable federal and state self-referral restrictions.

⊙ REVITALIZATION

In some cases, and for a variety of reasons, therapy practices are either losing money or generating lower than average profits. Or, perhaps, referring physicians and patients are dissatisfied with the quality of care. To improve existing therapy programs and take your practice to 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 each group.

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

- **Staffing** — Securing the right mix of therapists 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 and patient satisfaction.
- **Finance and Operations** — Focusing on improving charge capture and proper submission and follow-up on claims increases revenue and profit.
- **Customer Satisfaction** — Setting ambitious patient and physician satisfaction goals and monitoring programs closely to ensure that targets are reached promotes continuous improvement.

By teaming with ACS to use ACS' proven financial, operational, clinical and regulatory expertise, many physician groups have turned their ancillary therapy practices into thriving, profitable ventures that physician groups and therapy staff can be proud of.

