

15770 N. Parkway
Suite 500
Dallas, TX 75248

Phone: 214-373-7077

Fax: 214-750-5239

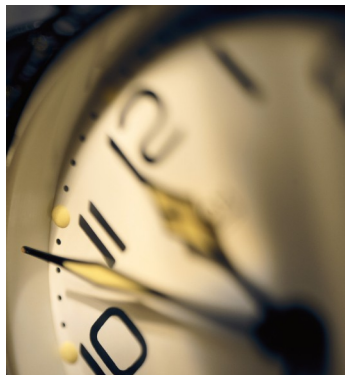
Web Address:

www.campbellwilson.com

Time Studies— The First Time

Scenario: A large, teaching hospital was not availing itself of all opportunities to garner the appropriate reimbursement it was due because of a lack of supporting documentation in the form of Physician Time Studies. This had a major impact on the Wage Index calculations for all of the hospitals in the CBSA. However, this hospital had a major hurdle in obtaining its documentation: the attending / teaching physicians were employed by the medical school and had never done any type of Time Study before. These physicians were not practicing exclusively at the teaching hospital; they were also spending time at other

hospitals in the Medical District. In one day, these physicians could be at any of the institutions in the Medical District. A valid Time Study



had to include all the hospitals where the physicians were seeing patients and teaching residents. All would benefit

from the Time Studies. But how to get all these institutions to work together toward a common benefit?

Each had separate ownership, governing boards, and reimbursement mixes. Patient population varied from top to bottom, including the indigent and children. Research was also a major tenet of the medical school.

Given the practice patterns of the physicians, the maximum benefit would be obtained if all the hospitals worked together. Statistical validity could be more easily accomplished – the allocation calculations would be better split between the hospitals, and the physicians would only have to complete one Time Study for all the institutions versus several different Time Studies for each hospital each quarter.

Time Studies— A Solution

Imagine simultaneous audits of all the participating hospitals: how do you share one book between several auditors at different locations? It would be unfair if one of the participating hospitals carried the weight of all.

An independent firm was the solution – CampbellWilson to implement and conduct the Time Studies.

Keys:

1. All hospitals that accepted Medicare and Medicaid reimbursement participated in the Time Study.
2. A “kick – off” was presented to the monthly Chairs meeting, with the top hospital administrative officials present.
3. Education sessions were held in every department to acquaint the physicians with the benefits, the reasons behind, and the “how” of the Time Studies.
4. Top administrative officials supported and directed the implementation. They were present at each of the education sessions held to answer questions.
5. An administrative contact in each of the Chairs’ offices was identified. Book distribution and collection were coordinated through these valuable people.

Time Studies— Success



There was a lot of time spent by the administrative officials and it was reflected in the success of the project. Participation rates started at approximately 85% and have not dropped over the years the project has continued. The departmental administrative contacts were a crucial aspect in the process of the Time Studies. They were responsible for distributing the books, answering the day – to – day questions from the physicians, and

collecting the books. The books used were personalized, with the physicians' name, departments, and hospital title(s), if any, printed on the front cover. The books were just the right size to fit in a lab coat pocket.

After 2 years of using booklets, CampbellWilson developed a website to collect the Time Study data without the hassles and expense of distributing, maintaining, and collecting books.

New education sessions were offered to the departments, along with an online presentation for those who could not attend the education sessions.

Participation rates continue at the high level they began.

Occasionally – as with any ongoing project - the top medical school administration has to remind the physicians that this is a priority.

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The reimbursement benefits continue as expected.

Even a Time Study conducted prior to 2006 which had been thrown out by Medicaid auditors was accepted using this new methodology.

Quotes from our Web Time Study participants:

“Folks I need to tell you this electronic system is just GREAT!”

“We did a test case of the on-line version in September and it went great. Then we did the entire department in the on-line version in early December and it went equally great. So we are full time in the electronic version and will

never go back. It is infinitely easier and much better. I think y'all will be pleased once you go electronic full-time. Thanks.”

“Folks, I need to tell you this electronic system is just GREAT!”

Who Knew?

CampbellWilson is pleased to announce the promotion of Mr. Ronnie Land from Vice President to Partner.

Please welcome the following new talent to CW:

Julia Blount, Senior Consultant
 Marsha Taylor, Senior Manager
 Beth Yagielski, Senior Manager
 Carolyn Hulse, Consultant
 Brian Heid, Consultant

Mr. Ronnie Land, Promoted from Vice President to Partner

